2023 BUDGET & LONG-TERM FINANCIAL PLAN

2023 TO 2032



CHERBOURG ABORIGINAL SHIRE COUNCIL

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LONG-TERM FORECAST PARAMETERS

	Key Growth Assumptions
Revenue items	
Fees and Charges	Projected at CPI for each of the forecast years
Rent	Increases of 1.00% for each of the forecast years
Sales and Recoverable Works	Projected at CPI for each of the forecast years
Grants, subsidies, contributions and donations	Projected at CPI for each of the forecast years, with the assumption that the Financial Assistance Grant will be paid within the year it is due, and funding for other grants continue as per 2022
Interest Income	Projected at 1.46% for 2023 and increasing by 0.05% each year to 3.00% in 2027 and 3.00% for the remaining forecast years
Expense items	
Staff Wages and Salaries	Projected at 3.0% for each of the forecast years. No allowance has been made for growth in employee numbers
Materials and Services	Projected at CCI over the period of the financial plan
Depreciation Expense	Projections are based on the current assets, and new capital works expenditure. No allowance has been made for the revaluation of infrastructure assets over the life of the plan
Other items	
CPI Rate Applied	5.00% for 2023 decreasing 0.50% each year to 2028 then remaining at 2.50% (mid point of the Reserve Bank target range for inflation)
Council Cost Index (CCI) Rate Applied	4.50% for 2023 and 2024, reducing 0.50% each year to 2027 then remaining at 3.00%
Revaluation of Assets	No allowance has been made for increases in asset values over the life of the forecast
Capital Works	2023 based on capital budget bids, remaining forecast years assumes \$2.5M in new housing, \$1.0M in renewal of existing housing, \$1.2M in renewal of infrastructure, and \$0.2M in renewal of plant and equipment. All works from 2024 onwards are assumed to be grant funded.

Cherbourg Aboriginal Shire Council										
2022/2023 Budget and Long Term Financial Forecast 2023	to 2032									
Statement of Income and Expenditure										
	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Revenue	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Recurrent revenue:										
Fees and charges	0.79M	0.82M	0.85M	0.88M	0.91M	0.93M	0.96M	0.98M	1.01M	1.03M
Sales, contract and recoverable works	5.40M	5.64M	5.87M	6.07M	6.25M	6.41M	6.57M	6.73M	6.90M	7.07M
Operational Grants & subsidies	5.26M	5.50M	5.72M	5.92M	6.10M	6.25M	6.41M	6.57M	6.73M	6.90M
Developer Contributions	-	-	-	-	-	-	-	-	-	-
Interest received	0.03M	0.04M	0.09M	0.16M	0.19M	0.23M	0.27M	0.30M	0.34M	0.37M
Other recurrent income	2.16M	2.21M	2.26M	2.31M	2.36M	2.40M	2.44M	2.48M	2.52M	2.57M
Total recurrent revenue	13.63M	14.21M	14.80M	15.34M	15.81M	16.22M	16.63M	17.06M	17.49M	17.94M
Capital revenue:										
Capital Grants	7.11M	3.90M	3.90M	3.90M	3.90M	3.90M	3.90M	3.90M	3.90M	3.90M
Capital Contributions	-	-	-	-	-	-	-	-	-	-
Gain/(loss) on sale of property, plant & equipment	-	-	-	-	-	-	-	-	-	-
Total capital revenue	7.11M	3.90M	3.90M	3.90M	3.90M	3.90M	3.90M	3.90M	3.90M	3.90M
Total income	20.74M	18.11M	18.70 M	19.24M	19.71M	20.12M	20.53M	20.96M	21.39M	21.84M
Expenses										
Recurrent expenses:										
Employee costs	6.73M	6.94M	7.14M	7.36M	7.58M	7.81M	8.04M	8.28M	8.53M	8.79M
Materials and services	5.11M	5.34M	5.56M	5.75M	5.92M	6.10M	6.28M	6.47M	6.67M	6.87M
Depreciation and amortisation	9.97M	10.11M	10.18M	10.26M	9.30M	9.34M	9.42M	9.50M	9.58M	9.57M
Finance costs	0.08M	0.08M	0.08M	0.08M	0.08M	0.08M	0.08M	0.08M	0.08M	0.08M
Total recurrent expenses	21.90M	22.47M	22.97M	23.45M	22.89M	23.33M	23.83M	24.34M	24.86M	25.31M
Result from ordinary activities	(1.16M)	(4.35M)	(4.27M)	(4.21M)	(3.18M)	(3.21M)	(3.29M)	(3.38M)	(3.46M)	(3.47M)
	(1.1010)	(4.0010)	(4.2710)	(7.2 (10)	(0.1010)	(0.2 111)	(0.2010)	(0.00M)	(0.4010)	(0.47 10)
Operating Result										
Adj for Capital Income	(8.27M)	(8.25M)	(8.17M)	(8.11M)	(7.08M)	(7.11M)	(7.19M)	(7.28M)	(7.36M)	(7.37M)

Cherbourg Aboriginal Shire Council										
2022/2023 Budget and Long Term Fi	inancial Forecast	2023 to 2032								
Statement of Financial Position										
	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Current assets	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
	5 0 4 1	5 0714	0.0014	0.0014	0.0014	10 5514	44.0014	10.0414	44.0714	45 5014
Cash assets and cash equivalents	5.01M	5.87M	6.89M	8.06M	9.30M	10.55M	11.80M	13.04M	14.27M	15.50M
Other inventory	0.23M	0.23M	0.23M	0.23M	0.23M	0.23M	0.23M	0.23M	0.23M	0.23M
Receivables	1.12M	1.16M	1.21M	1.25M	1.28M	1.31M	1.34M	1.38M	1.41M	1.44M
Other assets	1.90M	1.90M	1.90M	1.90M	1.90M	1.90M	1.90M	1.90M	1.90M	1.90M
Total current assets	8.25M	9.16M	10.23M	11.43M	12.71M	13.99M	15.27M	16.54M	17.81M	19.07M
Non-current assets										
Property, plant and equipment	145.48M	140.30M	135.03M	129.69M	125.30M	120.88M	116.38M	111.80M	107.14M	102.49M
Total non-current assets	145.48M	140.30M	135.03M	129.69M	125.30M	120.88M	116.38M	111.80M	107.14M	102.49M
Total assets	153.74M	149.46M	145.26M	141.12M	138.01M	134.87M	131.65M	128.35M	124.96M	121.56M
Current liabilities										
Trade and other payables	0.68M	0.70M	0.73M	0.76M	0.78M	0.80M	0.83M	0.85M	0.88M	0.90M
Employee payables/provisions	0.31M	0.31M	0.31M	0.31M	0.31M	0.31M	0.31M	0.31M	0.31M	0.31M
Other	0.90M	0.90M	0.90M	0.90M	0.90M	0.90M	0.90M	0.90M	0.90M	0.90M
Total current liabilities	1.88M	1.91M	1.93M	1.96M	1.98M	2.00M	2.03M	2.05M	2.08M	2.10M
Non-current liabilities										
Other liabilities	0.49M	0.47M	0.45M	0.43M	0.41M	0.38M	0.36M	0.34M	0.32M	0.30M
Employee payables/provisions	0.49M	0.47M	0.43M	0.43M	0.41M	0.30M	0.30M	0.34M	0.32M	0.30M
Other provisions	2.62M	2.69M	2.76M	2.83M	2.90M	2.97M	3.04M	3.11M	3.18M	3.25M
Total non-current liabilities	3.23M	3.27M	3.32M	3.37M	3.42M	3.47M	3.51M	3.56M	3.61M	3.66M
Total liabilities		5.18M								
lotal habilities	5.11M	5.10W	5.26M	5.33M	5.40M	5.47M	5.54M	5.61M	5.69M	5.76M
Net community assets	148.63M	144.28M	140.01M	135.79M	132.62M	129.40M	126.11M	122.73M	119.27M	115.80M
Community equity										
Asset revaluation reserve	41.97M	41.97M	41.97M	41.97M	41.97M	41.97M	41.97M	41.97M	41.97M	41.97M
Asset revaluation reserve Retained surplus (deficiency)	41.97M 106.66M	41.97M 102.30M	41.97M 98.03M	41.97M 93.82M	41.97M 90.64M	41.97M 87.43M	41.97M 84.14M	41.97M 80.76M	41.97M 77.29M	
Total community equity	148.63M	144.28M	98.03M	135.79M	132.62M	129.40M	126.11M	122.73M	119.27M	73.83M 115.80M

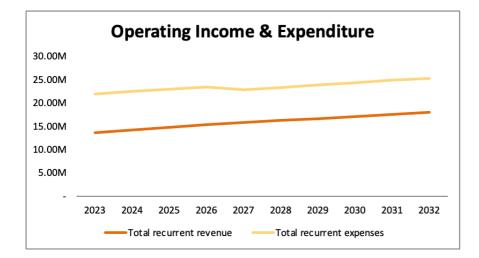
Cherbourg Aboriginal Shire Council 2022/2023 Budget and Long Term Financial Forecast 2023 to 2032 Statement of Cash Flows

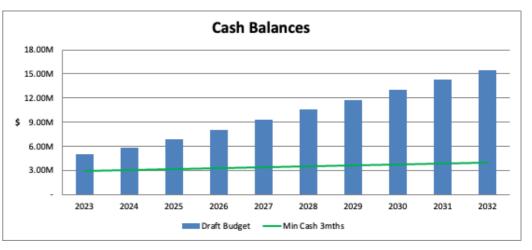
Statement of Cash Flows										
	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	Budget	Forecast								
Cash flows from operating activities:										
Receipts from customers	13.40M	14.11M	14.63M	15.12M	15.56M	15.94M	16.31M	16.71M	17.10M	17.52N
Payment to suppliers and employees	(11.79M)	(12.27M)	(12.68M)	(13.10M)	(13.49M)	(13.90M)	(14.31M)	(14.74M)	(15.19M)	(15.64M)
Interest received	0.03M	0.04M	0.09M	0.16M	0.19M	0.23M	0.27M	0.30M	0.34M	0.37N
Net cash inflow (outflow) from operating activities	1.64M	1.88M	2.04M	2.18M	2.26M	2.27M	2.27M	2.26M	2.25M	2.24N
Cash flows from investing activities:										
Payments for property, plant and equipment	(7.84M)	(4.92M)								
Subsidies, donations and contributions for new capital expenditure	5.46M	3.90M	3.90N							
Proceeds from sale of property, plant and equipment	-	-	-	-	-	-	-	-	-	
Net cash inflow (outflow) from investing activities	(2.38M)	(1.02M)								
Cash flows from financing activities										
Proceeds from borrowings	-	-	-	-	-	-	-	-	-	
Repayment of borrowings	-	-	-	-	-	-	-	-	-	
Net cash inflow (outflow) from financing activities	-	-	· ·	•	•	-	-	•	-	· · · ·
Net increase (decrease) in cash held	(0.73M)	0.86M	1.02M	1.16M	1.24M	1.25M	1.25M	1.24M	1.23M	1.22M
	(011 011)									
Cash at beginning of reporting period	5.74M	5.01M	5.87M	6.89M	8.06M	9.30M	10.55M	11.80M	13.04M	14.27N
					9.30M	10.55M	11.80M	13.04M		15.50M

Cherbourg Aboriginal Shire Council										
2022/2023 Budget and Long Term Finance	cial Forecast	2023 to 20	32							
Statement of Changes in Equity			-							
	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Asset revaluation surplus	•									
Opening balance	41.97M	41.97M	41.97M	41.97M	41.97M	41.97M	41.97M	41.97M	41.97M	41.97M
Increase in asset revaluation surplus	-	-	-	-	-	-	-	-	-	-
Closing balance	41.97M	41.97M	41.97M	41.97M	41.97M	41.97M	41.97M	41.97M	41.97M	41.97M
Retained surplus										
Opening balance	107.81M	106.66M	102.30M	98.03M	93.82M	90.64M	87.43M	84.14M	80.76M	77.29M
Net result	(1.16M)	(4.35M)	(4.27M)	(4.21M)	(3.18M)	(3.21M)	(3.29M)	(3.38M)	(3.46M)	(3.47M)
Closing balance	105.50M	97.95M	93.76M	89.61M	87.47M	84.22M	80.84M	77.38M	73.83M	70.36M
Total										
Opening balance	149.79M	148.63M	144.28M	140.01M	135.79M	132.62M	129.40M	126.11M	122.73M	119.27M
Net result	(1.16M)	(4.35M)	(4.27M)	(4.21M)	(3.18M)	(3.21M)	(3.29M)	(3.38M)	(3.46M)	(3.47M)
Increase in asset revaluation surplus	-	-	-	-	-	-	-	-	-	-
Closing balance	148.63M	144.28M	140.01M	135.79M	132.62M	129.40M	126.11M	122.73M	119.27M	115.80M

Cherbourg Aboriginal Shire Council												
2022/2023 Budget and Long Term Financia	I Forecast 2023 to 2	032										
Relevant Measures of Financial Sustainabi	lity											
	Target	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Average
Operating Surplus Ratio	Between 0% and 10%	(60.7)%	(58.1)%	(55.2)%	(52.9)%	(44.8)%	(43.9)%	(43.2)%	(42.7)%	(42.1)%	(41.1)%	(48.5)%
(Net Operating Surplus / Total Operating Reve	enue) (%)											
Net Financial Asset / Liability Ratio	<= 60%	(23.1)%	(28.0)%	(33.6)%	(39.8)%	(46.2)%	(52.5)%	(58.5)%	(64.1)%	(69.3)%	(74.2)%	(48.9)%
((Total Liabilities - Current Assets) / Total Ope	rating Revenue)											
Asset Sustainability Ratio	>90%	54.0%	23.9%	23.8%	23.6%	26.0%	25.9%	25.7%	25.5%	25.3%	25.3%	27.9%
(Capital Expenditure on the Replacement of A	Assets (renewals) / De	preciation E	xpense)									

KEY POINTS - SUMMARY CHARTS





	Target	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Average
Cash Expense Cover Ratio	>3	5.1	5.7	6.5	7.4	8.3	9.1	9.9	10.6	11.3	11.9	8.6
Number of months of operations supported by ca	sh balance											

WHOLE OF COUNCIL OPERATIONAL BUDGET OVERVIEW

	2022 Budget	2023 Budget	% Change	\$ Difference
Income				
Grants & Subsidies	(4,192,668)	(5,262,997)	25.53%	(1,070,329)
Fees & Charges	(748,371)	(785,790)	5.00%	(37,419)
Sales & Recoverable Works	(4,439,458)	(5,397,379)	21.58%	(957,921)
Interest Revenue	(30,050)	(30,489)	1.46%	(439)
Rent	(1,152,280)	(1,183,803)	2.74%	(31,523)
Other Income	(827,000)	(969,226)	17.20%	(142,226)
Income Total	(11,389,827)	(13,629,682)	19.67%	(2,239,855)
Expense				
Employee Costs	5,798,250	6,734,281	16.14%	936,031
Materials & Services	4,618,620	5,113,561	10.72%	494,941
Depreciation	3,041,157	9,970,000	227.84%	6,928,843
Finance Costs	79,047	81,814	3.50%	2,767
Expense Total	13,537,074	21,899,656	61.78%	8,362,582
Grand Total	2,147,247	8,269,974	285.14%	6,122,727

COMMUNITY SERVICES - OPERATIONAL BUDGET OVERVIEW

	2022 Budget	2023 Budget	% Change	\$ Difference
Income				
Grants & Subsidies	(674,280)	(1,017,392)	50.89%	(343,112)
Fees & Charges	(746,976)	(784,325)	5.00%	(37,349)
Rent	(100,000)	(101,000)	1.00%	(1,000)
Other Income	(125,000)	(163,850)	31.08%	(38,850)
Income Total	(1,646,256)	(2,066,567)	25.53%	(420,311)
Expense				
Employee Costs	599,179	645,941	7.80%	46,762
Materials & Services	446,639	698,078	56.30%	251,439
Expense Total	1,045,818	1,344,019	28.51%	298,201
Grand Total	(600,438)	(722,548)	20.34%	(122,110)

CORPORATE SERVICES - OPERATIONAL BUDGET OVERVIEW

	2022 Budget	2023 Budget	% Change	\$ Difference
Income				
Grants & Subsidies	(1,903,158)	(1,969,769)	3.50%	(66,611)
Fees & Charges	(1,395)	(1,465)	5.00%	(70)
Sales & Recoverable Works	(1,000)	(1,035)	3.50%	(35)
Interest Revenue	(30,050)	(30,489)	1.46%	(439)
Other Income	(183,500)	(189,923)	3.50%	(6,423)
Income Total	(2,119,103)	(2,192,680)	3.47%	(73,577)
Expense				
Employee Costs	1,858,220	2,014,202	8.39%	155,982
Materials & Services	1,217,621	848,293	-30.33%	(369,328)
Depreciation	288,193	1,080,000	274.75%	791,807
Finance Costs	79,047	81,814	3.50%	2,767
Expense Total	3,443,081	4,024,309	16.88%	581,228
Grand Total	1,323,978	1,831,629	38.34%	507,651

ECONOMIC DEVELOPMENT - OPERATIONAL BUDGET OVERVIEW

	2022 Budget	2023 Budget	% Change	\$ Difference
Income				
Grants & Subsidies	(401,399)	(459,950)	14.59%	(58,551)
Sales & Recoverable Works	(4,438,458)	(5,396,344)	21.58%	(957,886)
Other Income	-	(78,806)	0.00%	(78,806)
Income Total	(4,839,857)	(5,935,100)	22.63%	(1,095,243)
Expense				
Employee Costs	2,148,877	2,831,612	31.77%	682,735
Materials & Services	1,792,360	2,288,661	27.69%	496,301
Expense Total	3,941,237	5,120,273	29.92%	1,179,036
Grand Total	(898,620)	(814,827)	-9.32%	83,794

HOUSING - OPERATIONAL BUDGET OVERVIEW

	2022 Budget	2023 Budget	% Change	\$ Difference
Income				
Rent	(1,052,280)	(1,082,803)	2.90%	(30,523)
Other Income	-	-	0.00%	-
Income Total	(1,052,280)	(1,082,803)	2.90%	(30,523)
Expense				
Employee Costs	194,660	214,347	10.11%	19,687
Materials & Services	351,000	368,550	5.00%	17,550
Depreciation	1,899,098	8,000,000	321.25%	6,100,902
Expense Total	2,444,758	8,582,897	251.07%	6,138,139
Grand Total	1,392,478	7,500,094	438.61%	6,107,616

OPERATIONS - OPERATIONAL BUDGET OVERVIEW

	2022 Budget	2023 Budget	% Change	\$ Difference
Income				
Grants & Subsidies	(1,213,831)	(1,815,886)	49.60%	(602,055)
Sales & Recoverable Works	-	-	0.00%	-
Other Income	(518,500)	(536,648)	3.50%	(18,148)
Income Total	(1,732,331)	(2,352,534)	35.80%	(620,203)
Expense				
Employee Costs	997,314	1,028,179	3.09%	30,865
Materials & Services	811,000	909,979	12.20%	98,979
Depreciation	853,866	890,000	4.23%	36,134
Expense Total	2,662,180	2,828,158	6.23%	165,978
Grand Total	929,849	475,625	-48.85%	(454,225)

CAPITAL BUDGET LISTING

External Funding	Estimated Cost	Net Cost To Council
\$5,370,890	\$6,404,240	\$1,033,350
\$0	\$2,360,307	\$2,360,307
\$79,698	\$79,698	\$0
\$1,740,000	\$1,513,043	(\$226,957)
\$1,300,000	\$220,000	(\$1,080,000)
\$2,205,737	\$2,185,737	(\$20,000)
\$45,455	\$45,455	\$0
\$750,000	\$1,432,017	\$682,017
\$635,000	\$1,007,017	\$372,017
\$0	\$80,000	\$80,000
\$0	\$150,000	\$150,000
\$0	\$20,000	\$20,000
\$0	\$10,000	\$10,000
\$0	\$50,000	\$50,000
\$15,000	\$15,000	\$0
\$100,000	\$100,000	\$0
\$6,120,890	\$7,836,257	\$1,715,367
	\$5,370,890 \$0 \$79,698 \$1,740,000 \$1,300,000 \$2,205,737 \$45,455 \$750,000 \$635,000 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0	\$5,370,890 \$6,404,240 \$0 \$2,360,307 \$79,698 \$79,698 \$1,740,000 \$1,513,043 \$1,740,000 \$1,513,043 \$1,300,000 \$220,000 \$2,205,737 \$2,185,737 \$45,455 \$45,455 \$750,000 \$1,007,017 \$635,000 \$1,007,017 \$635,000 \$150,000 \$0 \$80,000 \$0 \$150,000 \$0 \$10,000 \$0 \$10,000 \$0 \$10,000 \$0 \$10,000



Revenue Statement 2022/2023

Section 104 (5)(a)(iv) of the *Local Government Act 2009* and Section 172 of the *Local Government Regulation 2012* requires the Council to adopt a Revenue Statement for each financial year and to include certain information therein.

The purpose of the revenue statement is to set out the revenue measures adopted by Council to frame the 2022/2023 Budget.

Cherbourg Aboriginal Shire Council will be guided by the principle of user pays in the making of rates and charges. Fees and charges are determined by resolution at Council's budget meeting each year and become effective from 1st July.

Council is required to raise an amount of revenue it sees as being appropriate to maintain assets and provide services to the shire as whole. Council will levy general rates based on the unimproved capital value of the land in conjunction with a minimum general rate.

Council expects to marginally increase the operating capability in 2022/2023 to maintain and deliver services to the reasonable expectation of the community. Apart from Utility charges Council has not levied any general, special or separate rate.

ANIMAL REGISTRATIONS		
Dogs - Entire		\$50.00
- Speyed		\$15.00
Horses		\$100.00
Cats - Entire		\$50.00
- Speyed		\$10.00
CEMETERIES		
Excavate and internment		\$1,495.00
OFFICE COPYING/PRINTI	NG COSTS	
Minutes of Council meeting	(per copy)	\$20.00
Annual Report (per copy)		\$40.00
Photocopies (per page)	- A4 (black & white)	\$0.20
	- A3 (black & white)	\$0.25
	- A4 (Colour)	\$0.50
	- A3 (Colour)	\$0.60
Outgoing faxes (per page)		\$1.00

HIRE OF BUILDINGS	
Community Hall	\$500.00
Sports Complex	\$150.00
Training Room	\$150.00
Hall Hire – Gundoo Day Care (per day)	\$20.00
Bond per event (returned if building left clean/undamaged	\$200.00
Key Security (returned if Key is returned back)	\$100.00

SERVICE CH	ARGES – (increase of 5% from 2021/2022 charges)	
Sewerage	- 1 Pedestal	\$513.00
	- Extra Pedestal	\$438.00
Water	- per connection (residence)	\$505.00
	- Per connection (organization)	\$1,001.00
Garbage	- per bin	\$438.00
Churches	- Service Fees (per year)	\$527.00
Internal Hous	\$2,219.00	
WATER AND	SEWERAGE MAINS CONNECTION	
Water – per connection		\$50.00
Sewerage – per connection		\$50.00

Plant & Equipment Charge Out Rates -

Plant - Including Operator (Wet Hire)	Rate per Hour
Tip Truck (Isuzu tipper 11 tonne GVM)	\$95.00
Tip Truck (Mitsubishi 16 tonne GVM)	\$95.00
Skid – steer Loader	\$85.00
Backhoe	\$125.00
Excavator (5.5 tonne)	\$95.00
Tractor	\$90.00
Roller	\$85.00
Zero Turn Mower	\$60.00
High Pressure Water Jetter	\$125.00

Plant - Excluding Operator (Dry Hire)	Rate per Hour
Tip Truck (Isuzu tipper 11 tonne GVM)	\$65.00
Tip Truck (Mitsubishi 16 tonne GVM)	\$65.00

Plant - Excluding Operator (Dry Hire)	Rate per Hour
Skid – steer Loader	\$55.00
Backhoe	\$95.00
Excavator (5.5 tonne)	\$65.00
Tractor	\$60.00
Roller	\$55.00
Zero Turn Mower	\$30.00
Rock Hammer	\$35.00
Broom	\$35.00



REVENUE POLICY

Origin / Authority

- 1. Local Government Act 2009
- 2. Local Government Regulation 2012

This Policy sets out the principles used by Council for:

- Levying rates (service charges);
- Granting rates (service charges) concessions; and
- Recovering overdue rates (service charges).

Principles used in Making Rates and Service Charges:

In general Council will be guided by the principle of user pays in the making of rates and charges. Council will also have regard to the principles of:

- Transparency in the making of rates and charge;
- Having in place a system of charges that is simple and inexpensive to administer;
- Equity by taking account of the different levels of capacity to pay within the local community; and
- Flexibility to take account of changes in the local economy.

Principles used in Levying Rates and Charges:

In levying rates and charges Council will apply the principles of:

- Making clear what is the Council's and each payers' responsibility to the service charges system;
- Making the levying system simple and inexpensive to administer; and
- Timing the levy of service charges to take into account the financial cycle of local economic activity, in order to assist smooth running of the local economy;

Rebates and Concessions for Rates and Charges:

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

- Equity by having regard to the different levels of capacity to pay within the local community;
- The same treatment for payers of charges with similar circumstances;
- Transparency by making clear the requirements necessary to receive concessions, rebates or exemptions; and
- Flexibility to allow Council to respond to local economic issues.

Principles used in the Recovery of Rates and Charges:

Council will exercise its charges recovery powers in order to reduce the overall burden on payers of charges. It will be guided by the principles of:

- Ensuring there is transparency in the process used by Council to meet financial obligations;
- Payers of charges are clear on their obligations;
- Ensuring processes used to recover outstanding charges clear, simple to administer and cost effective;
- Ensuring capacity of payers of charges is considered in determining arrangements for payment;
- Ensuring there is equity in arrangements for payers of charges with similar circumstances; and
- Flexibility by responding where necessary to changes in the local economy.

From an operational perspective, monthly statements are sent to all debtors (including rental tenants). Trade debtors are invoiced for services provided. Payment is expected in 30 days. Aged debtor lists are reviewed on a monthly basis. Action proposed by Council will include:

- Letters to outstanding debtors;
- Persons invited to attend Council meetings to discuss options if required;
- Tenants to discuss rental repayment options in the first instance with the Housing Officer;
- Every tenant in arrears must have a repayment plan commensurate with their ability to pay;
- Eviction from houses if all other avenues fail; and
- Write off of debts for those people who cannot be located or are deceased.
- Possible referral to a debt collection agency.

DOCUMENT NAME	:	REVENUE POLICY
Resolution Number	:	
Date of Effect	:	1 July 2022



PROCUREMENT POLICY

(Adopted pursuant to s. 198 of the Local Government Regulation 2012)

1. LEGISLATIVE AUTHORITY

Local Government Act 2009 Local Government Regulation 2012

2. SCOPE AND OBJECTIVE

This Policy applies to the procurement of goods and services by Cherbourg Aboriginal Shire Council ("**Council**").

The objective of this Policy is to ensure that Council's procurement activities comply with the *Local Government Act 2009* ("**LGA**") and *Local Government Regulation 2012* ("**LGR**"), including but not limited to the default contracting procedures, and include details of the principles, including the sound contracting principles set out in the LGA, that Council will apply for purchasing goods and services.

The sound contracting principles are:

- Value for money;
- Open and effective competition;
- The development of competitive local business and Industry;
- Environmental protection; and
- Ethical behavior and fair dealing.

This Policy is Council's Procurement Policy pursuant to section 198 of the LGR.

3. POLICY STATEMENT

3.1. Application of Policy

All Council officers responsible for procurement of goods and services must comply with this policy. It is the responsibility of Council officers involved in the procurement process to understand the meaning and intent of this policy.

3.2. Responsibilities of Council officers

Council officers must comply with the LGA and the LGR at all times when carrying out procurement activities.

Council officers must apply the highest standards of probity and integrity in all procurement activities they undertake. This includes, but is not limited to, disclosing and appropriately managing any conflicts of interest.

A financial delegation of authority to undertake procurement activities is required before a Council officer may procure goods and services on behalf of Council.

Officers must not undertake order splitting to avoid the requirements of this Policy.

Officers must keep records of all quotation and tender information in accordance with Council's procedures.

Written quotes or tenders must be held on file or attached to official purchase documentation.

If a selected quotation is not the lowest priced quotation obtained, the Council officer procuring the goods or services will document the reasons for selecting the quotation.

3.3. Principles Council will apply for purchasing goods and services

Council officers must have regard to the sound contracting principles in all procurement activities.

The sound contracting principles, and this Policy's statement on the application of those principles, are set out below.

3.3.1. Value for money

Council must harness its procurement power to achieve the best value for money. The concept of value for money is not restricted to price alone. The value for money assessment must include consideration of:

- (i) contribution to the advancement of Council's priorities; and
- (ii) fitness for purpose, quality, services and support; and
- (iii) whole-of-life costs including costs of acquiring, using, maintaining and disposal; and
- (iv) internal administration costs; and
- (v) timeliness of supply; and
- (vi) technical compliance issues; and
- (vii) risk exposure; and,
- (viii) the value of any associated environmental benefits.

3.3.2. Open and effective competition

Procurement should be open and result in effective competition in the provision of goods and services. Council must give fair and equitable consideration to all prospective suppliers.

3.3.3. The development of competitive local business and Industry

Council encourages the development of competitive local businesses within the Cherbourg and South Burnett region first, and second within the Wide Bay region.

Endeavour to support local business by inviting local businesses to supply quotations and bids for tenders

Where price, performance, quality, suitability and other evaluation criteria are comparable, the following areas may be considered in evaluating offers:

- (i) creation of local employment opportunities;
- (ii) more readily available servicing support;
- (iii) more convenient communications for contract management;
- (iv) economic growth within the local area;
- (v) the benefit to Council of associated local commercial transaction.

3.3.4. Environmental protection

Council promotes environmental protection through its procurement procedures. In undertaking any procurement activities Council will:

- (i) promote the procurement of environmentally friendly goods and services that satisfy value for money criteria; and
- (ii) foster the development of products and processes of low environmental and climatic impact; and
- (iii) provide an example to business, industry and the community by promoting the use of climatically and environmentally friendly goods and services; and
- (iv) Encourage environmentally responsible activities.

3.3.5. Ethical behaviour and fair dealing

Council officers involved in procurement are to behave with impartiality, fairness, independence, openness, integrity, and professionalism in their discussions and negotiations with suppliers and their representatives.

Subject to any legislative requirements, Council officers will:

- Maintain confidentiality of quotations;
- Maintain appropriate records available for inspection at any time;
- When inviting quotations, invite quotations from suppliers that can meet Council's requirements at competitive prices.

3.4. Default Contracting Procedures

Council must comply with the default contracting procedures in Chapter 6, Part 3 of the LGR before entering into a contract.

In order to manage its risk, Council has adopted a higher standard of requirements which are set out in the following tables.

\$ Value (excluding GST)	Minimum Quotation Requirement	Procurement Method	Minimum Documentation Requirement	Award/Contract Measure
\$0.00 to	No quote		Tax Invoice	Corporate Card or
\$1,000	required	Verbal or Written		Purchase Order

Table 1: Procurement outside of an Established Arrangement

\$ Value (excluding GST)	Minimum Quotation Requirement	Procurement Method	Minimum Documentation Requirement	Award/Contract Measure
\$1,001 to \$14,999	Invite minimum 2 written quotes	Request for quote	Written quotes	Purchase Order
\$15,000 to \$49,999	Invite minimum 3 written quotes	Request for quote	Procurement Plan (optional) Written quotes	Contract (optional) Purchase Order
\$50,000 to \$199,999	Invite minimum 3 written quotes	Request for quote or Public tender	Procurement Plan Written quotes Evaluation Report	Contract Purchase Order
Over \$200,000	Public tender	Public Tender (minimum 21 days)	Procurement Plan Evaluation Plan Probity Plan Conflict of Interest Declarations Written quotes Evaluation Report	Contract (to be authorised by Council)

Table 2: Procurement within an Established Arrangement (LGR s231, s232, s233, s234)

\$ Value (excluding GST)	Minimum Quotation Requirement	Procurement Method	Minimum Documentation Requirement	Award/Contract Measure
\$0.00 to \$1,000	No quote required	Verbal or Written	Tax Invoice	Corporate Card or Purchase Order
\$1,001 to \$5,000	Invite minimum 1 written quote	Request for quote	Written quote	Purchase Order
\$5,001 to \$14,999	Invite minimum 2 written quotes	Request for quote	Written quotes	Purchase Order
\$15,000 to \$49,999	Invite minimum 3 written quotes	Request for quote or Public tender	Procurement Plan (optional) Written quotes	Contract (optional) Purchase Order
\$50,000 to \$199,999		Request for quote	Procurement Plan Written quotes	Contract Purchase Order

\$ Value	Minimum	Procurement	Minimum	Award/Contract
(excluding	Quotation	Method	Documentation	Measure
GST)	Requirement		Requirement	
	Invite minimum 3		Evaluation Report	
	written quotes			
Over \$200,000	Invite minimum 3 written quotes		Procurement Plan	
			Evaluation Plan	
		Do swoot for	Probity Plan	Contract
		Request for Quote (21 days)	Conflict of Interest	(to be authorised by
			Declarations	Council)
			Written quotes	
			Evaluation Report	

Table 3: Other Procurements (LGR s235)

Type of Procurement	\$ Value (excluding GST)	Minimum Quotation Requirement	Procurement Method	Minimum Documentation Requirement	Award/Contract Measure
Specialist Supply (1 supplier available or Special or confidential services)	Any Value	Written Quote	Exemption by Council Resolution	Procurement Plan Report to Council Council Resolution	Contract (to be authorised by Council)
Purchase at Auction	Any Value	No quote required	Exemption by Council Resolution	Procurement Plan Report to Council Council Resolution	Contract (to be authorised by CEO)
Purchase of Second-hand Goods	Any Value	Written Quote	Request for Quote	Procurement Plan Written Quote	Purchase Order (to be authorised by CEO)
With other Government Agency or Council	Any Value	No quote required	Written	Copy of MOU, letter, agreement, or other similar information	Direct payment

When seeking quotations, local suppliers are to be included wherever possible.

As most procurement will be in accordance with Table 1, a flow chart has been included at Schedule 1 for easy reference.

3.5. Publishing Details of Contractual Arrangements

Council will at all times comply with section 237 of the LGR, which requires Council to publish details of contractual arrangements worth \$200,000 or more.

3.6. Purchase Orders

Council will generally require a purchase order to be raised before purchasing goods and services.

Council may not require a purchase order prior to expenditure being incurred:

• if the expenditure is being occurred because of an emergency, in which case Council may require a purchase order to be raised as soon as practicable after the expenditure has been incurred;

• for the following purchases (but relevant authorizations are required on the invoice documentation):

- Australia Post;
- Payments required under Acts & Regulations to Government Departments;
- Telephone / Communication Accounts;
- Electricity Accounts;
- Placing Investments with Banks, Credit Unions, or Queensland Treasury Corporation;
- Freight;
- Insurances;
- Vehicle Registrations;
- Membership Subscriptions;
- Conference Registrations;
- Items purchased from Petty Cash, but only where such items have a total value of less than \$100.00 (exc. GST). Examples of purchases that may fall within the scope of this exception include grocery purchases to stock water at Council's office;
- Other purchases as approved by the CEO. (eg Travel, Accommodation).

However, nothing in this Policy limits Council's ability to require a purchase order at all times prior to incurring expenditure.

3.7. Delegations

Council will from time to time make financial delegations to the Chief Executive Officer pursuant to section 257 of the LGA, and the Chief Executive Officer may delegate their powers pursuant to section 259 of the LGA to other officers, subject to any limitations to the Chief Executive Officer's delegation.

Schedule 2 details Council's Procurement Delegations. Only the Council officers listed in the attached Schedule are entitled to sign requisitions, and then only in accordance with their financial delegation

limits. By approving a requisition all officers are confirming that they have taken full notice of this policy and will comply with all of the requirements of this policy.

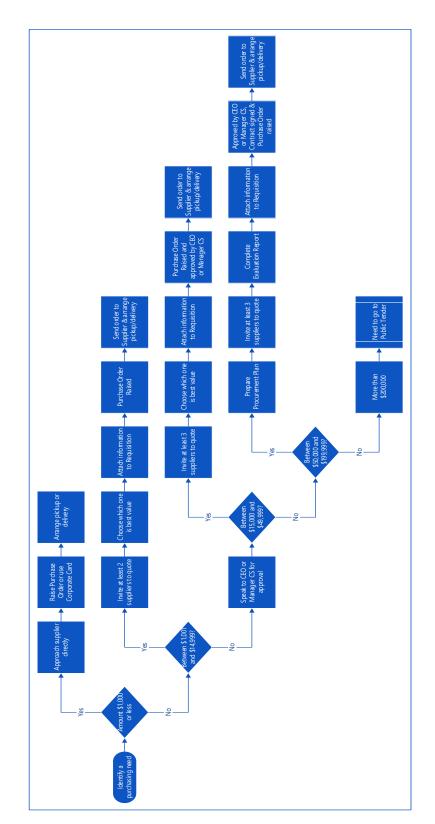
4. POLICY VERSION AND REVISION INFORMATION

Policy Authorised by: Chatur Zala Title: Chief Executive Officer Original issue: February 2021

Policy Maintained by: Sam Murray Title: Corporate Services Manager Review date: February 2023 Current version: 2

Adopted by Council: June 2022 Resolution Number:

SCHEDULE 1 – FLOW CHART FOR PROCUREMENTS OUTSIDE OF AN APPROVED ARRANGEMENT



SCHEDULE 2 – PROCUREMENT DELEGATION TABLE

POSITION	\$0.00	\$1,000.00	\$5,000.00	\$15,000.00	\$200,000.00
	to	to	to	to	+
	\$999.00	\$4,999.00	\$14,999.00	\$199,999.00	
Chief Executive Officer	\checkmark	✓	✓	✓	\checkmark
Manager CS	\checkmark	✓	✓	✓	
Manager Economic	\checkmark	✓	✓		
Development					
Manager Community Services	\checkmark	✓	✓		
Operations Manager	\checkmark	✓			
Line Managers	\checkmark	✓			
All contracts for the acquisition of goods and services in the excess of \$200,000.00 are to be authorised by Council.					
Amounts are excluding GST					



INVESTMENT POLICY

(Adopted pursuant to s.104 of Local Government Act 2009 and s.191 of Local Government Regulation 2012)

Policy

To maximize earnings from authorized investments of surplus funds after accessing the market and minimizing risks.

Policy Statement

Council is committed to:

- Investing only in investments as authorized under current legislation.
- Ensuring investments are placed giving due consideration to the relationship between credit rating and interest rate.
- Identifying surplus cash and period of availability via analysis of the cash flow position for Council at any given time.
- Seeking the most advantageous interest rate taking consideration of what is most appropriate in all the circumstances.
- Keeping records to show that Council has invested in the most appropriate way in all the circumstances

Document Name INVESTMENT POLICY

Resolution Number	:	
Date of Effect	:	1 July 2022
Update History	:	30 May 2023



POLICY FOR BORROWINGS (DEBT)

Origin / Authority

- 1. Local Government Act 2009 s 104
- 2. Local Government Regulation 2012 s 192 (1)

Policy

This policy sets out the Cherbourg Aboriginal Shire Council's principles on borrowing and details the term and purpose of new borrowings for the current and the next 10 financial years.

Principles

For each borrowing, Council must ensure that the following general principles are observed. Borrowings will only be undertaken if:

- All alternative options for undertaking the project without borrowing have been investigated and proved less advantageous to the Council;
- The benefit received from undertaking the borrowing is greater, over the life of the borrowing, than the costs of borrowing; and
- Repayments will be met from project income or other untied income of Council (not grant funding).
- Approvals in accordance with legislative requirements are met.

Existing Borrowings

Council currently has no borrowings.

New Borrowings

Council has no borrowings planned for the next 10 financial years.

Document Name	:	Policy for Borrowings (Debt)
Resolution Number	:	
Date of Effect	:	1 July 2022
Update History	:	13 June 2022