



# **BUDGET REPORT 2023-2024**

**LOCKHART RIVER  
ABORIGINAL SHIRE COUNCIL**

## LOCKHART RIVER ABORIGINAL SHIRE COUNCIL

<b>Table of Contents</b>	<b>Page</b>
Budget overviews and assumptions	3
Budget Summary	6
Budget variances for the year	7
Budget Statements (2 years budget period)	
- Statement of Comprehensive Income	8
- Statement of Financial Position	9
- Statement of Cash Flows	10
- Statement of Changes in Equity	11
- Measures of Financial Sustainability	12
9 years Forecasting:-	
- Statement of Comprehensive Income	13
- Statement of Financial Position	14
- Statement of Cash Flows	15
- Statement of Changes in Equity	16
Council policies	17

---

## Budget overview and assumptions

This is the final budget of the current term of elected members and it is very focussed on completing all the outstanding works to improve service delivery to the Lockhart River Community. It is assumed that currently government funded programs will continue or they will not significantly change during the budget and forecasting period covered by this report.

Lockhart River Aboriginal Shire recognise the importance of State and Federal Governments funding and their impact on its financial sustainability. Therefore the Council will undertake to fully comply with terms and conditions of various funding agreements. Council is also pursuing own revenue generation opportunities to supplement government funding.

The long term forecasts for both Council and Aerodrome Company have been formulated on a moderate growth rate of 1- 10% over 9 years' period and applying 10% target rate of return.

## Council highlights

The 2023/24 budget is built with best estimates discussed and agreed by the elected members. This year's budget and the 9 years long-term forecast is a balanced budget to fund the operations and capital works being undertaken. Notably Lockhart River Aboriginal Shire Council does not have rates base revenue and as such relies heavily on the government funding to deliver services to its Shire members.

This year's operating revenue budget is \$22.05m from the following main sources

Grants and subsidies                      \$17.54m

Recoverable works                        \$3.81m

Approximately \$8.84m of this operational grants and subsidies revenue is funding from QRA for the REPA restoration works.

In the long term the above key sources of revenues have been projected to grow by merely 5%.

Interest income from current bank deposit at QTC is expected to be \$0.40m attributed to the anticipated post-covid bank increases in interest rates.

The operating and maintenance expenditure is expected to increase to \$21.9m due to high inflation, international related pressures and wages general increase of 5.75% awarded by the federal government. The expected major expenditure areas to deliver services to the Lockhart River community includes

Employment costs                         \$6.96m

Repairs and maintenance                \$10.31m

Depreciation and amortization         \$2.52m

---

The biggest component of repair and maintenance costs in the budget is \$8.84m for REPA restoration works funded by Queensland Reconstruction Authority (QRA).

The Council and Aerodrome Company do not intend to fund depreciation on buildings, runway, sewer, water and roads infrastructure. Their renewals, upgrades and new developments are assumed to be fully funded by the State and Federal Governments.

In this regard Council will deliver very ambitious capital works fully funded by the capital grants. During the year the following project works amongst several others will be carried out

New staff housing	\$2.2m
New subdivision	\$7.4m
New subdivision infrastructure – BOR	\$0.79
CYRP road works and culverts	\$2.4m

Carryover of work in progress at the Cultural Precinct and affiliated camping grounds funded by Work-For-Queensland (W4Q) Program will be completed this year for \$0.14m.

### **Aerodrome Company highlights.**

Lockhart River Aerodrome Company is a controlled entity of the Council and runs its operations distinctly from Council. It manages the Lockhart River Runway and Iron Range Cabins for accommodation. As part of Runway operations it operates aviation fuel and diesel sales outlets to the public.

The Company is budgeted to earn \$1.68m revenue from these business lines whilst expecting to spend a corresponding \$1.85m. The main sources of revenue will include

Fuel sales	\$0.74m
Landing fees	\$0.23m
Accommodation revenue	\$0.57m

The budgeted operating expenditure to earn the above revenue is mainly in

Purchases of fuels	\$0.55m
Employment costs	\$0.53m
Repairs and maintenance	\$0.17m
Depreciation and amortization	\$0.33m

The capital expenditure is budgeted for \$0.43m and fully funded by the Company revenues but subsidized by government grants where available. The capital works relates to carrying out renewal works on the following during the year

---

Staff housing (Aerodrome manager and Cabins houses)      \$0.20m

Aviation fuel pump and Smartfill outdoor payment terminal      \$0.17m.

## **Conclusion**

With determination to deliver good quality services to our community, this balanced budget for the 2023/24 financial year is submitted by the Council for that purpose. The Council aspire to achieve financial sustainability for the year as indicated by the below ratios

Operating Surplus Ratio of 0.6% (target >0%),

Operating Cash Ratio of 0.87% (target > 0%),

Unrestricted Cash Expense Cover Ratio of 8.16 months (target > 4 months),

Assets Sustainability Ratio of 44% (target = 90%)

Asset Consumption Ratio of 64% (target > 60%)

Other contextual measures that will provide further information about Council's financial capacity and asset management during the year includes

Council Controlled Revenue Ratio of 0.8% (target => 0%)

Population Growth Ratio of 0% (target =>0%)

Leverage Ratio of 0 times (target brand 0 – 3 times)

Therefore Council is presenting a balanced budget and the underlying procurement policy, revenue policy and revenue statement will provide the required operational guidance to both Council and Aerodrome Company. Also all other policies have been reviewed and updated accordingly.



# Snap-Shot of Budget Summary

## COUNCIL

**\$22,054,133**

Operating Revenue

**\$21,861,729**

Operating Expenditure

**\$192,404**

Net Surplus

**\$14,542,083**

Grants Capital Revenue

**\$14,839,663**

Capital Expenditure

**\$297,580**

Council own Capital revenue



## AERODROME

**\$1,675,673**

Operating Revenue

**\$1,850,096**

Operating Expenditure

**(\$174,423)**

Net Deficit

**\$428,410**

Capital Expenditure

**\$428,410**

Aerodrome Company own  
Capital revenue

## BUDGET VARIANCES FOR THE YEAR

### LOCKHART RIVER ABORIGINAL SHIRE COUNCIL

#### Budget Statement of Comprehensive Income Budget Variance

For the year ended 30 June	Actual 2022/23	Budget 2022/23	Budget* 2023/24	Variance to budget	% Change	Reasons
	\$	\$	\$	\$		
<b>Recurrent revenue</b>						
Rates, levies and charges	185,220	173,250	195,000	21,750	13%	Annual review and increase
Rental income	82,634	105,000	90,000	(15,000)	-14%	Decreased rent affordability for community houses
Interest received	172,049	50,000	412,369	362,369	725%	Post covid interest rate rise
Sales and recoverable works	3,612,641	5,185,000	5,471,304	286,304	6%	Annual review and increase
Other income	170,949	60,000	21,000	(39,000)	-65%	
Grants, subsidies, contributions and donations	14,061,839	19,984,673	17,540,435	(2,444,238)	-12%	Finalisation of most DRFA works
	<b>18,285,332</b>	<b>25,557,923</b>	<b>23,730,108</b>	<b>(1,827,815)</b>	<b>-7%</b>	
<b>Capital revenue</b>						
Grants, subsidies, contributions and donations	9,113,769	9,997,812	14,542,084	4,544,272	45%	Capital grants for New subdivision-Inetrim and Forward Capital Works
Total revenue	<b>27,399,101</b>	<b>35,555,735</b>	<b>38,272,192</b>	<b>2,716,457</b>	<b>8%</b>	
<b>Total income</b>	<b>27,399,101</b>	<b>35,555,735</b>	<b>38,272,192</b>	<b>2,716,457</b>	<b>8%</b>	
<b>Operating Expenses</b>						
Recurrent expenses						
Employee benefits	(5,972,819)	(7,101,000)	(7,522,835)	(421,835)	6%	Annual wages review and increase by 5.75%
Materials and services	(13,515,481)	(16,901,591)	(13,403,537)	3,498,054	-21%	Finalisation of most DRFA works
Finance costs	(3,021)	(3,000)	(15,000)	(12,000)	400%	
Depreciation and amortisation	(2,462,808)	(2,418,000)	(2,850,131)	(432,131)	18%	New assets increased depreciation
<b>Total expenses</b>	<b>(21,954,129)</b>	<b>(26,423,591)</b>	<b>(23,791,504)</b>	<b>2,632,087</b>	<b>-10%</b>	
<b>Net Operating Result</b>	<b>5,444,972</b>	<b>9,132,144</b>	<b>14,480,688</b>	<b>5,348,544</b>	<b>59%</b>	

### LOCKHART RIVER ABORIGINAL SHIRE COUNCIL

#### Capital Expenditure Budget Variance

	Actual 2022/23	Budget 2022/23	Budget* 2023/24	Variance to budget	% Change	
BUILDINGS (>\$5,000)	304,579	420,000	-	(420,000)	-100%	Nil Council funded capital expenditure
HOUSING (>\$5,000)	781,230	240,000	2,182,748	1,942,748	809%	New staff houses (2 duplexes)
OTHER STRUCTURES (>\$5,000)	1,962,920	5,972,870	8,095,362	2,122,492	36%	Interim and Forward Capital Programs - New subdivision infrastructure
OFFICE FURNITURE & EQUIPMENT	5,102	44,000	45,000	1,000	2%	
PLANT & EQUIPMENT (>\$1,000)	145,168	740,000	-	(740,000)	-100%	Nil Council funded capital expenditure
ROAD INFRASTRUCTURE (>\$5,000)	6,032,418	4,134,522	3,274,076	(860,446)	-21%	W4Q and CYRP projects on final completion
WATER INFRASTRUCTURE (>\$5,000)	19,130	792,477	792,477	-	0%	Carryover of BOR funded water infrastructure and SCADA upgrades
SEWERAGE INFRASTRUCTURE (>\$5,000)	-	-	-	-	0%	Nil Council funded capital expenditure
	<b>9,250,547</b>	<b>12,343,869</b>	<b>14,389,663</b>	<b>2,045,794</b>	<b>17%</b>	

Consolidated entity budget - Council and Aerodrome

## LOCKHART RIVER ABORIGINAL SHIRE COUNCIL

### Budgeted and 2 Years Forecasted Statement of Comprehensive Income

Year ended	Budget	Forecast	
	30-Jun-24 \$	30-Jun-25 \$	30-Jun-26 \$
<b>Revenue</b>			
<b>Recurrent revenue</b>			
General rates	195,000	204,750	214,988
Other rental income	90,000	104,236	109,448
Other interest received	412,369	432,987	454,637
Contract and recoverable works	5,471,304	5,762,702	6,050,838
State subsidies and grants—operating	16,020,010	16,828,025	17,677,143
Commonwealth subsidies and grants—operating	1,520,425	1,596,396	1,676,166
Other income	21,000	22,050	23,153
<b>Total recurrent revenue</b>	<b>23,730,108</b>	<b>24,951,148</b>	<b>26,206,372</b>
<b>Capital revenue</b>			
Government subsidies and grants—capital	14,542,084	948,117	302,929
<b>Total income</b>	<b>38,272,192</b>	<b>25,899,265</b>	<b>26,509,301</b>
<b>Expenses</b>			
Employee benefits	7,522,835	7,899,507	8,285,285
Materials and services	13,324,562	14,237,470	14,949,343
Depreciation and amortisation	2,850,131	3,121,613	3,194,484
Other expenses	15,000	15,750	16,538
<b>Total expenses</b>	<b>23,712,529</b>	<b>25,274,340</b>	<b>26,445,649</b>
<b>Capital expenses</b>			
Total capital expenses	78,975	82,924	87,070
<b>Total expenses</b>	<b>23,791,504</b>	<b>25,357,264</b>	<b>26,532,719</b>
<b>Net result attributable to Council</b>	<b>14,480,688</b>	<b>542,001</b>	<b>(23,418)</b>
<b>Operating Result</b>			
Operating revenue	23,730,108	24,951,148	26,206,372
Operating expense	23,712,529	25,274,340	26,445,649
<b>Net Operating result</b>	<b>17,579</b>	<b>(323,192)</b>	<b>(239,277)</b>

Consolidated entity budget - Council and Aerodrome Company



## LOCKHART RIVER ABORIGINAL SHIRE COUNCIL

### Budgeted and 2 Years Forecasted Statement of Financial Position

Year ended	Budget	Forecast	
	30-Jun-24 \$	30-Jun-25 \$	30-Jun-26 \$
<b>Current assets</b>			
Cash assets and cash equivalents	13,963,501	15,302,630	14,049,102
Inventories	460,424	477,027	494,459
Receivables	1,898,948	2,002,424	2,102,545
Other non-current assets	1,809,480	1,630,961	1,434,590
<b>Total current assets</b>	<b>18,132,353</b>	<b>19,413,042</b>	<b>18,080,697</b>
<b>Non-current assets</b>			
Property, plant and equipment	125,871,794	125,891,122	127,971,554
Other non-current assets	8,877,029	8,528,207	8,179,385
Investment	100	100	100
Right of use assets	193,203	139,033	84,863
<b>Total non-current assets</b>	<b>134,942,127</b>	<b>134,558,463</b>	<b>136,235,902</b>
<b>Total assets</b>	<b>153,074,480</b>	<b>153,971,505</b>	<b>154,316,599</b>
<b>Current liabilities</b>			
Trade and other payables	1,093,407	1,171,498	1,230,072
Employee payables/provisions	616,072	648,714	680,416
Lease liabilities	57,775	57,775	57,250
Other current liabilities	3,511,309	3,307,859	3,084,165
<b>Total current liabilities</b>	<b>5,278,563</b>	<b>5,185,846</b>	<b>5,051,904</b>
<b>Non-current liabilities</b>			
Employee payables/provisions	2,384,698	2,474,442	2,568,402
Lease liabilities	115,025	57,250	-
<b>Total non-current liabilities</b>	<b>2,499,723</b>	<b>2,531,693</b>	<b>2,568,402</b>
<b>Total liabilities</b>	<b>7,778,286</b>	<b>7,717,538</b>	<b>7,620,305</b>
<b>Net community assets</b>	<b>145,296,194</b>	<b>146,253,967</b>	<b>146,696,294</b>
<b>Community equity</b>			
Asset revaluation reserve	43,959,157	44,374,928	44,840,674
Retained surplus (deficiency)	101,337,038	101,879,039	101,855,620
<b>Total community equity</b>	<b>145,296,194</b>	<b>146,253,967</b>	<b>146,696,294</b>

Consolidated entity budget - Council and Aerodrome Company

**LOCKHART RIVER ABORIGINAL SHIRE COUNCIL**  
**Budgeted and 2 Years Forecasted Statement of Cash Flows**

Year ended	Budget	Forecast	
	30-Jun-24 \$	30-Jun-25 \$	30-Jun-26 \$
<b>Cash flows from operating activities:</b>			
Receipts from customers	5,613,051	5,962,627	6,264,363
Payment to suppliers and employees	(21,676,676)	(22,051,776)	(23,171,432)
Interest received	412,369	432,987	454,637
Rental income	89,275	103,046	109,020
Non-capital grants and contributions	17,260,058	18,193,679	19,107,466
<b>Net cash inflow (outflow) from operating activities</b>	<b>1,698,078</b>	<b>2,640,563</b>	<b>2,764,053</b>
<b>Cash flows from investing activities:</b>			
Payments for property, plant and equipment	(15,268,074)	(2,671,000)	(4,755,000)
Grants, subsidies, contributions and donations	14,704,374	1,078,519	446,371
Other cash flows from investing activities	348,822	348,822	348,822
<b>Net cash inflow (outflow) from investing activities</b>	<b>(214,878)</b>	<b>(1,243,659)</b>	<b>(3,959,807)</b>
<b>Cash flows from financing activities:</b>			
Repayment of leases	(57,775)	(57,775)	(57,775)
<b>Net cash inflow (outflow) from investing activities</b>	<b>(57,775)</b>	<b>(57,775)</b>	<b>(57,775)</b>
<b>Net increase (decrease) in cash held</b>	<b>1,425,425</b>	<b>1,339,129</b>	<b>(1,253,529)</b>
Cash at beginning of reporting period	12,538,076	13,963,501	15,302,630
<b>Cash at end of reporting period</b>	<b>13,963,501</b>	<b>15,302,630</b>	<b>14,049,102</b>

Consolidated entity budget - Council and Aerodrome Company

**LOCKHART RIVER ABORIGINAL SHIRE COUNCIL**

**Budgeted and 2 Years Forecasted Statement of Changes in Equity**

Year ended	Budget	Forecast	
	30-Jun-24 \$	30-Jun-25 \$	30-Jun-26 \$
<b>Asset revaluation surplus</b>			
Opening balance	43,958,008	43,959,157	44,374,928
Increase in asset revaluation surplus	1,149	415,771	465,746
Closing balance	43,959,157	44,374,928	44,840,674
<b>Retained surplus</b>			
Opening balance	86,856,350	101,337,038	101,879,039
Net result	14,480,688	542,001 -	23,418
Closing balance	101,337,038	101,879,039	101,855,620
<b>Total</b>			
Opening balance	130,814,358	145,296,194	146,253,967
Net result	14,480,688	542,001 -	23,418
Increase in asset revaluation surplus	1,149	415,771	465,746
<b>Closing balance</b>	<b>145,296,194</b>	<b>146,253,967</b>	<b>146,696,294</b>

Consolidated entity budget - Council and Aerodrome Company

**LOCKHART RIVER ABORIGINAL SHIRE COUNCIL**

**Budgeted and 9 Years Forecasted Measures of Financial Sustainability (Ratios)**

Year ended	Target Ratio	Budget	Forecast									
		30-Jun-24	30-Jun-25	30-Jun-26	30-Jun-27	30-Jun-28	30-Jun-29	30-Jun-30	30-Jun-31	30-Jun-32	30-Jun-33	

**1 Operating Surplus Ratio**

(Net Operating Surplus / Total Operating Revenue) (%)	0 - 10%	0.6%	(0.7)%	(0.3)%	0.4%	1.5%	1.9%	2.3%	2.5%	2.8%	3.4%
-------------------------------------------------------	---------	------	--------	--------	------	------	------	------	------	------	------

**2 Operating Cash Ratio**

(Operating Result <i>add</i> Depreciation / Total Operating Revenue) (%)	>0%	12%	11%	11%	11%	11%	11%	12%	12%	12%	12%
--------------------------------------------------------------------------	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----

**3 Asset Sustainability Ratio**

(Capital Expenditure on the Replacement of Assets (renewals) / Depreciation Expense) (%)	90.0%	44.0%	46.9%	142.6%	83.3%	73.1%	58.5%	68.1%	85.2%	38.9%	94.2%
------------------------------------------------------------------------------------------	-------	-------	-------	--------	-------	-------	-------	-------	-------	-------	-------

Consolidated entity budget - Council and Aerodrome Company

## 9 YEARS FORECASTING

### LOCKHART RIVER ABORIGINAL SHIRE COUNCIL

#### Budgeted and 9 Years Forecasted Statement of Comprehensive Income

Year ended	Budget	Forecast								
	30-Jun-24 \$	30-Jun-25 \$	30-Jun-26 \$	30-Jun-27 \$	30-Jun-28 \$	30-Jun-29 \$	30-Jun-30 \$	30-Jun-31 \$	30-Jun-32 \$	30-Jun-33 \$
<b>Revenue</b>										
<b>Recurrent revenue</b>										
General rates	195,000	204,750	214,988	225,737	237,024	248,875	261,319	274,385	288,104	302,509
Other rental income	90,000	104,236	109,448	114,921	120,667	126,700	133,035	139,687	146,671	154,005
Other interest received	412,369	432,987	454,637	477,369	501,237	526,299	552,614	580,245	609,257	639,720
Contract and recoverable works	5,471,304	5,762,702	6,050,838	6,353,379	6,671,048	7,004,601	7,354,831	7,722,572	8,108,701	8,514,136
State subsidies and grants—operating	16,020,010	16,828,025	17,677,143	18,569,489	19,507,300	20,492,936	21,528,881	22,617,753	23,762,311	24,965,464
Commonwealth subsidies and grants—operating	1,520,425	1,596,396	1,676,166	1,759,924	1,847,871	1,940,214	2,037,175	2,138,984	2,244,883	2,357,127
Other income	21,000	22,050	23,153	24,310	25,526	26,802	28,142	29,549	31,027	32,578
<b>Total recurrent revenue</b>	<b>23,730,108</b>	<b>24,951,148</b>	<b>26,206,372</b>	<b>27,525,129</b>	<b>28,910,672</b>	<b>30,366,427</b>	<b>31,895,996</b>	<b>33,503,173</b>	<b>35,190,952</b>	<b>36,965,538</b>
<b>Capital revenue</b>										
Government subsidies and grants—capital	14,542,084	948,117	302,929	408,222	1,244,044	220,449	1,007,493	85,243	673,767	203,144
<b>Total income</b>	<b>38,272,192</b>	<b>25,899,265</b>	<b>26,509,301</b>	<b>27,933,351</b>	<b>30,154,716</b>	<b>30,586,875</b>	<b>32,903,489</b>	<b>33,588,416</b>	<b>35,864,720</b>	<b>37,168,681</b>
<b>Recurrent expenses</b>										
Employee benefits	7,522,835	7,899,507	8,285,285	8,690,125	9,114,976	9,560,833	10,028,739	10,519,791	11,035,141	11,575,996
Materials and services	13,324,562	14,237,470	14,949,343	15,696,810	16,481,651	17,305,734	18,171,020	19,079,571	20,033,550	21,035,227
Depreciation and amortisation	2,850,131	3,121,613	3,194,484	3,184,083	3,030,239	3,101,476	3,163,199	3,272,528	3,350,890	3,362,900
Other expenses	15,000	15,750	16,538	17,364	18,233	19,144	20,101	21,107	22,162	23,270
<b>Total recurrent expenses</b>	<b>23,712,529</b>	<b>25,274,340</b>	<b>26,445,649</b>	<b>27,588,382</b>	<b>28,645,099</b>	<b>29,987,186</b>	<b>31,383,060</b>	<b>32,892,997</b>	<b>34,441,743</b>	<b>35,997,394</b>
<b>Capital expenses</b>										
Total capital expenses	78,975	82,924	87,070	91,424	95,995	100,794	105,834	111,126	116,682	122,516
<b>Total expenses</b>	<b>23,791,504</b>	<b>25,357,264</b>	<b>26,532,719</b>	<b>27,679,806</b>	<b>28,741,094</b>	<b>30,087,981</b>	<b>31,488,894</b>	<b>33,004,123</b>	<b>34,558,425</b>	<b>36,119,910</b>
<b>Net result attributable to Council</b>	<b>14,480,688</b>	<b>542,001</b>	<b>(23,418)</b>	<b>253,545</b>	<b>1,413,623</b>	<b>498,895</b>	<b>1,414,595</b>	<b>584,293</b>	<b>1,306,295</b>	<b>1,048,771</b>
<b>OPERATING RESULT</b>										
<b>Operating revenue</b>	23,730,108	24,951,148	26,206,372	27,525,129	28,910,672	30,366,427	31,895,996	33,503,173	35,190,952	36,965,538
<b>Operating expense</b>	23,712,529	25,274,340	26,445,649	27,588,382	28,645,099	29,987,186	31,383,060	32,892,997	34,441,743	35,997,394
<b>Operating result</b>	<b>17,579</b>	<b>(323,192)</b>	<b>(239,277)</b>	<b>(63,254)</b>	<b>265,573</b>	<b>379,241</b>	<b>512,936</b>	<b>610,176</b>	<b>749,210</b>	<b>968,144</b>

Consolidated entity budget - Council and Aerodrome Company

**LOCKHART RIVER ABORIGINAL SHIRE COUNCIL**

**Budgeted and 9 Years Forecasted Statement of Financial Position**

Year ended	Budget	Forecast								
	30-Jun-24 \$	30-Jun-25 \$	30-Jun-26 \$	30-Jun-27 \$	30-Jun-28 \$	30-Jun-29 \$	30-Jun-30 \$	30-Jun-31 \$	30-Jun-32 \$	30-Jun-33 \$
<b>Current assets</b>										
Cash assets and cash equivalents	13,963,501	15,302,630	14,049,102	14,711,108	15,336,435	16,584,264	15,921,107	16,472,639	15,712,156	16,283,324
Inventories	460,424	477,027	494,459	512,764	531,983	552,164	573,353	595,603	618,964	643,494
Receivables	1,898,948	2,002,424	2,102,545	2,207,673	2,311,723	2,433,959	2,555,657	2,683,440	2,809,914	2,958,493
Other non-current assets	1,809,480	1,630,961	1,434,590	1,218,582	980,973	719,604	432,097	425,004	420,004	416,004
<b>Total current assets</b>	<b>18,132,353</b>	<b>19,413,042</b>	<b>18,080,697</b>	<b>18,650,126</b>	<b>19,161,114</b>	<b>20,289,991</b>	<b>19,482,214</b>	<b>20,176,685</b>	<b>19,561,038</b>	<b>20,301,314</b>
<b>Non-current assets</b>										
Property, plant and equipment	125,871,794	125,891,122	127,971,554	128,509,517	130,330,097	130,665,679	133,882,817	134,851,054	137,880,330	139,387,515
Other non-current assets	8,877,029	8,528,207	8,179,385	7,830,563	7,481,741	7,132,919	6,784,097	6,435,275	6,086,453	5,737,631
Investment	100	100	100	100	100	100	100	100	100	100
Right of use assets	193,203	139,033	84,863	30,693	-	-	-	-	-	-
<b>Total non-current assets</b>	<b>134,942,127</b>	<b>134,558,463</b>	<b>136,235,902</b>	<b>136,370,873</b>	<b>137,811,938</b>	<b>137,798,698</b>	<b>140,667,014</b>	<b>141,286,429</b>	<b>143,966,883</b>	<b>145,125,246</b>
<b>Total assets</b>	<b>153,074,480</b>	<b>153,971,505</b>	<b>154,316,599</b>	<b>155,021,000</b>	<b>156,973,052</b>	<b>158,088,689</b>	<b>160,149,228</b>	<b>161,463,114</b>	<b>163,527,921</b>	<b>165,426,560</b>
<b>Current liabilities</b>										
Trade and other payables	1,093,407	1,171,498	1,230,072	1,291,576	1,352,449	1,424,003	1,495,201	1,569,959	1,643,951	1,730,876
Employee payables/provisions	616,072	648,714	680,416	713,685	746,553	785,238	823,691	864,045	903,920	950,845
Lease liabilities	57,775	57,775	57,250	3,040	40	-	-	-	-	-
Contract liabilities	3,511,309	3,307,859	3,084,165	2,838,201	2,567,741	2,270,335	1,943,288	1,583,636	1,189,120	755,151
<b>Total current liabilities</b>	<b>5,278,563</b>	<b>5,185,846</b>	<b>5,051,904</b>	<b>4,846,502</b>	<b>4,666,784</b>	<b>4,479,576</b>	<b>4,262,180</b>	<b>4,017,641</b>	<b>3,736,991</b>	<b>3,436,872</b>
<b>Non-current liabilities</b>										
Employee payables/provisions	2,384,698	2,474,442	2,568,402	2,666,783	2,769,805	2,877,698	2,990,701	3,109,067	3,233,062	3,362,965
Lease liabilities	115,025	57,250	-	-	-	-	-	-	-	-
<b>Total non-current liabilities</b>	<b>2,499,723</b>	<b>2,531,693</b>	<b>2,568,402</b>	<b>2,666,783</b>	<b>2,769,805</b>	<b>2,877,698</b>	<b>2,990,701</b>	<b>3,109,067</b>	<b>3,233,062</b>	<b>3,362,965</b>
<b>Total liabilities</b>	<b>7,778,286</b>	<b>7,717,538</b>	<b>7,620,305</b>	<b>7,513,285</b>	<b>7,436,589</b>	<b>7,357,274</b>	<b>7,252,880</b>	<b>7,126,709</b>	<b>6,970,054</b>	<b>6,799,837</b>
<b>Net community assets</b>	<b>145,296,194</b>	<b>146,253,967</b>	<b>146,696,294</b>	<b>147,507,714</b>	<b>149,536,463</b>	<b>150,731,416</b>	<b>152,896,348</b>	<b>154,336,406</b>	<b>156,557,868</b>	<b>158,626,724</b>
<b>Community equity</b>										
Asset revaluation reserve	43,959,157	44,374,928	44,840,674	45,398,549	46,013,675	46,709,733	47,460,070	48,315,835	49,231,002	50,251,087
Retained surplus (deficiency)	101,337,038	101,879,039	101,855,620	102,109,165	103,522,788	104,021,683	105,436,278	106,020,571	107,326,866	108,375,637
<b>Total community equity</b>	<b>145,296,194</b>	<b>146,253,967</b>	<b>146,696,294</b>	<b>147,507,714</b>	<b>149,536,463</b>	<b>150,731,415</b>	<b>152,896,348</b>	<b>154,336,406</b>	<b>156,557,868</b>	<b>158,626,724</b>

Consolidated entity budget - Council and Aerodrome Company

**LOCKHART RIVER ABORIGINAL SHIRE COUNCIL**

**Budgeted and 9 Years Forecasted Statement of Cash Flows**

Year ended	Budget	Forecast								
	30-Jun-24 \$	30-Jun-25 \$	30-Jun-26 \$	30-Jun-27 \$	30-Jun-28 \$	30-Jun-29 \$	30-Jun-30 \$	30-Jun-31 \$	30-Jun-32 \$	30-Jun-33 \$
<b>Cash flows from operating activities:</b>										
Receipts from customers	5,613,051	5,962,627	6,264,363	6,577,581	6,908,017	7,250,226	7,614,373	7,995,091	8,396,738	8,812,695
Payment to suppliers and employees	(21,676,676)	(22,051,776)	(23,171,432)	(24,320,874)	(25,533,310)	(26,788,595)	(28,124,231)	(29,520,365)	(30,993,034)	(32,517,788)
Interest received	412,369	432,987	454,637	477,369	501,237	526,299	552,614	580,245	609,257	639,720
Rental income	89,275.44	103,046.01	109,019.78	114,470.77	120,221.41	126,176.93	132,514.23	139,139.94	146,129.87	153,368.85
Non-capital grants and contributions	17,260,058	18,193,679	19,107,466	20,062,839	21,070,730	22,114,531	23,225,244	24,386,506	25,611,604	26,880,350
<b>Net cash inflow (outflow) from operating activities</b>	<b>1,698,078</b>	<b>2,640,563</b>	<b>2,764,053</b>	<b>2,911,386</b>	<b>3,066,896</b>	<b>3,228,638</b>	<b>3,400,514</b>	<b>3,580,617</b>	<b>3,770,695</b>	<b>3,968,346</b>
<b>Cash flows from investing activities:</b>										
Payments for property, plant and equipment	(15,268,074)	(2,671,000)	(4,755,000)	(3,110,000)	(4,205,000)	(2,741,000)	(5,630,000)	(3,385,000)	(5,465,000)	(3,850,000)
Grants, subsidies, contributions and donations	14,704,374	1,078,519	446,371	566,008	1,417,609	411,370	1,217,507	7,093	585,000	104,000
Other cash flows from investing activities	348,822	348,822	348,822	348,822	348,822	348,822	348,822	348,822	348,822	348,822
<b>Net cash inflow (outflow) from investing activities</b>	<b>(214,878)</b>	<b>(1,243,659)</b>	<b>(3,959,807)</b>	<b>(2,195,170)</b>	<b>(2,438,569)</b>	<b>(1,980,808)</b>	<b>(4,063,671)</b>	<b>(3,029,085)</b>	<b>(4,531,178)</b>	<b>(3,397,178)</b>
<b>Cash flows from financing activities:</b>										
Repayment of leases	(57,775)	(57,775)	(57,775)	(54,210)	(3,000)	-	-	-	-	-
<b>Net cash inflow (outflow) from investing activities</b>	<b>(57,775)</b>	<b>(57,775)</b>	<b>(57,775)</b>	<b>(54,210)</b>	<b>(3,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net increase (decrease) in cash held</b>	<b>1,425,425</b>	<b>1,339,129</b>	<b>(1,253,529)</b>	<b>662,006</b>	<b>625,327</b>	<b>1,247,830</b>	<b>(663,158)</b>	<b>551,532</b>	<b>(760,483)</b>	<b>571,168</b>
Cash at beginning of reporting period	12,538,076	13,963,501	15,302,630	14,049,102	14,711,108	15,336,435	16,584,264	15,921,107	16,472,639	15,712,156
<b>Cash at end of reporting period</b>	<b>13,963,501</b>	<b>15,302,630</b>	<b>14,049,102</b>	<b>14,711,108</b>	<b>15,336,435</b>	<b>16,584,264</b>	<b>15,921,107</b>	<b>16,472,639</b>	<b>15,712,156</b>	<b>16,283,324</b>

Consolidated entity budget - Council and Aerodrome Company

**LOCKHART RIVER ABORIGINAL SHIRE COUNCIL**

**Budgeted and 9 Years Forecasted Statement of Changes in Equity**

Year ended	Budget	Forecast								
	30-Jun-24 \$	30-Jun-25 \$	30-Jun-26 \$	30-Jun-27 \$	30-Jun-28 \$	30-Jun-29 \$	30-Jun-30 \$	30-Jun-31 \$	30-Jun-32 \$	30-Jun-33 \$
<b>Asset revaluation surplus</b>										
Opening balance	43,958,008	43,959,157	44,374,928	44,840,674	45,398,549	46,013,675	46,709,733	47,460,070	48,315,835	49,231,002
Increase in asset revaluation surplus	1,149	415,771	465,746	557,875	615,126	696,058	750,337	855,765	915,167	1,020,085
Closing balance	43,959,157	44,374,928	44,840,674	45,398,549	46,013,675	46,709,733	47,460,070	48,315,835	49,231,002	50,251,087
<b>Retained surplus</b>										
Opening balance	86,856,350	101,337,038	101,879,039	101,855,620	102,109,165	103,522,788	104,021,683	105,436,278	106,020,571	107,326,866
Net result	14,480,688	542,001	- 23,418	253,545	1,413,623	498,895	1,414,595	584,293	1,306,295	1,048,771
Closing balance	101,337,038	101,879,039	101,855,620	102,109,165	103,522,788	104,021,683	105,436,278	106,020,571	107,326,866	108,375,637
<b>Total</b>										
Opening balance	130,814,358	145,296,194	146,253,967	146,696,294	147,507,714	149,536,463	150,731,415	152,896,348	154,336,406	156,557,868
Net result	14,480,688	542,001	- 23,418	253,545	1,413,623	498,895	1,414,595	584,293	1,306,295	1,048,771
Increase in asset revaluation surplus	1,149	415,771	465,746	557,875	615,126	696,058	750,337	855,765	915,167	1,020,085
<b>Closing balance</b>	<b>145,296,194</b>	<b>146,253,967</b>	<b>146,696,294</b>	<b>147,507,714</b>	<b>149,536,463</b>	<b>150,731,415</b>	<b>152,896,348</b>	<b>154,336,406</b>	<b>156,557,868</b>	<b>158,626,724</b>

Consolidated entity budget - Council and Aerodrome Company





---

## REVENUE POLICY

---

<b>Adoption Date:</b>	July 2023	<b>Revision Date:</b>	July 2024
<b>Division:</b>	Corporate Services	<b>Responsible Officer:</b>	Director Corporate Services
<b>Note:</b>	P – Primary Author S – Secondary Author		

### 1. Policy Objective

To establish the principles for the raising of adequate revenue to ensure balanced budget, long-term financial sustainability and providing services to the residents of Lockhart River.

### 2. Relevant Legislation

- Local Government Regulation 2012 (s.193)
- Local Government Act 2009 (s. 94)

### 3. Policy Statement

Every year the Council is required to develop and adopt by resolution a revenue policy based on the following principles to guide generation of revenue.

- Transparency
- Simplicity
- Cost effectiveness
- Equity, and
- Flexibility

The Council principles are applicable to the following sources of Council:

- The making of rates and charges
- The levying of rates and charges

- The recovery of rates and charges
- Granting rebates and concessions
- Charges for council services and use of Council facilities
- Charges for Council's other recoverable works (motor vehicle repairs and construction services)
- Cost recovery and user fees and charges
- Overheads cost recovery for grants administration

Council has the option to make and levy rates and charges (s.91-100). However, in this policy "Rates and Charges" refers to user fees and charges for cost-recovery purposes only because Council does not levy rates on properties.

Council did not make any resolution to limit an increase in rates and charges.

### **3.1 Making of Charges:**

In the making of rates and charges, Council will be guided by the principle of user pays, so as to minimise the impact of rating on the efficiency of the local economy.

Council will also have regard to the principles of:

- a) transparency in the making of rates and charges.
- b) a charging system that is simple and inexpensive to administer.
- c) equity, by taking account of the different levels of capacity to pay within the local community, and
- d) flexibility to take account of changes in the local community.

### **3.2 Levying of Charges:**

To ensure there is a clear understanding on the responsibilities of Council and each ratepayer, the following principles will be applied: -

- a) The levying system will be simple and inexpensive to administer.
- b) the timing for levying of rates and charges must take into account the financial cycle of the local economy.
- c) allow for a flexible payment arrangement for ratepayers with a lower capacity to pay.

### **3.3 Recovery of Rates and Charges:**

In exercising its rate recovery powers and to reduce the overall burden on ratepayers, Council will be guided by the following principles:

- a) ensuring there is transparency in the processes used by the council to meet financial obligations.
- b) ensuring ratepayers are clear on their obligations.
- c) ensuring processes used to recover outstanding rates and charges are clear, simple to administer, and cost effective.
- d) ensuring the capacity of ratepayers is considered in determining arrangements for payment.
- e) ensuring there is equity in arrangements for ratepayers in similar circumstances.

---

f) ensuring flexibility to respond to local economic issues.  
The Council may use (but not be limited to) the following processes to collect outstanding rates and charges: -

- g) Issue notification letters to individuals/corporations
- h) Attempt to work out a schedule of repayment.
- i) Initiate formal recovery procedures where debt settlement is not forthcoming.
- j) Withdraw service until debt is recovered.
- k) Other actions consistent with Council's debt recovery policies

### **3.4 Rebates and Concessions:**

Council will grant rebates and concessions to residents who demonstrate genuine financial hardship or pensioners.

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

- a) ensuring equity by having regard to the different levels of capacity to pay within the local community.
- b) ensuring the same treatment for ratepayers with similar circumstances.
- c) ensuring transparency by clearly setting out the requirements necessary to receive concessions; and
- d) ensuring flexibility to respond to local economic issues.

Only Council has the authority to approve applications for rebates and concessions. Approvals should be documented through a Council resolution.

### **3.5 Physical and social infrastructure costs for new development**

Council and developers will agree on special/additional rates and charges required to pay for costs associated with:

- a) Any increase in maintenance costs on the available capacity of the existing infrastructure due to new development.
- b) Any additional infrastructure required due to new development.
- c) Where appropriate, a contribution towards social infrastructure changes is required to cater for the increase or changes in population caused by new development.

### **3.6 Review of rates and charges:**

The Council will undertake an annual review of rates and charges with a view to adjusting charges based upon the cost of providing the service and CPI increases. The intention of the review is to ensure full cost recovery because the Council does not make profit margins.

## **4. Budget implications**

Council is unable to fund major asset replacements/capital works and as such it relies on state and federal government grants to fund all new developments.

## **5. Implementation**

- 
- Policy to be implemented by the Chief Executive Officer.
  - Policy commences immediately on adoption by Council.
  - Policy applies to all employees of the Council.

DOCUMENT END

---



---

## REVENUE STATEMENT

---

**Adoption Date:** July 2023      **Revision Date:** July 2024  
**Division:** Corporate      **Responsible Officer:** Director Corporate Services  
**Note:** P - Primary Author  
S - Secondary Author

### 1.1 POLICY OBJECTIVE:

To provide an outline and the measures the Council has adopted for raising revenue including the rates, charges and concessions for each.

### 1.2 RELEVANT LEGISLATION:

- Local Government Regulation 2012 (s.172)
- Local Government Act 2009 (s. 94)

### 1.3 PROCEDURES:

This Statement is adopted pursuant to Local Government Regulation 2012, Chapter 5 Financial Planning and Accountability, Part 3 Financial Accountability Documents, Division 1.

- a) Council's ability to raise a general rate or other rate is limited, as the Shire controls the land, which is predominantly Deed of Grant in Trust with Council as Trustee. Council is reliant on continued government grant funding remaining at least at its current levels to maintain operating capability.

Details of budget grant funding revenue is disclosed as an attachment to the budget.

Council also raises revenue from various other sources including housing rent, sale of goods and services and miscellaneous fees and charges. Details of budget non-grant revenue are disclosed as an attachment to the budget. Concessions are granted only in accordance with the Revenue Policy.

---

Utility service fees and charges will be levied in 2023/24 on each Government owned, leased, or occupied property in relation to:-

- Sewerage
- Waste collection and disposal
- Water supply

These charges are set to recover the cost of provision of each service including on-going operations and maintenance and are set out in the schedule of fees and charges.

- b) No resolution has been made to limit increases in fees and charges.
- c) Physical and social infrastructure costs for new development are partly funded by charges for the development.
- d) The operational capability of the Council is to be maintained.
- e) Depreciation on infrastructure and community housing is not funded by Council.

#### **1.4 BUDGETARY IMPLICATIONS:**

Council is not in a position to self-fund major asset replacement and is solely reliant on government grants to do so.

**New Developments:** All new developments will be funded from Government Grants

**Reserves:** It is not intended to establish reserves to fund projects unless they have been specifically identified in the Corporate and Operational Plans.

#### **1.5 IMPLEMENTATION:**

- To be implemented by the Chief Executive Officer
- Commences immediately on adoption by Council
- Applies to all employees of the Council.

---

DOCUMENT END



## SCHEDULE OF REGULATORY AND NON-REGULATORY FEES AND CHARGES

**Adoption Date:** July 2023                      **Revision Date:** July 2024  
**Division:** Corporate                              **Responsible Officer:** Chief Executive Officer  
**Note:** P - Primary Author  
           S - Secondary Author

**Policy Objective:**

To set a consistent range of fees and charges payable to Council.

**Definitions:**

The following schedule of fees and charges will be reviewed annually prior to Council adopting the budget.

**Relevant Legislation:**

Local Government (Finance, Plans and Reporting) Regulation 2012  
 Local Government Act 2009

### TRADESMAN AND ASSISTANT TRADESMAN

*NB: 30% Discount on labour costs only applies to local community residents.*

DESCRIPTION	HOURLY RATE (\$) GST INCLUSIVE
– Carpenter	169.00
– Plumber	169.00
– Painter	145.00
– Mechanic	155.20
– Assistant Tradesman Carpenter	113.00
– Assistant Tradesman Plumber	113.00
– Assistant Tradesman Mechanic	113.00
– Plant Operator/Road Gang	70.60
– Call out fees (Min 2hrs)	185.50

## WORKSHOP MATERIALS

OIL / LUBRICANT DESCRIPTION*	TOTAL (\$) GST INCLUSIVE
– 5W30 per litre	16.50
– 15W40 per litre	15.00
– 80W90 / LS90 per litre	16.50
– Coolant per litre	16.50
– Grease – Cartridge	19.50
* Oils supplied only for work carried out in workshop. Council Stores carries stock and sell	
* Parts (costs + freight + 40%), ordered if required with payment made in full before purchase.	

## WORKSHOP SERVICES

*\*30% Discount Labour for Local Residents only*

SERVICE DESCRIPTION	TOTAL (\$) GST INCLUSIVE
– Tyre Change 'A' – Car	62.00
– Tyre Repair 'A' – Car	99.00
– Tyre Change 'B' – Truck / Plant	123.50
– Tyre Repair 'B' – Truck / Plant	160.50
– Wheel Balance	74.50
– Windscreen Replacement – Labour*	525.50
– Windscreen Replacement – Labour Local Res.	371.00

## MATERIALS

DESCRIPTION	TOTAL (\$) GST INCLUSIVE
– Sand (m <sup>3</sup> )	46.50
– Top Soil (m <sup>3</sup> )	131.00

## GAS BOTTLES AND REFILL – LOCAL RESIDENTS

DESCRIPTION	TOTAL (\$) GST INCLUSIVE - LOCAL RESIDENTS	TOTAL (\$) GST INCLUSIVE - OTHERS
– 45 KG	313.20	348.00
– 8.5 KG (SWAP & GO)	94.00	111.00
– 8.5 KG (NEW BOTTLE INC.)	281.40	298.50

## ADMINISTRATION

DESCRIPTION	TOTAL (\$/%)
– Grants & subsidies overhead recovery	12.5% - 20 %
– General Administration recoveries (Local Subcontracting included)	15%
– Sub-contracting	25%
– Permanent employees - oncosts	43.7%
– Stores issues – oncosts	15%
– Casual employees – oncosts (casual loading apply)	18.6%
– Materials overhead recoveries	Cost + 35%
– Photocopying per page	
- colour A4	\$1.60
- colour A3	\$2.60
- black & white A4	\$0.50
- black & white A3	\$1.00

## DUMPING FEES

DESCRIPTION	TOTAL (\$)GST INCLUSIVE SMALL LOAD	TOTAL (\$)GST INCLUSIVE LARGE LOAD
– General Waste (Domestic)	86.00	172.50
– Green Waste Domestic	9.50	19.00
– Building Waste	258.00	516.00
– Commercial Waste	105.50	211.00

## OTHERS

DESCRIPTION	TOTAL (\$)GST INCLUSIVE
– Application for Development Fees	4,915.00
– Green Wheelie Bin (120L)	245.50
– Dog registration (per dog)	33.00
– Barge offloading services (plant and operator per hour)	212.30

## CONCRETE BATCHING

DESCRIPTION	TOTAL \$ AMOUNT GST EXCLUSIVE	
	COUNCIL WORK	NON-COUNCIL WORK
Batched concrete m <sup>3</sup>	1,050.00	1,560.00

## YARD CLEANING

DESCRIPTION	TOTAL (\$) EXC GST
– Mowing/slashing (normal cut) / 800 m <sup>2</sup>	91.50
– Mowing/slashing (overgrown yard) 800 m <sup>2</sup>	180.50
– General waste/garbage per m <sup>3</sup>	37.00

## ACCOMMODATION / HIRE OF FACILITIES

DESCRIPTION	TOTAL (\$) GST INCLUSIVE
– Guesthouse Accommodation per night	217.20
– Staff housing per week	83.00
– Contractor Donga per night	81.00
– <b>Community Hall – Full Day Hire</b>	834.50
– <b>Community Hall – ½ Day Hire</b>	501.50
– <b>Puuya Centre Accommodation - Per night</b>	<b>(Not available for booking)</b> 288.50
– <b>Puuya Centre Accommodation - 2 People</b>	<b>(Not available for booking)</b> 435.50
– <b>Puuya Centre Hall – Full Day Hire</b>	501.50
– <b>Puuya Centre Hall – ½ Day Hire</b>	333.50
– <b>Puuya Centre Office Spare – Per Week</b>	165.00
– <b>Conference/Meeting Room – Full Day</b>	635.50
– <b>Council Conference/Meeting Room – ½ Day</b>	381.50
Community Housing – Rental charged policy is pegged on 25% of assessable income + rent assistance ( <i>maximum rent per week is determined by Department of Housing</i> )	



**GENERAL RATES AND SERVICE CHARGES (INCLUDES UNLIMITED WATER USAGE, GARBAGE / WASTE DISPOSAL, SEWERAGE AND OTHER SERVICES)**

PROPERTY OF	DESCRIPTION OF PROPERTY	TOTAL \$ EXC. GST PER ANNUM
Lockhart River State School	– School	12,628.00
Queensland Education	– 13A/13B Blady Grass St	7,576.00
Queensland Education	– 7 Blady Grass St	6,392.50
Department of Housing and Public Works, Government Employee Housing	– 3A / 3B Piiramo St	7,576.00
Department of Housing and Public Works, Government Employee Housing	– 8A / 8B BladyGrass St	7,576.00
Department of Housing and Public Works, Government Employee Housing	– 1 Paytham St	6,392.50
Department of Housing and Public Works, Government Employee Housing	– 6 Piiramo St	6,392.50
Torres and Cape Hospital and Health Service	– Hospital	12,628.00
Torres and Cape Hospital and Health Service	– Duplex x2	7,576.00
Torres and Cape Hospital and Health Service	– Houses x2	6,392.50
Queensland Police Service	– Police Station / Watch House / Court	20,034.00
Queensland Police Service	– Houses x 2	6,089.50
Queensland Police Service	– Duplex x 1	7,576.00
Department of Communities	– Multi-Tenancy Centre (new)	12,628.00
Community Enterprise Queensland (Former Retail Store)	– Retail Store	12,628.00
Community Enterprise Queensland (Former Retail Store)	– Manager’s House	9,485.50
Community Enterprise Anglican Store	– Church, Lot 70	6,394.00
Ergon Energy	– Power Station	8,349.00
Puuya Foundation	– Kuunchi Kakana Centre	12,628.00
Puuya Foundation	– Residential	7,576.00

**PLANT HIRE – WET / DRY**

*NB: Hire of Plant and/or Plant Operator is set at minimum of 2 hours.*

Please contact Council for details of Plant available for hire and applicable pricing schedule on 07 4060 7144 / 07 4031 0155.

**Document End**

