



Annual Report 2015/16

This report will give an overview of the financial and operational activities undertaken by FNQROC on behalf of member councils during the period 1 July 2015 to 30 June 2016

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FNQROC's Vision

Our Vision is to achieve regional prosperity through interactive and collaborative planning and advocacy.

FNQROC's Mission

Our Mission is to foster cooperation and resource sharing between Councils and effectively advocate on agreed regional positions and priorities.

FNQROC's Core Values

- **Autonomy** to act within the constraints of our systems of Government,
- **Integrity** in the performance of our functions,
- **Responsiveness** to the needs of the local community,
- **Accountability to stakeholders** – electors, ratepayers, other spheres of Government,
- **Equity**; and
- **Respect** the rights of individual Councils to have their own opinions.

CHAIR'S EXECUTIVE SUMMARY

Chair's Executive Summary

Strategic Highlights

I'm pleased to present to you the FNQROC Annual Report for the 2015/16 financial year period. Like previous years it has been again a big year with programs to support Councils, their staff and ultimately the region.

In 2015/16 Local Government Elections were held Saturday 19th March 2016. These elections resulted in 5 new member Mayors and 5 returning Mayors. I would like to congratulate and thank Bill Shannon, retiring Mayor from Cassowary Coast Regional who was the Chair of FNQROC until these elections. He had been the Chair of FNQROC since 2012 and ensured he represented FNQROC and the region at numerous meetings and on various boards including Advance Cairns, Regional Development Australia Far North Queensland and Torres, LGAQ Policy Executive and delegation parties to Canberra.



Figure 1 - FNQROC Board meeting (Cooktown)

The end of the 2015/16 financial year pulls to a close the existing Strategic Directions Plan (2012-17) for FNQROC with all identified priorities met or ongoing as part of our business.

Financial Highlights

FNQROC is in a strong financial position with total equity exceeding \$900,000. Return on Investment to member councils continues to exceed \$24 per \$1 invested (on average across the region).

Operating Highlights

The Technical Committees under the auspice of FNQROC have focused their attention on sharing knowledge and experience, delivering on the Strategic Directions, regional procurement opportunities and responding to changing State and Federal policies and directions. This has been done by way of (but not limited to):

- ✓ Representing the region in over 29 external groups at the regional, State and federal level;
- ✓ 8 significant submissions on discussion papers, legislation and funding. This does not include the day to day submissions made on concept ideas or draft documents for the State or LGAQ;
- ✓ 5 dedicated technical Training workshops (50% funded or free of charge)
- ✓ Over 20 FNQROC presentations to external parties, technical committees or Board

CHAIR'S EXECUTIVE SUMMARY

- ✓ Over 35 external presentations to Technical Committees or FNQROC Board
- ✓ Regional Procurement contracts for:
 - Sodium Hypochlorite & Liquid Alum
 - Bitumen Reseal
 - Line Marking
 - Scrap Metal & Used Lead Acid Batteries
 - Commenced tenders/quotes for:
 - Asphalt Overlay
 - Bio solids
- ✓ Over 45 regional meetings bringing key external parties to the region, developing projects/programs to support councils and sharing knowledge and expertise;
- ✓ Managing \$5.7mil in Transport Infrastructure Development Scheme funding across the region;
- ✓ Commenced investigations into Regional Waste Management Prioritisation and Resource Recovery Options;
- ✓ Developed and delivered spatially explicit resource and cost benefit analysis for landscape repair and pest management;
- ✓ Delivery of cross regional programs and projects on joint issues in regard to Pest animal and weeds;
- ✓ Partnering with National Climate Change Adaptation Research Facility;
- ✓ Private portals to store and share documents between councils; and
- ✓ Continued review of our policies to ensure they remain relevant and current.

Looking Ahead

We need to:

Ensure our ability to lead in local government and community matters important to either the region or to individual council areas;

- Remain as a fully autonomous local government organisation, willing and able to work in harmony with peak regional organisations; and
- Take the lead in advocacy for local government issues, and we should support (where appropriate) issues pursued by peak regional organisations.

To do this, we will be developing a folio of one, maximum of two, projects for each council which are considered to be of utmost importance and which are agreed to be of both local and regional significance. These projects (informed by a business case clearly demonstrating the regional, state and national benefit) will become the **FNQROC Strategic Infrastructure and Policy Plan** which the Board will take carriage of with the support of technical committees.

Our technical committees have a strong reputation and we need to continue to support these positive efforts which have provided significant benefits to all member councils. For the first time in Queensland (if not nationally) we will be seeking member council staff input into a discussion paper on what they believe are the regional opportunities and issues we as an organisation can or

CHAIR'S EXECUTIVE SUMMARY

should tackle. This consultation will mean over 180 staff members will be asked to contribute to this document. The resulting discussion paper will be presented to the FNQROC board in December. Board supported opportunities and issues will become the **FNQROC Strategic Operational Plan** and provide a mandate for the technical committees.

Finally, I would like to thank member Councils, past and current Mayors, council staff and FNQROC staff for their involvement and support past, present and future to make FNQROC the organisation it is and will be in the future.



Cr Tom Gilmore
CHAIR



EXECUTIVE OFFICER

Executive Officer

Year in review and looking forward

I'm honoured to be able to lead FNQROC as the Executive Officer. The contents of the annual report show the depth and breathe of regional collaboration within the region. With such a small team, this would not be possible without the faith and trust council staff have between each other and with us as an organisation. The work we do, FNQROC Board, FNQROC Staff and technical Committee representatives ensures councils receive a significant return on investment for their membership fees.

Through our submissions, presentations, technical meetings and representation on external committee's FNQROC staff have tried to ensure our issues and innovative solutions are being heard. For such a small team I believe we punch well above our weight; again, we could not do this without the support of member councils.

One of my personal goals was to bring South East Queensland to the Far North. While we cannot say that this has occurred in totality we are making significant progress.

We have now completed those items member councils deemed important to them which became our Strategic Directions Plan 2012-17. I'm excited to support the board in the development and progression of the FNQROC Strategic Infrastructure and Policy Plan for the Board. I am also excited about seeking the thoughts and ideas from our technical committee representatives on what they think are the opportunities and risks we as a region should be tackling. These ideas will then form the Strategic Operational Plan adopted by the FNQROC Board giving a mandate to the technical committees to realise these opportunities and resolve issues. This will result in further savings for member councils.

Staffing

In 2015/16 we said goodbye to Sandra McCormack (Administration Support) after 7 years with FNQROC. In 2014/15 we did not replace Daniela Gambotto (Regional Sustainability Coordinator), with these two positions vacant it provided an opportunity to review the needs of the organisation and recruit the best candidate to meet the needs of member councils. As a result we created the position of Regional Project Coordinator and employed Teresa Schmidt in November 2015. Teresa has expertise in business process management and town planning. This role manages not only the office but also the Planning and Economic Development technical committees.

All staff are currently at full capacity within their areas of responsibility. As at the end of June 2016 our staffing levels are as follows:

EXECUTIVE OFFICER

Table 1 - FNQROC Positions

Position	Name	FTE
Executive Officer	Darlene Irvine	1
Regional Project Officer	Teresa Schmidt	1
Regional Natural Asset and Sustainability Coordinator	Travis Sydes	1
Regional Infrastructure Project Officer	Steven Cosatto	1
Regional Procurement Coordinator	Amanda Hancock	1
Bitumen Program Coordinator	Gerard Read	Consultancy

FNQROC Core Strategic Activities

On 25 July 2012 member Council Mayors and CEOs met to discuss and prioritise the strategic areas in which the FNQROC Board should collaborate and focus attention on over the next five years. This period is now coming to an end and with local government elections occurring in March 2016 it will be opportune to develop a new Strategic Plan/s for FNQROC.

The last five years the FNQROC Board felt it important to focus its attentions on three key areas, but it is also important not to lose sight of those issues which did not rate as high, but may quickly rise in importance through changing legislation or economic impacts. Many of these will be considered and developed through existing Technical Committees and regularly reported back to the FNQROC Board to keep it informed.

The three key areas identified for the FNQROC Board's attention include:

1. The infrastructure renewal gap,
2. Natural Disaster Recovery Relief Arrangements, and
3. Managing our environment.

Our economy rated highly, however it was the decision of the FNQROC Board to actively support our peak organisations focused on this portfolio.

Governance and a stronger voice for the region also rated highly. This has been addressed within this document but it is seen as a culture shift for the FNQROC Board rather than as targeted actions. This culture shift is paramount if the region is to be 'heard'. A new process for FNQROC Advocacy was adopted at the FNQROC Board meeting in August 2015 and a renewed focus and direction on this was supported by the new FNQROC Board at its meeting 8 August 2016.

It is recognised we have a mature operational structure (our Technical Committees) and they can and do focus on supporting both the high and medium priorities of the FNQROC Board.

The themes and actions from our 2012- 2017 strategic directions include:

FNQROC CORE STRATEGIC ACTIVITIES

1. Governance

- 1.1.1. The FNQROC Board will actively advocate regional priorities with the support of substantiated data which will be acknowledged by State and Federal Governments.



2. Infrastructure

- 2.1.1. A regional document which clearly articulates our funding renewal gap in the next five, 10 and 20 years and can be used as a technical document to substantiate advocacy efforts of the FNQROC Board and Councils individually.



- 2.1.2. A regional document which clearly articulates our capacity to raise revenue which can be used as a technical document to support advocacy efforts (ie. asset renewal gap, devolved responsibilities etc) of the FNQROC Board and Councils individually. This also is a document which can be utilised by regional peak bodies for their advocacy efforts.



- 2.2.1. The FNQWRAP Technical Committee will provide a recommendation to the FNQROC Board on future business model opportunities for further consideration and implementation.



- 2.3.1. The development of a submission to the Federal and State Governments on NDRRA, with an understanding the FNQROC Board is to actively advocate our position if there is a lack of response.



- 2.3.2. Motions to the LGAQ Annual Conference.



- 2.4.1. The development of a submission to the Federal and State Governments and Ergon Energy to resolve the issues surrounding CEEP funding, regulations and Ergon Energy implementation.



- 2.4.2. The FNQROC Board to actively advocate our position should there be a lack of response.



FNQROC CORE STRATEGIC ACTIVITIES

2.5.1. FNQROC recognises waste issues are a lead role for LAWMAC, and will advise LAWMAC of these identified issues and initiatives and keep a watching brief.



2.6.1. FNQROC advises Advance Cairns that heavy transport on inland route was raised at our Strategic Directions Workshop and it is recognised that Advance Cairns has the lead role in advocating this through the TNQREP.



2.6.2. FNQROC and member Councils are prepared to support Advance Cairns through the provision of documentation and where needed.



3. Environment

3.1.1. The Natural Asset Management Advisory Committee (NAMAC) to make recommendation on the changes required within current Federal and State Legislation to facilitate local management of environmental areas, rather than exclusion or complex approval processes.



3.1.2. FNQROC to coordinate a meeting of peak organisations, State and Federal departments and relevant stakeholders to:



- a. provide a Terms of reference around a regional Task Force to develop a regional destination strategy and scoping document – linked to the ‘one region one voice’ philosophy.
- b. provide a regional strategy document to which local community groups can refer when developing funding applications for infrastructure works (tracks and trails) which is actively supported by peak organisations within the region.
- c. identify a lead agency for this project.



3.1.3. The NAMAC to put forward a proposal to Federal and State Governments which identifies proposed solutions to:

- a. long term funding sources/opportunities/economic models.
- b. environmental restoration post a natural event.
- c. opportunities this region has to take advantage of the Carbon Market.



4. Economy	
4.1.1. FNQROC recognises that Advance Cairns and Tourism Tropical North Queensland are the peak economic development and marketing organisations within the region and will support these lead agencies in terms of implementing the TNQREP.	
4.2.1. That FNQROC endorse the development of a Regional Events Technical Committee.	
4.2.2. That the Regional Events Technical Committee develop: a. a process for event coordinators to follow where events cross Council boundaries; b. regional sponsorship requirements, i.e. economic value data.	
4.2.3. That FNQROC communicates this process to existing and new regional event coordinators.	
4.3.1. FNQROC to keep a watching brief regarding foreign investment.	

Operational Advocacy

Representation

FNQROC was represented on the following external boards and working groups:

- ✓ LGAQ Policy Executive
- ✓ Advance Cairns
- ✓ FNQ&TS Regional Development Australia
- ✓ Regional Managers' Coordination Network (Treasurer)
- ✓ QLD ROC collective (through assemblies)
- ✓ Reef Urban Stormwater Management Implementation Group
- ✓ Roads Alliance (through Chair and Technical Committee assemblies)
- ✓ Wet Tropics Healthy Waterways Technicl Working Group
- ✓ Weed Society Queensland Executive
- ✓ Far North Queensland Electricity Users Network (FNQEUN)
- ✓ Biosecurity Act Regulations Reference Group (LGAQ/BQ)
- ✓ Panama TR4 Regional Working Group
- ✓ Yellow Crazy Ant Reference Group
- ✓ National Tropical Weeds Management Committee
- ✓ Tropical Weeds Operational Committee
- ✓ Natural Resources and Environment Sub – Committee
- ✓ WTMA Community Sector Liaison Group
- ✓ Local Authority Waste Management Advisory Council (LAWMAC)
- ✓ Inland Queensland Roads Action Plan (IQ-RAP)
- ✓ LGAQ Roads & Transport Advisory Group
- ✓ IPWEAQ Lower Order Asset Design
- ✓ Wet Tropics Healthy Waters Partnership
- ✓ Beef Roads funding prioritisation and applications
- ✓ Coastal Hazard Adaptation Program development

OPERATIONAL ADVOCACY

- ✓ Digital Enterprise Program
- ✓ TNQ Regional Mountain Bike Taskforce
- ✓ Littoral Rainforest Reference Group – National Environmental Science Program, (NESP)
- ✓ Siam Weed Management Group
- ✓ Contracting Provisions Review, Local Government Regs 2012 (LocalBuy)
- ✓ Qld Pest Animal Symposium (5th) Organising Committee

Submissions

FNQROC lodged the following submissions:

- Priority Beef Roads and projects for FNQRRTG
- Vegetation Management Act amendment Bill
- Road Alliance Operational Guidelines and Discussion Paper
- Planning Regulation 2016 and associated statutory instruments
- Draft Inland Qld Roads Action Plan
- Draft Remote and Regional Transport Strategy
- Preliminary decision on Ergon Energy's regulatory proposal
- Biosecurity Queensland Capability Review

Training

FNQROC arranged the following training

- Fraud Management in Local Government (Qld Audit Office)
- Project Decision Framework workshop (Qld Treasury Corp)
- Practice Note 9: Road Pavements (visual assessment) (IPWEA)
- Better Councils, Better Communities (LGAQ)
- Specification Writing Training



Figure 2 - Project Decision Framework

OPERATIONAL ADVOCACY

Presentations

Presentations made by FNQROC Staff

Table 2 - Presentations made by FNQROC Staff

Officer	Name	To:
Darlene Irvine	General FNQROC information	Stakeholder Engagement Session with Dept. Agriculture and Fisheries
Darlene Irvine & Travis Sydes	Vegetation Management Bill	Parliamentary committee public hearing, Cairns
Darlene Irvine	FNQROC and its priorities	RDA FNQ&TS board
Darlene Irvine	FNQROC – What we do	Regional Managers Coordination Network
Amanda Hancock	Taming the Junk Yard Dog!	Waste Q Conference
Darlene Irvine	Scoping FNQRRTG Management Tool (Incl PPT)	FNQ RRTG TC
Darlene Irvine	Overview of FNQROC	FNQROC Board
Darlene Irvine	Overview of FNQ RRTG	FNQ RRTG Board
Steve Cosatto	Infrastructure Renewal Gap	Asset Management Group
Darlene Irvine	FNQROC Overview	Tablelands Regional Council

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Travis Sydes	Wet Tropics Partnership Proposal	FNQROC Board
FNQROC Coordinators	Update	FNQROC Board
Amanda Hancock	Procurement Panel Member	Cairns Chamber of Commerce
Amanda Hancock	Tendering for Local Government Business	Registered Suppliers at Dept. of State Development
Travis Sydes	Local Government Pest Planning Framework	Mareeba Shire Council Pest Management Working Group QPWS, North Region, Technical Workshop (Fire and Pests) Cook Shire Council Tablelands Regional Council Pest Management Advisory Committee
Travis Sydes	FNQROC Regional taskforce partnership	Qld Weed Symposium, Longreach
Travis Sydes	FNQ Climate adapted Northern Australian Development (Background for FNQ)	NCCARF, Climate Adapted Northern Australia Development Policy Guidance Workshop

OPERATIONAL ADVOCACY

Presentations made to FNQROC Board and Technical Committees

Table 3 - Presentations made to FNQROC Board and technical committees

Organisation	Name	To:
Gulf and Cape Regional NRM	Gulf and Cape Regional NRM Plan	Board
Cairns Regional Council	Water Security	Board
Taste of Paradise	Overview of Taste of Paradise	Board
Dept. State Development	Building our Regions	Board
Wet Tropics Management Authority	Wet Tropics Management Authority	Board
Pushpa Ginige – Qld Water Regulatory	Overview	FNQ Water Alliance
CRC and TTNQ	TNQ Event Prioritisation Strategy 2015/2020	LG Economic Group
Mareeba Shire Council	Water Meter Reading	FNQ Water Alliance
Mackay Regional Council	Taggle Presentation on smart metering	FNQ Water Alliance
Iain MacKenzie (EMQ)	From sharing responsibility to accepting responsibility	Board
Frankie Carroll (QRA)	QRA update	Board
Dept Env and Heritage Protection & Arcadis Group	Qld Waste Infrastructure Project	Waste Group
APV Valuers and Asset Management	Implications of AASB's Residual Value Decision	Asset Management Group
Steve Verity – JRA	Sustainable Asset Management Opportunities	Asset Management Group
Cassowary Coast Regional Council	Water and Sewerage Revaluation	Asset Management Group

OPERATIONAL ADVOCACY

Andrew Sly and Jaree Dimitriou – Economic Development Qld	EDQ Overview	Board
WTMA	WTMA Update	Board
Cassowary Coast Regional Council	Water and Sewerage Revaluation	FNQ Water Alliance
Dept Energy and Water Supply	Water Planning and Regulation	FNQ Water Alliance
Andrew Higgins, CSIRO	CSIRO TRANSIT	FNQ RRTG TC
Inland Qld Roads Action Plan	IQRAP Overview	FNQ RRTG Board
Tablelands Regional Council	Adoption of Confirm	Asset management Group
QAO	AASB Decision – residual values and componentisation, performance audit, Road Asset Valuation Project, Internal v external revaluations	Asset Management Group
Dept. Env. & Heritage Protection	Overview	FNQ Water Alliance
WTMA	WTMA Board priorities	Board
Transport and Main Road	Regional Transport Plans	RRTG Board
Stuart Mosely – DDG and Adam Yem, Act. ED Dept. Infrast & Planning	Overview of Department	Board
Stuart Mosely – DDG and Adam Yem, Act. ED Dept. Infrast & Planning	Overview of Department and answering pre-sent questions	Planners Group
Carol Sweatman, Terrain NRM	Overview of Terrain NRM	Board
RDA FNQ&TS	National Stronger Regions Fund	Board
Chair and Director WTMA	Update on WTMA	Board

OPERATIONAL ADVOCACY

Regional and District Director TMR	Relationship with TMR	Board
Advance Cairns	Overview and Presentation of membership certificates	Board
Dept. Infrastructure, Local Government and Planning	Overview of Department and planning priorities	Planners
Emma Peters, Regional Client Relations Officer, LocalBuy	LocalBuy	Procurement Committee

OPERATIONAL REPORT – PROCUREMENT

Operational Report – Procurement

Program Introduction

The role of Procurement Coordinator within FNQROC was established in July 2010 and was filled in February 2011. The program was jointly funded by the Roads and Transport Alliance and member Councils until the end of 2013 financial year. For the 2013/2014 financial year, the position was funded via a Council contribution being 15% of identified savings.

For the 2014/15 financial year the decision was made that the five base procurement Councils (Cairns, Cassowary, Cook, Douglas, Mareeba and Tablelands) would contribute a flat \$25,000 annually; this amount being less than the 15% of identified savings per Council. The remaining member Councils would contribute 20% of their savings.

The FNQROC mandate for procurement is:

- Where there exists limited supply for a product and/or service, and/or
- Where member Councils are competing against each other for the same goods and/or services.

As FNQROC procurement has evolved it has become evident that indirect benefits also provide significant benefits to the collective. The following additional operating guidelines were therefore added in 2015:

- Where products or services could be scheduled to provide an opportunity for improved service delivery.

In 2015, Douglas, Hinchinbrook and Mareeba Shire Councils were added as signatories of the Procurement Memorandum of Agreement and Etheridge Shire Council was removed.

FNQROC procurement continues to make significant progress, maintaining contractual administration in relation to our existing arrangements and investigating and progressing new opportunities.

2015/2016 Review:

Sodium Hypochlorite & Liquid Alum

These arrangements were the very first of the FNQ collectives to commence back in 2012 and they have continued to return significant returns to the region through the period. The original contract terms were for three years with the option to extend for a further two x 12 month periods being exercised by all participating Councils. The last of the 12 month extensions for both contracts will

OPERATIONAL REPORT – PROCUREMENT

expire in April 2016 and May 2016 and work is already underway on the development of new arrangement. This new arrangement is expected to be both bigger and better with the inclusion of additional water chemical that it is hoped it will deliver both additional returns. The new arrangement is also expected to reduce the administrative burden on Councils with FNQROC providing both centralised procurement and ongoing contract management services for all chemicals included.

Bitumen Reseal

Councils all undertake an annual bitumen reseal program in order to maintain its road network to a suitable standard. It was identified that efficiencies could be achieved if Councils established a collective procurement arrangement for bitumen resealing and on 1 July 2013, the first 12 month contract for the supply and delivery of bitumen reseals across the FNQROC region commenced. The arrangement delivered the following benefits to Councils:

- A comprehensive program of work which was considered achievable by all participating Councils and addressed the region's annual reseal requirements.
- An estimated annual average saving of between 18%-19%.
- A commitment from the contractor to ensure works are completed to agreed timeframes.
- The establishment of a working relationship which prioritises Council requirements ensuring improved efficiencies.



Figure 3 - Cassowary on new seal in Cape Trib

Following the success of the first year, participating Councils unanimously agreed to exercise the option to extend the contract for a further 12 months for the 2014/2015 reseal program.

In early 2015, a Request for Quote was released for the 2015/2016 reseal program and the contract commenced on 1 July 2015. Not only did the successful Contractor provide rates which were an improvement on the price per m² on the previous contract, but the entire program was delivered by the end of November 2015.

The 2016/2017 is currently underway following a Request for Tender released earlier in the year and works are again progressing at quite a pace with a record seven Councils participating in the

OPERATIONAL REPORT – PROCUREMENT

arrangement. The rates provided for this year were extremely competitive and again reflected further improvement on the previous contracts.

Line Marking

Councils told us that arranging timely line marking following reseals can be challenging so for the first time in 2015, FNQROC released a Request for Quote for the provision of Line Marking to immediately follow the reseal and the works were successfully delivered under a collective arrangement.

We were able to take the learnings from this first ‘test’ arrangement and in the 2016/2017, the Line Marking was added to reseal contract. This additional inclusion which is added to the existing contract will ensure that roads are marked as soon as is reasonably practical following reseals, increasing safety on our region’s roads and reducing risk to Councils.

Asphalt Overlay

One of the many benefits of the reseals being priced and completed earlier in the year is that Councils are also now able to finalise their annual asphalt programs earlier than previous years. For the first time this year we have started to develop a regional asphalt arrangement which we are hoping to release September/October for delivery of participating Councils 2016/2017 asphalt programs. This arrangement will run in a similar way to the bitumen reseal, with the provision of a Program Coordinator to facilitate delivery.

Regional Scrap Metal & Used Lead Acid Batteries

In November 2014, FNQROC invited suppliers to tender for the collection and removal of ferrous scrap metal and/or used lead acid batteries across the FNQROC region. The tender was divided into two separable portions, enabling individual Councils and supplier to participate in either one or both separable portions of the contract.

Separable Portion 1 – Ferrous Scrap Metal

Separable Portion 2 – Used Lead Acid Batteries

Suppliers were also asked to supply information for a Register of Pre-Qualified Suppliers (ROPS) for waste collection and removal services.

The tender was released in response to issues raised by the Regional Waste Management Group regarding the level of service being provided by existing suppliers and concerns regarding the accumulation of metal stockpiles across the region, a particular risk during cyclone season.

Following extensive research involving member Councils, waste groups and suppliers, a collective tender was developed, based on a supplier-led collection schedule and pricing linked to metal markets. A very positive response from the market was received and following detailed evaluation the

OPERATIONAL REPORT – PROCUREMENT

successful contractor was appointed with the contract commencing on 1 May 2015. The contract term was for one year with the option to extend for a further 12 months.

Councils unanimously agreed to exercise the option to extend the contract for a further 12 months in May 2016 and we are pleased to advise that participating Councils continue to receive revenue from both scrap metal and batteries despite very poor metal market prices.

Removal & Beneficial Reuse of Biosolids

The first meeting of the newly formed Biosolids Sub-Committee took place in early 2016 having been formed to explore ways to work collaboratively in the area of Biosolids disposal in order to achieve better outcomes for Councils. With support from the Far North Queensland Water Regional Alliance Program (FNQWRAP) the project was awarded funding under the 2015-2018 Bid Pool Arrangements which supports regions in investigating and developing regional water and sewerage arrangements. Following market research conducted by FNQROC, the Sub-Committee agreed that there were many potential benefits to be realised with the development of a regional biosolids beneficial reuse arrangement and we have been busy developing tender documentation.

With over 30,000 tonnes of biosolids to dispose of annually across 7 participating Councils, the arrangement will hopefully encourage service suppliers into our region delivering both cost and service benefits again with ongoing contracts management provided by FNQROC.

The arrangement is due to go to market in 2016/2017.




Procurement Committee

The Procurement Committee continued to meet on a quarterly basis throughout 2015/2016. Facilitated by FNQROC procurement, the Procurement Committee reviews the status of ongoing initiatives, share best practice and the meetings provide an opportunity to facilitate presentations and training as needs are identified. A procurement portal is hosted by the FNQROC website which enables the Procurement Committee to share best practice, documents, templates and news.




OPERATIONAL REPORT – PROCUREMENT

2015/2016 Procurement Operational Plan




STRATEGIC

1.	Contribute to the financial viability of the position through identified procurement savings.	
2.	Contribute to the economic development of the region through increased infrastructure, new suppliers and/or the growth of existing suppliers.	
3.	Contribute to the resource sharing capacity of member Councils through continued interaction and facilitation of meetings between member Councils, State and Federal government agencies and private industry.	

OPERATIONAL

4.	<p>Work with the Regional Procurement Technical Committee to promote and progress regional joint purchase and resource sharing initiatives:</p> <ul style="list-style-type: none"> a. Facilitate a minimum of four (4) Procurement Technical Committee meetings b. On an ongoing basis: <ul style="list-style-type: none"> i. Identify potential procurement opportunities and develop, maintain and implement a rolling 12 month action plan ii. Review status of ongoing initiatives iii. Review success of completed initiatives iv. Report to the FNQROC Board and councils via monthly newsletters and quarterly board meetings c. Facilitate presentations/training as needs identified 	 3 meetings held
5.	Review and update FNQROC Procurement webpage, seek input from user groups regarding content and update accordingly. Conduct ongoing maintenance	
6.	Update Procurement Memorandum of Agreement to reflect changes to funding arrangements and recommendations from the Regional Procurement Technical Committee. The updated MOA to be signed by individual FNQROC Board members.	

OPERATIONAL REPORT – PROCUREMENT

7.	Undertake ongoing contract administration in relation to existing regional contracts: <ul style="list-style-type: none">a. Facilitating meetings with relevant Technical Committee and/or suppliers as requiredb. Dispute resolution (e.g. delivery, invoicing, storage of product etc.)c. Review and communication of price rises e.g. CPI, fuel levy increasesd. Maintain and distribute monthly usage/volume datae. Maintain insurance registersf. Maintain Contractor Certification Register e.g. Health & Safety, quality and environmental third party accreditation.	
8.	Undertake contract review of expiring regional contracts: <ul style="list-style-type: none">a. Sodium Hypochlorite and Liquid Alum - 30 April 2016b. Bitumen Reseal and Asphalt - 30 June 2016c. Scrap metal and ULABs - TBA Seek feedback from appropriate Technical Committee regarding existing arrangements, explore available joint purchasing options and progress as per committee recommendations.	
9.	Attend FNQ Regional Road and Transport Group Meetings and provide updates on relevant Regional Procurement initiatives	

OPERATIONAL REPORT – INFRASTRUCTURE

Operational Report – Infrastructure

Regional Road and Transport Group

Membership

Cairns Regional Council	Mareeba Shire Council
Cassowary Coast Regional Council	Tablelands Regional Council
Cook Shire Council	Wujal Wujal Aboriginal Shire Council
Croydon Shire Council	Yarrabah Aboriginal Shire Council
Douglas Shire Council	Department of Transport and Main Roads
Etheridge Shire Council	(Far North Region)

Table 4 - FNQ RRTG Executive

RRTG Chair	Cr Peter Scott (Cook)
RRTG Deputy Chair	Cr Bill Shannon (Cassowary Coast)/ Cr Tom Gilmore (Mareeba Shire Council)
RRTG Secretariat	Darlene Irvine (FNQROC)
Technical Committee Chair	David Goodman (Cassowary Coast)
Technical Committee Deputy Chair	Ashley Greenwood (Tablelands)
Technical Coordinator	Steve Cosatto (FNQROC)
RTAPT Representatives	Arron Hieatt (LGAQ) and Jo Lencz (TMR)

Summary

On 15 July 2015 we were advised that our funding had increased from \$2,749,046 (plus \$29,273 Wujal Wujal and \$47,217 Yarrabah) to \$5,791,150 effective for the 2015/16 and 2016/17 financial years.

The FNQ RRTG again delivered 100% of our 2015/16 program involving twenty-seven projects. Throughout the financial year we were proactive in managing our works program and transferred ~\$600,000 of identified savings.

OPERATIONAL REPORT – INFRASTRUCTURE

TIDS funding

As part of this year's State Budget the Queensland Transport and Roads Investment Program (QTRIP) received an additional \$90 million over the 2016-17 to 2019-20 financial years. Sustaining our current funding of \$5,791,150 for that period.

Under the 'one bucket' scheme, Transport Infrastructure Development Scheme (TIDS) covers:

- Local Roads of Regional Significance (LRRS)
- Non LRRS
- Safe School Travel (Safe ST)
- Cycleways and
- Other transport infrastructure such as regional airports and marine facilities.



Figure 4- Maunder Ck - Driving Steel Piling

The RRTG Board has an established policy that TIDS funding not be applied to airports and marine facilities. They have also applied the maximum amount of 20% of funding to non LRRS.

Works Program

A summary of the 2015/16 TIDS funding allocation is shown below:

Table 5 - Summary 2015/16 TIDS funding Allocation

Local Government	Road	Project Work Description	2015-16
Cairns	Florence Street	Bikeway / Footpath construction	\$12,669
Cairns	Aumuller Street	At-grade intersection improvement (Gatton Street intersection)	\$502,405
Cassowary Coast	Tully Gorge Road	At-grade intersection improvement (Tea Plantation Road)	\$100,000
Cassowary Coast	Utchee Creek Road	Repair bridge to original condition Utchee Ck Rd. Bridge 2.	\$156,502
Cassowary Coast	Utchee Creek Road	Repair bridge to original condition Utchee Ck Rd. Bridge 1.	\$277,204
Cassowary Coast	Tully Gorge Road	Structural rehabilitation (Tully River Bridge)	\$449,452
Cook	Hope Street (Seagren-Walker)	Bikeway / Footpath construction	\$52,000
Cook	Lakefield National Park Road	Install floodway	\$112,500

OPERATIONAL REPORT – INFRASTRUCTURE

Cook	Battlecamp Road	Construct to new sealed 2 lane standard	\$166,531
Cook	Bloomfield Road	Construct to new 2 lane sealed standard	\$240,000
Croydon	Croydon - Richmond Road	Construct approaches (between chainages 116-206)	\$20,000
Croydon	Croydon - Richmond Road	Construct approaches (between chainages 213.38-213.65)	\$20,000
Croydon	Croydon Richmond Road	Construct to new 2 lane sealed standard	\$349,000
Croydon	Croydon - Richmond Road	Construct to new sealed 2 lane standard	\$349,000
Croydon	Croydon - Richmond Road	Construct to new sealed 2 lane standard	\$349,000
Douglas	Cape Tribulation to Bloomfield Road	Reconstruct pavement	\$25,000
Douglas	Cape Tribulation to Bloomfield Road	Construct to seal standard	\$150,000
Etheridge	North Head Road	Construct to new sealed 2 lane standard	\$300,000
Etheridge	Forsayth - Einasleigh Road	Construct to new sealed 2 lane standard	\$343,300
FNQRRTG	RRTG administration	Capability and Development	\$142,866
Mareeba	Springmount Road	Construct bridge (Walsh River)	\$295,000
Mareeba	Chewko Road	Widen and seal (Paglietta Road to Narcotic Creek Road)	\$295,000
Tablelands	Gunnawarra Road	Construct to new 2 lane sealed standard	\$150,000
Tablelands	Danbulla Forest Drive	Replace bridge (Maunder Creek)	\$401,145
Tablelands	Danbulla Forest Drive	Upgrade bridge (Kauri Creek)	\$456,085
Wujal Wujal	Annual allocation	Planning and scope on China Camp Road	\$29,273
Yarrabah	Back Beach Road	Construct to seal standard	\$47,217

State-wide Capability Development Fund

FNQ RRTG secured the following funding in 2015/2016 under the State-wide Capability Development Fund (SCDF) we applied and received 50% funding for:

- \$5,500 - February Practice Note 9 - Road Pavements (Visual Assessment) workshop – 24 Attendees.
- \$4,500 Restricted Access Vehicle (RAV) route assessment tool workshop- 10 Attendees

OPERATIONAL REPORT – INFRASTRUCTURE

Operational

Regular and planned meetings ensure FNQRRTG operations are a “business-as-usual” activity for members and not neglected.

- The RRTG met four times in 2015/16 in Cairns
- The Technical Committee met seven times during 2015-2016 in Cairns (4), Mareeba (1) Atherton (1) and Georgetown (1)
- The Roads & Transport Alliance Project Team was represented at all the RRTG and Technical Committee meetings held in 2015-2016
- Provided submissions on the Road and transport Alliance Operational Guidelines review
- Assisted with the Beef Roads submission for Croydon, Mareeba and Tablelands Councils, and
- Numerous letters of support written for funding applications.

Due to the length of time, membership changes and to ensure currency and consistency we undertook a review of all our policy documents, those documents included the:

- FNQRRTG and TC Constitution and
- Works Program Development and Management Process

All reference documents, forms, policies and factsheets etc. pertaining to the Alliance and FNQRRTG are available on the FNQROC website.

The Capability Agreement & Action Plan (CAAP) sets out an RRTG’s activities and actions required in order to improve its capability under the four key Road Alliance functions plus operational effectiveness. Monitoring of the CAAP is generally undertaken at each RRTG and Technical Committee meeting with a formal review of capability levels undertaken annually. FNQ has gradually improved its capability levels since 2009.

FNQRRTG LRRS Network

The LRRS network has remained the same since 2013/2014, however with the inclusion of Yarrabah and Wujul Wujul priority roads it now totals approximately 1980km in length, with a slightly longer length of unsealed roads than sealed roads.

The following table link identifies our LRRS network as at 30 June 2015: [FNQ RRTG LRRS](#)



Figure 5 - Maunder Ck - Upgraded Concrete Bridge

OPERATIONAL REPORT – INFRASTRUCTURE

Asset Management

Program Introduction

Councils control and manage infrastructure assets that are largely unique to the public sector. These infrastructure assets include roads, bridges, footpaths, water reticulation and sewerage assets, which generally have very long useful lives and can only be used for providing local government services. The costs associated with the maintenance, depreciation and replacement of these assets form a material part of Council's annual expenditure and long term financial forecasts.

The principal document for the FNQ Regional Asset Management Group (RAMG) since 2007 has been the FNQ Regional Asset Management Strategy (Infrastructure Asset Management and Service Delivery). This document was last reviewed by the FNQROC Board in March 2010.

Objectives of the RAMG are to share knowledge and experience held within the region to enable councils to enhance their Asset Management capabilities which further assists councils with their:

Asset Management Framework and processes, and

- Long Term Financial Sustainability.
- Councils face the challenge of maintaining and replacing aging, and at times inadequate, infrastructure to meet community expectations/service levels and their ability to pay amid increasing costs, regulations.
- Key challenges have been summarised as (but not limited to):
- The financial pressure of increasing costs and increasing expectations balanced against the communities capacity to pay;
- Identification of asset risk exposure to an acceptable level;
- External factors such as population change (positive and negative),
- Climatic events;
- Increasing Asset Base (see Table 6- Value of the replacement cost of assets for each resident)
- Diminishing funding assistance (see Figure 6 - Federal and State Funding to Qld Local Governments)

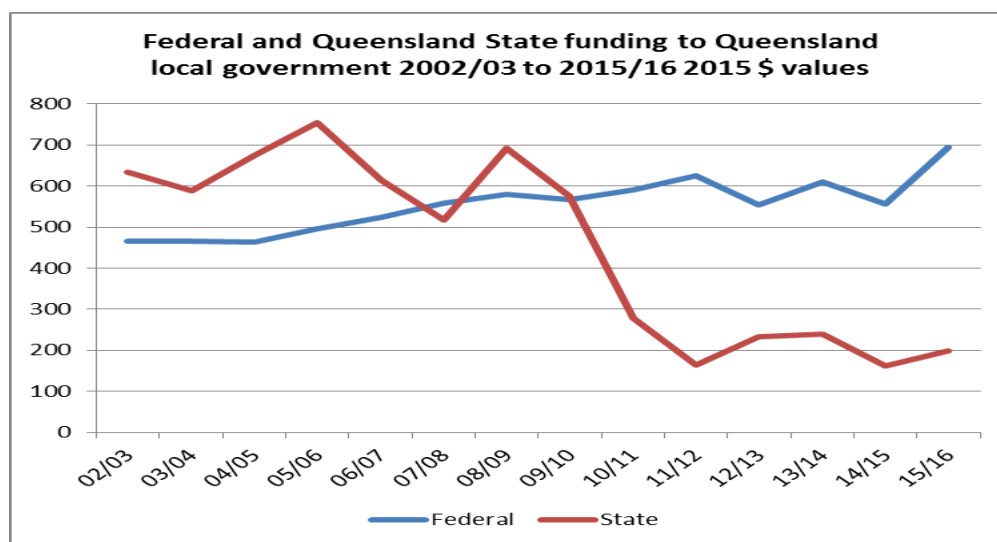
OPERATIONAL REPORT – INFRASTRUCTURE

Table 6- Value of the replacement cost of assets for each resident

Local Government	Population 2013/14	Asset Base \$ per capita 2013/14	Asset Base \$ per capita 2014/15
Cairns	158,985	\$28,239	\$29,951
Cassowary	28,705	\$54,553	\$56,873
Cook	4,260	\$84,852	\$89,633
Croydon	324	\$389,935	\$390,038
Douglas	11,607	\$28,375	\$31,367
Etheridge	921	\$209,883	\$244,052
Hinchinbrook	11,541	\$34,966	\$33,929
Mareeba	21,537	\$15,734	\$16,185
Tablelands	24,973	\$25,457	\$26,429
Wujal Wujal	291	-	-
Yarrabah	2,687	\$58,360	\$59,112

Source: LGAQ – Better Communities, Performance Benchmarking - Annual Reports and ABS.

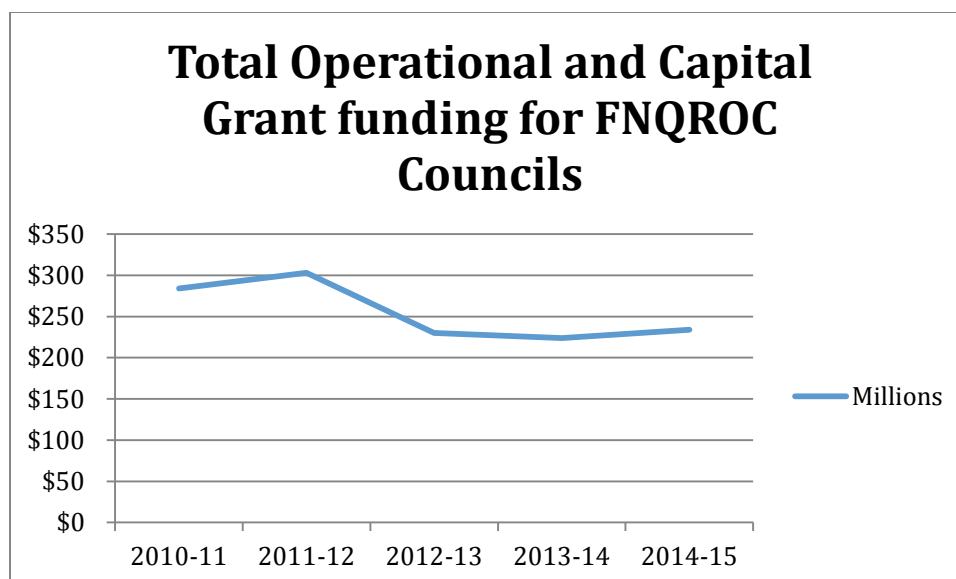
Figure 6 - Federal and State Funding to Qld Local Governments



Source: LGAQ - Elected Member Update program

OPERATIONAL REPORT – INFRASTRUCTURE

Figure 7 - Combined State and Federal Funding to FNQROC Councils



Source: LGAQ

Not only has overall funding been effectively reduced in recent years there has also been a shift towards a competitive funding process as opposed to an allocative process. An example of this was the recent submissions by FNQ councils to the Northern Australia Beef Roads program of \$100million which was oversubscribed by \$800 million.

It was of little surprise to note that the largest attended workshop for the year was the RAMGs Qld Treasury Corporation's "Project Decision Framework". The tool/workshop aimed to empower councils to adopt a formal robust decision making process for major projects which would account for whole of life costs and included attendees from across the region including State Departments.

Operational

The Regional Asset Management Group (RAMG) held three meetings during the 2015/16 financial year. Within those meetings the group workshopped:

- The Implications of Australian Accounting Standards Board (AASB) - Residual Value Decision on Council assets
- Forum with Qld Audit Office to provide additional advice regarding their position in relation to the AASB decision.
- Mobility applications being used/available for data collection and the integration with Councils Asset Management system.
- A "Sustainable Service Delivery Challengers and Opportunities" – Workshop with Jeff Roorda and Associates (JRA).

OPERATIONAL REPORT – INFRASTRUCTURE

Discussion paper regarding understanding the Region's Infrastructure Renewal Gap:

- RAMG identified issues and anomalies with a Regional analysis.
- RAMG identified key regional Asset Management challenges.
- The process identified a number of positive developments in Asset Management across the region, including:
 - Focusing on best value for money for ratepayers (return on investment),
 - Considering whole-of-life costing (asset sustainability),
 - Accepting a degree of additional risk,
 - Understanding the cost of services and balancing these with the communities capacity and willingness to pay,
 - Gaining improved knowledge of LGs assets and service levels across the state,
 - Reviewing financial expenditure and long term financial plans in relation to maintenance, renewal and capital expenditure of assets and where appropriate, pushing back non-essential expenditure.

RAMG plans to continue to:

- Share information about programs and projects relating to Asset Management to ensure timely awareness of emerging issues and opportunities
- Identify, create and pursue opportunities for cross local government (and other agencies and industry) alignment and coordination in service delivery
- Promoting and supporting professional development among staff within the region
- Review the FNQ Regional Asset Management Strategy (Infrastructure Asset Management and Service Delivery).
- Ensure data relevance within Asset Management Benchmarking Tool through continual review.
- Liaise with FNQROC and TCs (RRTG, Water and Waste) to identify areas of synergy and opportunities for resource sharing.

OPERATIONAL REPORT – INFRASTRUCTURE

Waste Management

Program Introduction

Far North Queensland faces a unique set of challenges in delivering cost effective and sustainable waste services. Considering the region's two World Heritage listed areas (Wet Tropics and the Great Barrier Reef) those challenges can vary significantly from one council to the next.

All councils in the region struggle with issues such as access to secondary markets, transport costs, and the increasing costs and difficulties in developing new waste infrastructure. These all impact on a council's ability to deliver and operate viable networks of resource recovery facilities and achieve strategic ambitions.

The Regional Waste Management Group (RWMG) comprising of members of FNQROC was first established in 2004 and then re-established in 2013 to consider opportunities in terms of waste management and resource recovery solutions. Members work together in a cooperative, coordinated and proactive manner engaging with the State and other stakeholders concerning development of the waste industry in Far North Queensland.

The RWMG supports the vision and key principles of the Queensland Waste Avoidance and Resource Productivity Strategy (2014-2024). Most notably that 'Queensland will become a national leader in avoiding unnecessary consumption and waste generation by adopting innovative resource recovery approaches, and managing all products and materials as valuable and finite resources'.

The objectives of the RWMG are to identify opportunities for:

- Reducing regional waste streams
- Increasing regional recycling and reuse
- Maintain existing and further develop Joint Procurement and Resource Sharing (JPRS) collaboration
- Promoting the region through regional advocacy and inter-government relations with State and Federal agencies with roles in waste and waste regulation.
- Provide a forum for members to be aware of new technology and techniques

General meetings are held quarterly. Representatives from the Dept of Environment and Heritage Protection regularly attend the regional meetings.

OPERATIONAL REPORT – INFRASTRUCTURE

Operational

- The Regional Waste Management Group (RWMG) held four meetings in 2015/16 with the Department of Environment and Heritage Protection (DEHP), LGAQ and Department of LG also in attendance.
- Maintained open communication with the broader Local Authorities Waste Management Advisory (LAWMAC - nineteen North Queensland Local Government Councils) group.
- Renewed a collective regional scrap metal collection arrangement.
- Reviewed our Regional Waste Summary document containing data referencing members' infrastructure, contractual arrangements, external drivers, strategies and policies.
- Commenced investigations into Regional Waste Management Prioritisation and resource recovery options

The focus for the RWMG has been the Regional Waste Options Investigation Project. This project is a partnership effort between the RWMG and the Department of Environment and Heritage Protection (DEHP) and will investigate options and opportunities within the region's waste streams. The RWMG secured funding (\$50,000) and technical support from DEHP.

Project objectives are:

- A. Provide recommendations to the FNQROC Board regarding strategic regional opportunities such as:
 - i. Regional policy development,
 - ii. Integrated approach to the long term provision of regional infrastructure,
 - iii. Commercial waste industry operations, including opportunities to provide regional or sub-regional services, and
 - iv. Long-term financial sustainability of waste management practices and assets.
- B. Increase the capacity of local government to contribute to regional economic development by:
 - i. Supporting existing viable businesses,
 - ii. Providing waste management information to industry to enable informed decision making on commercial opportunities, and
 - iii. Investigating potential markets for regional waste products and facilitate access to commercially viable markets, both within the region and externally.
- C. Support member Councils to achieve outcomes required in:
 - i. The Waste Reduction and Recycling Act 2011,
 - ii. The objectives within the State Government 2014-2024 Year Waste Strategy, and
 - iii. Their own Waste and Recycling Plans.

It is envisaged there will be a presentation to the ROC Board at the December 2016 Board meeting.

OPERATIONAL REPORT – INFRASTRUCTURE

Water Alliance

Program Introduction

In December 2011 LGAQ made a request to FNQROC to participate in a review of institutional arrangements for water service provision. In February 2014 the FNQROC Board considered a report by AEC Consultants *‘Investigating Potential Collaborative Mechanisms for FNQ Urban Water Services’*. As a result of this report, the Board requested that within a three year timeframe the FNQ WRAP group would;

- Seek additional funding to resource a technical committee,
- Continue the collaborative effort to improve these key areas within the QWRAP:
 1. Strategic Asset Management,
 2. Regional Demand and Supply Assessment,
 3. Legislative Requirements (DWQMS and EMS), and
 4. Full Price Costing,

Operational:

The Far North Queensland Council Water Alliance (FNQCWA) as a group has made significant advances in the last twelve months in areas such as resource sharing. This has seen the group develop a Terms of Reference, expanded our regional training, joint procurement arrangements and commenced drafting of an annual work plan.

As an Alliance we comprise approximately twelve percent of Water service providers within Queensland. As such State Government departments now consider our general meetings as opportunities to deliver consistent messages and receive feedback.









This year the group:

- Held four meetings in 2015/16. Attending these meetings are representatives from Queensland Water Directorate, LGAQ, Queensland Water Regulator and Dept. of Environment and Heritage.
- Developed a Terms of Reference for the Water Alliance.
- Secured \$30,000 funding through LGAQ, Queensland Water Regulator to assist with the Coordination of the FNQ Council Water Alliance.
- Secured \$10,000 funding through LGAQ, Queensland Water Regulator to assist with the coordination of a regional Biosolids reuse procurement arrangement.
- Facilitated a “Smart Metering” Workshop with LGs (including Mackay Water) and Industry.
- Agreement between councils to share Water and Waste Water Asset Valuations to assist with third party audits and Valuations.

OPERATIONAL REPORT – INFRASTRUCTURE

- Joint regional training activities - Cert III & IV National accredited training.
- Maintained open communication with the Cairns Townsville Mackay Water Alliance to identify any Design and Construction Code alignment opportunities.
- Renewed two regional water chemical purchasing arrangements – (Sodium Hypochlorite (chlorine) and Liquid Alum).

2015/2016 Infrastructure Operational Plan

STRATEGIC	
1. Continue operational activities to realise the Strategic Direction related to infrastructure.	
OPERATIONAL	
2. Coordinate, implement and identify cross synergies for Technical Committees:	
a. Regional Road and Transport Group (RRTG) board (minimum of 3) and Technical Committee (minimum of 4)	
b. Asset Management (minimum of 4)	
c. Waste (minimum of 4)	
d. Far North Queensland Council Water Alliance (minimum 4)	
3. Support Regional Procurement Coordinator to progress regional procurement initiatives across the Technical Committees.	
4. Meet the requirements of the Capability Action Plan developed by the RRTG. Document #4734344.	
5. Continued development of the region's Asset Benchmarking toolbox	
6. Increase advocacy and improve communication and information between local governments, the region, and State and Federal departments associated with Technical Committees.	
7. Facilitation to analyse regional data to identify waste streams for increased recycling and reuse activity and waste reduction – linked to the National Waste Policy methodology to prioritise and make recommendation regarding regional collaboration projects.	
8. Continue to utilise the Regional Infrastructure forums to identify opportunities for developing regionally consistent processes such as, but not limited to, alignment of policies, data collection, data management, standards and methodologies.	
9. Facilitate resource sharing opportunities, cross pollination of information, workshops, professional development and regional funding opportunities for Technical Committees.	

OPERATIONAL REPORT - NATURAL ASSET MANAGEMENT AND SUSTAINABILITY

Operational Report - Natural Asset Management and Sustainability

Natural Asset Management

Program Introduction

The role of Natural Asset Management Coordinator is a full time position hosted by Cairns Regional Council human resources with office space and facilities provided by Tablelands Regional Council.

The role represents the interests of Local Government across operations related to the natural environment including invasive plants and animals, water quality landscape repair and restoration and biodiversity conservation/planning. The role of the coordinator is one of representation, advocacy, strategic planning, facilitation, and communication. Delivering partnerships and collaborations which add value and creates efficiencies to Local Government operations in managing natural assets are key deliverables. The role also incorporates spatial planning, modelling and program communications using GIS across other the technical portfolios.



Figure 8 - Stevia Taskforce in Tablelands Regional Council

The Natural Asset Management Advisory Committee (NAMAC) guides the technical aspects of the role. The NAMAC consists of representatives from member Councils Terrain NRM and DAF and so reflects the memorandum of understanding entered into by the State Government (DAFF), Natural Resource Management groups (RGC) and Local Government (LGAQ) at a regional level. The committee meets quarterly on a rotational basis hosted by each Local Government in turn.

OPERATIONAL REPORT - NATURAL ASSET MANAGEMENT AND SUSTAINABILITY

Key Activities

- Core representative group for regional Natural Asset Management and Natural Resource Management business;
- Facilitate and advise on the planning and delivery of Regional Taskforce operations conducted under the Resource Sharing in Joint Operations (Natural Asset Management) MOU.
- Guide, advise, facilitate and communicate regional directions and partnerships in the delivery of Local government pest management, landscape repair and water quality improvement;
- Development and delivery of spatially explicit resource allocation and cost benefit analysis for landscape repair and pest management;
- Seek and foster research (State, Federal and University) and NRM investment and alignment with Local Government priorities and operations;
- Ongoing delivery and development of the regional mapping project and data share agreement including pest mapping and planning
- Deliver the Regional Pest Management Strategy (and supporting products) and assist in the delivery and promotion of Local Government annual implementation/action plans.
- Facilitate delivery of cross regional programs and projects on joint issues in regard to pest animals and weeds;
- Facilitate and assist in the ongoing development and delivery of Local Government Area Pest Management/Biosecurity Plans;
- Support and assist in the delivery of Local Government Pest Management/Natural Asset Management Advisory Committees.

Benefits to Councils:

- Direct consultation, representation and advocacy with key state departments (e.g. DAF) in regard to the implementation of relevant legislation partnerships and programs;
- Provision of a single point of contact for regional consultation, negotiation, and representation and two way communication with key stakeholders and partners from NGO, state and national partners and stakeholders;
- Direct representation on relevant National, State and regional committees and advisory panels
- Ownership and authorship of key strategic planning documents and strategies to ensure local representation and interpretation of state and national legislation and policy. e.g. – dedicated species plans for Pond Apple and Gamba grass;
- Supporting deliver of bi-annual taskforce operations 'on ground'. Taskforce operations enable significant management projects to be undertaken with a collaborative regional skill set and network.

OPERATIONAL REPORT - NATURAL ASSET MANAGEMENT AND SUSTAINABILITY

- The provision of a collective voice for the technical and operational expertise within the region adds weight to communication to state and national bodies and ensures local issues are represented and tabled;
- FNQROC has a Regional Pest Management Strategy and supporting schedules which guide the delivery of Local Area Pest Management Plans. The schedules are regularly reviewed and Councils receive direct assistance in the facilitation and preparation of their plans ;
- Sharing of resources, knowledge and expertise across the region reduces duplication of effort and advances positive technical, operational and planning outcomes;
- Direct liaison and partnerships with Natural Resource Management Groups on practical and strategic planning projects. Opportunities to collaborate and guide strategies within NRM planning significantly increases regional collaboration and reduces duplication of effort and resources;
- Support and development of submissions for State and Federal funding programs. FNQROC is working collaboratively to identify and prioritise agreed strategic areas within the region to focus our attentions for competitive funding grants and future environmental offsets; and
- Strategic support for focal issues. Many long standing issues for local governments benefit from assistance from an external but aligned 'third party' to mediate facilitate and develop solutions. Key projects like the Bloomfield Valley Horse Management Program and Cape York/Far North Queensland Gamba Grass Management Plan are examples of successful collaborations with local government interests at their core.



Figure 9- Yellow Crazy Ant Taskforce - Cairns Regional Council

Progress to date

The natural asset management coordination role evolved out of the regional pest management officer position which was initiated in the region in 2005. During the tenure of the pest management officer key regional initiatives such as the Weed Spread Prevention Strategy, mobile wash down units and regional communication tools were developed.

Importantly during the transition to amalgamated Councils the role built on and galvanised the regional partnerships that continue to this day. As a result of the 2009 revision of the Regional Pest Management Strategy the then FNQ Pest Management Advisory Committee decreed to become the

OPERATIONAL REPORT - NATURAL ASSET MANAGEMENT AND SUSTAINABILITY

FNQ Natural Asset Management Committee in order to reflect the dual role of local government management natural area units in both pest management as well as landscape restoration. Natural asset management is a dynamic and rapidly evolving arena and incorporates a range of key legislative and community deliverables for local government.

FNQROC and partners have an established reputation for innovation and progressive planning in this space which will assist local government to remain engaged to make the best advantage of the continually changing management landscape.

Future initiatives

During the 2015/16 year a primary focus has been the revision and updating of Local Area Pest Management Plans in line with the recently enacted Biosecurity Act 2014. Future works beyond the maintenance of these planning/communication instruments are the preparation of local government advisory committees (PMAC/NAMAC) for the implementation of the revised Biosecurity Co-investment model. The updated model will replace the land protection precept payment made by councils under the Land Protection Act 2002.

Into 2016/17 works will continue on these projects while integrating other planning processes from the sustainability (climate change adaptation/ coastal planning) with water quality and natural resource management planning. Decision support and communication enablers will play an important role in this process as will the 5 year review of the Regional Pest Management Strategy scheduled for late 2016.

An ongoing engagement in a rapidly evolving policy space will also continue to be a focus as fundamental review and implementation of State and Federal biosecurity and biodiversity policies are undertaken.

Ongoing development of key themes and opportunities around regional determination and direction, integrated planning, and innovative practice/planning will be very much at the fore. In this new integrated planning space we will be looking to develop new partnerships and engage more closely with innovators and researchers to create alternative resourcing models and embrace new technologies and approaches to old problems.

Street lighting

We have continued our participation in the FNQ Electricity Users Network (FNQEUN) which has now evolved into a state wide advocacy group (Queensland Electricity Users Network- QEUN) which has continued briefings with MP's and utilities to put forward the case for real reductions in electricity pricing for regional Queensland.

OPERATIONAL REPORT - NATURAL ASSET MANAGEMENT AND SUSTAINABILITY

Going into 2016-17 we will continue to support the FNQEUN while we maintain a primary focus on the transition to LED lighting technology. This will involve establishing and responding to the opportunities attached to the Commonwealths Emissions Reduction Fund through the relevant technical committees.

Climate change adaptation

The 2015/16 year has marked a reengagement for FNQ councils in the climate adaptation planning and responding space. Along with a reinvestment from the state government in the coastal planning space to accommodate future uncertainties two key programs have enabled this.





The first is the state governments QCoast2100 program, which is delivered by the LGAQ, has released funding for Queensland coastal councils to scope and prepare Coastal Hazard Adaptation Strategies. The program will run over 3 years and is designed to assist councils deliver the required planning tools in modular approach at their own pace.

The second is phase two of the NCCARF (National Climate Change Adaptation Research Facility) which is focused on the synthesis of science outcomes from the first program into end user products for implementation, policy development, planning and communication. The FNQROC has partnered with the program over the past 12 months to explore the considerations of climate change on development in Northern Australia; and the CoastAdapt Tool Implementation Partnership are assisting in the development of planning and communication tools which best support councils needs in the space into the future.








OPERATIONAL REPORT - NATURAL ASSET MANAGEMENT AND SUSTAINABILITY

2015/2016 Natural Asset Management and Sustainability Operational Plan








STRATEGIC

1. Continued implementation of the FNQROC Strategic Direction related to environment through:
 - a. Publishing and formalising the methods and processes developed/used in prioritisation and spatial planning processes across the region. 
 - b. Integrate and cross-link Local Government planning into multiple planning processes and platforms – Water Quality Improvement Plan, NRM plan and other regional land-use and conservation planning initiatives. 
 - c. Utilise learnings in planning in Local Government Natural Asset Management Plans including incorporation of an economic and other cost: benefit analysis in project/program/work plan development. 
 - d. Progress regional partnerships in technology and innovation in natural asset management (including research adoption, unmanned aerial vehicles, interactive planning/visualisation technologies). 

OPERATIONAL

2. Maintain and further develop the NAMAC and promote regional partnerships, collaboration and participation in the visioning and delivery of agreed/strategic regional outcomes. 
3. Build GIS accessibility and capacity in core FNQROC staff 
4. Develop and implement local government natural asset management plans and investigate/develop alternative economic strategies for resourcing implementation. 
5. Scope, develop and implement emerging invasive plants and animals management strategy. 
6. Coordinate and facilitate the Natural Asset Management Advisory Committee meetings 
7. Support councils and participate in local area pest management/natural asset management advisory groups. 
8. Attend and assist delivery of two (2) regional resource sharing task force operations. 

OPERATIONAL REPORT - NATURAL ASSET MANAGEMENT AND SUSTAINABILITY

9. Continue collaboration and cross-pollination with Asset Management, Planning and Sustainability portfolios	
10. Regional representation on the Executive of the Weeds Society Queensland and participation on relevant State and national conferences.	
11. Regional representation on the National Tropical Weeds Management Committee	
12. Continue collaboration with individual natural asset and biodiversity conservation initiatives with member Councils.	
13. Continue collaboration with Cook Shire Council and Cape York Peninsula Pest Management Advisory Group.	
14. Support Regional Procurement Coordinator to progress regional procurement initiatives.	
15. Expand operational activities to include sustainability topics such as energy efficiency (including street lighting initiatives), Reef Urban Stormwater Management Implementation Group (cross regional – excl. SEQ councils) and coastal adaptation/mitigation.	

OPERATIONAL REPORT – REGIONAL PROJECT & OFFICE COORDINATOR

Operational Report – Regional Project & Office Coordinator

The Regional Project and Office Coordinator role was created to fill vacancies by Sandra McCormack (FNQROC Office Support) and Daniela Gambotto (Regional Planning and Sustainability Coordinator). Teresa Schmidt commenced in this new role November 2015.

This new role manages the FNQROC office and coordinates the Economic Development, Cross Regional Events and Planning technical committees

Economic Development

To date there has been limited resources associated to the Economic Development Group and activity within the group has been limited to meetings to discuss and share information amongst the member Councils.

In November 2015, Teresa Schmidt joined the FNQROC team and part of her role is to coordinate the Economic Development group as well as convene the Cross Region Events group as required.

The meetings continue to be well attended through representations from member Council's, Department of State Development, Advance Cairns and RDA FNQ&TS. Initial research has been carried out on two possible project opportunities for the group being an RV (Recreational Vehicle) Strategy and Mobile/blackspot strategy.

To support the group in sharing information a restricted access portal on the FNQROC website has been established.

Cross Region Events

This group meets on an as needs basis and meetings are triggered by the implementation of the FNQROC Policy No. 7 – Funding of Cross Regional Events. This policy was re-adopted by the Board at its meeting in August 2016.

The group convened in July 2016 to discuss opportunities for a more coordinated approach to sponsorship for the Croc Trophy event which is currently held across four of the member Councils.

To support the group in sharing information on events a restricted access portal on the FNQROC website has been established.

Planning

Teresa commenced coordination of the Planners group meetings from November 2015. Planning Reform is high on the agenda with the Planning Bill 2015, Planning Regulation 2016 and associated instruments being open for consultation in the early part of 2016. After being assented to on 26 May

OPERATIONAL REPORT – REGIONAL PROJECT & OFFICE COORDINATOR

2016, the Planning Act 2016 will commence in mid-2017. Up until commencement, Councils within the region will be progressing with the transition phase in reviewing their planning schemes and business operational requirements. FNQROC will continue to support the Councils through this phase as required.

A meeting with the planners group and representatives from the Department of Infrastructure, Local Government and Planning was held on 20 June 2016 which provided a great opportunity to discuss regional issues directly with the Deputy Director-General, Stuart Moseley and the Executive Director, Adam Yem.

The meetings continue to be well attended through representations from member Council's, Department of Infrastructure, Local Government and Planning (DILGP) and LGAQ.

To support the group in sharing information, in particular submissions on planning legislation a restricted access portal on the FNQROC website has been established.

AUDITED FINANCIAL STATEMENTS 2015/16

Audited Financial Statements 2015/16

Statement of Comprehensive Income

	2016 \$	2015 \$
INCOME		
Annual administration contributions	447,893	379,934
Projects - Regional natural assets management	5,592	27,843
Regional infrastructure projects	366,475	175,286
Regional asset management	0	52,600
Regional procurement group	152,429	203,123
Advance Cairns steering group	0	75,000
Short term projects	37,500	64,000
Regional waste management	10,000	30,000
Miscellaneous revenue	20,185	9,425
Interest income	4,661	8,498
TOTAL INCOME	1,044,735	1,025,709
EXPENSES		
Annual administration expenses	269,016	260,489
Projects - Regional natural assets management	130,188	132,417
Regional infrastructure projects	164,956	159,579
Regional sustainability	27,073	14,438
Regional procurement group	156,894	159,799
Regional asset group	489	51,959
Advance Cairns steering group	0	75,000
Minor projects	729	26,830
TOTAL EXPENSES	749,345	880,511
OPERATING SURPLUS / (DEFICIT)	295,390	145,198
Other comprehensive income	-	-
TOTAL COMPREHENSIVE SURPLUS / (DEFICIT) FOR THE YEAR	295,390	145,198

AUDITED FINANCIAL STATEMENTS 2015/16

Statement of Financial Position

	Notes	2016 \$	2015 \$
ASSETS			
CURRENT ASSETS			
Cash and cash equivalents	4	1,113,216	850,348
Trade and other receivables	5	34,025	37,897
TOTAL CURRENT ASSETS		1,147,241	888,245
TOTAL ASSETS		1,147,241	888,245
LIABILITIES			
CURRENT LIABILITIES			
Trade and other payables	6	98,902	121,821
Provision for long service leave		8,089	36,987
TOTAL CURRENT LIABILITIES		106,991	158,808
NON-CURRENT LIABILITIES			
Trade and other payables	6	3,880	24,012
Provision for long service leave		75,520	39,965
TOTAL NON-CURRENT LIABILITIES		79,400	63,977
TOTAL LIABILITIES		186,391	222,785
NET ASSETS		960,850	665,460
EQUITY			
Retained surplus		960,850	665,460
TOTAL EQUITY		960,850	665,460

Statement of Changes in Equity

	Notes	2016 \$	2015 \$
RETAINED SURPLUS			
Balance at the beginning of the year		665,460	520,262
Total comprehensive income for the year		295,390	145,198
BALANCE AT THE END OF THE YEAR		960,850	665,460

AUDITED FINANCIAL STATEMENTS 2015/16

Statement of Cash Flows

- Operating
- Investing
- Financing

	Notes	2016 \$	2015 \$
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts from customers		1,143,292	1,264,269
Payments to suppliers and employees		(885,085)	(921,635)
Interest received		4,661	8,498
NET CASH PROVIDED BY OPERATING ACTIVITIES	7	262,868	351,132
NET INCREASE/(DECREASE) IN CASH HELD		262,868	351,132
Cash and cash equivalents at the beginning of the financial year		850,348	499,216
CASH AND CASH EQUIVALENTS AT THE END OF THE FINANCIAL YEAR	4	1,113,216	850,348

Notes to Financial Statements

1. REPORTING ENTITY CONCEPT

Far North Queensland Regional Organisation of Councils (the Association) is an unincorporated body domiciled in Australia. The Association is primarily involved in facilitating and co-ordinating member council's development for the benefit of Far North Queensland communities and businesses.

Members of the Association for the 2016 financial year were as follows:

- Cairns Regional Council
- Cassowary Coast Regional Council
- Cook Shire Council
- Croydon Shire Council
- Douglas Shire Council
- Etheridge Shire Council (observer)
- Hinchinbrook Shire Council
- Tablelands Regional Council
- Wujal Wujal Aboriginal Shire Council
- Yarrabah Aboriginal Shire Council

Under the Association's charter, each member council shall nominate a representative to attend meetings of the Association. These representatives are referred to in this financial report as 'the Board'.

In the opinion of the Board, the Association is not a reporting entity. The financial statements of the Association have been drawn up as a special purpose financial report for distribution to the members, and for the purpose of fulfilling the requirements of the Association's charter.

2. BASIS OF PREPARATION

This special purpose financial report has been prepared in accordance with the recognition and measurement aspects of all applicable Australian Accounting Standards (AASBs) (including interpretations) adopted by the Australian Accounting Standards board (AASB). The financial report of the Association does not comply with International Financial Reporting Standards (IFRSs) and interpretations adopted by the International Accounting Standards Board.

These financial statements comply with disclosure requirements of the relevant AASBs except the disclosure requirement of the following pronouncements having a material effect:

AASB 7	Financial Instruments: Disclosure
AASB 117	Leases
AASB 124	Related Party Disclosures
AASB 132	Financial Instruments: Presentation
AASB 137	Provisions, Contingent Liabilities and Contingent Assets

The Financial statements were approved by the Board on the date shown on the certificate of Far North Queensland Regional Organisation of Councils.

Basis of measurement

The financial statements have been prepared on the historical cost basis.

Functional and presentation currency

The financial statements are presented in Australia dollars, which is the Association's functional currency.

Use of estimates and judgements

The preparation of financial statements in conformity with AASBs require management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates. Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected.

The Board is not aware of any critical judgements having been made in applying accounting policies that might have significant effect on the amounts recognised in the financial statements, nor of any assumptions and estimation uncertainties that might have significant risk of resulting in a material adjustment within the next financial year.

3. SIGNIFICANT ACCOUNTING POLICIES

The accounting policies set out below have been applied consistently to all periods presented in these financial statements.

(1) Financial Instruments

Non-derivative financial instruments

Non-derivative financial instruments comprise trade and other receivables, cash and cash equivalents and trade and other payables.

Non-derivative financial instruments are recognised initially at fair value plus any directly attributable transaction costs. Subsequent to initial recognition non-derivate financial instruments are measure at amortised cost.

A financial instrument is recognised if the Association becomes a party to the contractual provisions of the instrument. Financial assets are derecognised if the Association's contractual rights to the cash flow from the financial assets expire or if the Association transfers the financial asset to another party without retaining control or substantially all risks and rewards of the asset. Regular way purchases and sales of financial assets are accounted for at trade date, i.e. the date that the Association commits itself to purchase or sell the asset. Financial liabilities are derecognised if the Association's obligations specified in the contract expire or are discharged or cancelled.

Cash and cash equivalents comprise cash balances and call deposits with a term of less than three months.

The Association holds no derivative financial instruments.

Compound financial instruments

The Association has not issued any compound financial instruments.

(2) Leased assets

Leases in terms of which the Association assumes substantially all the risk and rewards of ownership are classified as finance leases. Upon initial recognition the leased asset is measure at an amount equal to the lower of its far value and the present value of the minimum lease payments. Subsequent to initial recognition, the asset is accounted for in accordance with the accounting policy applicable to that asset.

Other leases are operating leases and the leased assets are not recognised on the Association's Statement of Financial Position.

(3) Impairment

Financial assets

A financial asset is assessed at each reporting period date to determine whether there is any objective evidence that it is impaired. A financial asset is impaired if objective evidence indicates that a loss event has occurred after the initial recognition of the asset, and that the loss event had a negative effect on the estimated future cash flows of the asset that can be estimated reliably.

An impairment loss in respect of a financial asset measured at amortised cost is calculated as the difference between its carrying amount and the present value of the estimated future cash flows discounted at the asset's original effective interest rate. Losses are recognised in financial costs and reflected in an allowance account against receivables. Interest on the impaired asset continues to be recognised through the unwinding of the discount. When a subsequent event causes the

amount of impairment loss to decrease, the decrease in impairment loss is reversed through income.

(4) Salaries and wages

The Association's employees are employed by the Cairns Regional Council, a member council. These services are on charged to the Association at cost. In addition, the Association makes allowance for any annual leave and long service leave accruing in respect of these officers. The Cairns Regional Council provides estimates of these liability amounts each month.

(5) Provisions

A provision is recognised if, as a result of a past event, the Association has a present legal or constructive obligation that can be estimated reliably and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The unwinding of the discount is recognised as a finance cost.

(6) Revenue

Services

Revenue from services rendered is recognised in income in proportion to the stage of completion of the transaction at the reporting date. The stage of completion is assessed by reference to surveys of work performed.

(7) Government grants

Grants received

Grants in respect of operating expenses (operating or revenue grants) are accounted for depending on whether they are reciprocal or non-reciprocal.

Non-reciprocal grants received

Grants where the Association receives assets or services, or has liabilities extinguished without directly giving approximate equal value in exchange to the other party are considered a non-reciprocal transfer. Non-reciprocal transfers are brought to account as revenue in the year in which they are received.

Reciprocal grants received

Grants where the Association receives assets or services, or has liabilities extinguished and gives approximately equal value in exchange to the other party are considered a reciprocal transfer. Reciprocal transfers are initially brought to account as revenue in the year in which they are received. The transfers are only recognised as revenue once the performance obligations relating to the funds have been transferred.

(8) Contributions

Contributions of assets, including the right to receive cash or other forms of assets without directly giving approximately equal value to the other party or parties to the transfer, are recognised as revenue at fair value when the Association obtains control of the contributions or the right to receive the contribution. It is probable that the economic benefits comprising the contribution will flow to the Association and the amount of the contribution can be measure reliably.

(9) Finance income

Interest income is recognised as it accrues, using the effective interest method.

(10) Income tax

The Association is a not-for-profit organisation and the Board is of the opinion that, under Division 50 of the Income Tax Assessment Act 1997, it is exempt from income tax.

(11) Goods and services tax

Revenues, expenses and assets are recognised net of the amount of goods and services tax (GST), except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO). In these circumstances, the GST is recognised as part of the cost of acquisition of the asset or part of the expense. Receivables and payables are stated with the amount of GST included. The net amount of GST recoverable from, or payable to the ATO is included as a current asset or current liability in the statement of financial position.

(12) New standards and interpretations not yet adopted

There are a number of standards, amendments to standards and interpretations are effective for annual periods beginning after 1 July 2016 that have not been applied in preparing these financial statements. None of these is expected to have a significant impact on the financial statements.

	2016 \$	2015 \$
4. CASH AND CASH EQUIVALENTS AT THE END OF THE FINANCIAL YEAR		
Cash at bank	1,113,216	850,348
	1,113,216	850,348
5. TRADE AND OTHER RECEIVABLES		
Trade receivables	32,606	36,432
GST refunds	-	5
Accrued income	1,419	1,460
	34,025	37,897
6. TRADE AND OTHER PAYABLES		
Current		
Credit card liability	5,397	9,960
Trade creditors	2,760	38,447
Accrued expenses	39,299	25,172
GST Payable	1,514	-
Annual leave payable	49,932	48,242
	98,902	121,821
Non-current		
Annual leave payable	3,880	24,012
	3,880	24,012

7. STATEMENT OF CASH FLOWS

Reconciliation of net surplus/(deficit) for the year to net cash flows from operating activities

	2016 \$	2015 \$
Net surplus/(deficit)	295,390	145,198
Changes in assets and liabilities:		
(Increase)/decrease in trade and other receivables	3,872	144,487
Increase/(decrease) in creditors and accrued expenses	(43,051)	53,514
Increase/(decrease) in provisions	6,657	7,933
NET CASH PROVIDED BY OPERATING ACTIVITIES	262,868	351,132

8. EMPLOYEE BENEFITS

The Association has no employees but it utilises the services of employees through the Cairns Regional Council, a member council. The Association reimburses Cairns Regional Council for all costs incurred for salary and wages expenses relating to these employees. Furthermore, the Association makes allowances for any annual leave and long service leave accruing in respect of these employees.

Included in Statement of Financial Position

Current

Annual leave payable	49,391	48,242
Provision for long service leave	8,089	36,986
	58,021	85,228

Non-current

Annual leave payable	3,880	24,012
Provision for long service leave	75,520	39,965
	79,400	63,977

Included in Statement of Comprehensive Income

Salaries and wages expenses	515,185	479,051
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AUDITED FINANCIAL STATEMENTS 2015/16

We, the Board, certify that in our opinion:

- (a) the Association is not a reporting entity;
- (b) the prescribed requirements for establishing and keeping the accounts have been complied with in all material respects; and
- (c) the financial statements and notes, as set out on pages 3 to 12 present fairly the Association's financial position as at 30 June 2016 and its performance for the year ended on that date, in accordance with the basis of accounting described in Note 2 to the financial statements.

Councillor T Gilmore (Chairperson)

D Irvine (Secretary and Executive Officer)

Dated :

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ACRONYMS DEFINED

Acronyms Defined

AASB	Australian Accounting Standards Board
BQ	Biosecurity Queensland
CAAP	Capability Agreement and Action Plan
CEEP	Customer Energy Efficiency Program
CEO's	Chief Executive Officer (member Councils)
CPI	Consumer Price Index
CRC	Cairns Regional Council
CSIRO	Commonwealth Scientific and Industrial Research Organisation
DAFF	Department of Agriculture, Fisheries and Forestry
DDG	Deputy Director General
DEHP	Dept. Environment and Heritage Protection
DILGP	Dept. Infrastructure, Local Government and Planning
DWQMS	Drinking Water Quality Management Strategy
ED	Executive Director
EMQ	Emergency Management Queensland
EMS	Emergency Management Strategy
FNQ EUN	Far North Queensland Energy Users Network
FNQROC	Far North Queensland Regional Organisation of Councils
FNQ RRTG	Far North Queensland Regional Road and Transport Group
FNQ RRTG TC	Far North Queensland Regional Road and Transport Group Technical Committee
FNQWRAP	Far North Queensland Water Regional Alliance Program – Now FNQ Water Alliance
GIS	Geographic Information System
IPWEAQ	Institute of Public Works Engineering Australasia (Qld)
IQRAP	Inland Queensland Road Action Plan
LAWMAC	Local Authority Waste Management Advisory Committee
LED	Light-emitting diode
LGAQ	Local Government Association of Queensland
LRRS	Local Roads of Regional Significance
MOU	Memorandum of Understanding
MP	Member of Parliament
NAMAC	Natural Asset Management Advisory Committee
NCCARF	National Climate Change Adaptation Research Facility
NDRRA	Natural Disaster Relief and Recovery Arrangements
NESP	National Environmental Science Program
NGO	Non-Government Organisation
NRM	Natural Resource Management
PMAC	Pest Management Advisory Committee
PPT	Project Prioritisation Tool
QAO	Qld Audit Office

ACRONYMS DEFINED

QEUN	Qld Energy Users Network
QPWS	Qld Parks and Wildlife Service
QRA	Qld Reconstruction Authority
QTRIP	Qld Transport and Roads Investment Program
RAMG	Regional Asset Management Group
RAV	Restricted Access Vehicle
RDA FNQ&TS	Regional Development Australia Far North Queensland and Torres
RGC	Resource Management Groups Collective
RWMG	Regional Waste Management Group
Safe ST	Safe School Travel
SCDF	State-wide Capability Development Fund
SEQ	South East Queensland
TIDS	Transport Infrastructure Development Scheme
TMR	Transport and Main Roads
TNQ	Tropic North Queensland
TNQ REP	Tropical North Queensland Regional Economic Plan
TTNQ	Tourism Tropical North Queensland
ULAB	Used Lead Acid Batteries
WTMA	Wet Tropics Management Authority