



# FNQROC Annual Report

2019/2020

[Darlene Irvine](#)

FAR NORTH QUEENSLAND REGIONAL ORGANISATION OF  
COUNCILS

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## VISION

Sustainable Economic Growth and Development  
for Far North Queensland

## MISSION

Advocate on behalf of, and foster cooperation  
and resource sharing between FNQROC  
members



## STRATEGIC ECONOMIC GOALS

1. Develop resilient transport infrastructure and connectivity
2. Provide reliable and affordable water and energy
3. Respect and manage our natural assets and environment
4. Develop equitable social infrastructure
5. Provide equitable communication networks

## Chairs Foreword

What year it has been. First, I would like to sincerely thank Tom Gilmore for his tenure as Chair of FNQROC over the last four years. He has driven and enabled FNQROC to be the organisation it is today. He wilfully shared his political knowledge and experience as a State Minister and Mayor of Mareeba with us all. We congratulate Tom on his Order of Australia Medal this year and wish him all the very best in retirement.



*Figure 1 FNQROC Send off to retiring Mayors*

I would also like to congratulate and welcome newly elected Mayors to the region; Cr's Woibo, Creek, Kerr, Toppin, Marti, Nolan and Hughes and thank those departing board members who have contributed so well over the last 4 years.

As Deputy Chair for the past eight years and Chair since the local government elections in March I've seen the growth and returns councils receive for their membership. Some returns are immediate like procurement, some midterm like our strategies and studies and others can be longer term, like our advocacy and lobbying. The critical infrastructure we are seeking to build this region won't be handed to us on a platter. As a team, we need to have

tenacity, evidence, endurance and commitment before they are realised.

As FNQROC, we need to look beyond our local government areas and realise the flow on benefits from our neighbours and to our neighbours. To be parochial means you and the region will miss out. I'm proud of the collegiate and family culture developed within the board and look forward to continuing this culture into the future.

### *Strategic Highlights*

This financial year we were in full swing delivering on our Strategic Economic Priorities and Operational Plan. Some of our bigger projects, which provide the evidence for our advocacy, include:

- FNQ Regional Roads Investment Strategy
- Study into the long-term economic benefits of Dams
- Regionally consistent Procurement and contract documentation; and
- Progressing our mobile communication audit results.

### *Regional Procurement Highlights*

The total combined savings and revenue raised for member councils through our regional procurement program was approximately \$1.29mil this financial year. This brings our total since we commenced in 2012/13 to in excess of \$12.66mil for member councils participating.

### *Advocacy Efforts*

This financial year, due to COVID-19 we only had one delegation to Canberra where we met with Ministers, Shadow Ministers and Senators after the Federal election.



*Figure 2 - Mayors meeting in Canberra – Nov 2019*

As a result of these meetings, several projects in the region were funded, sometimes just because the conversation was had.

Our bigger ticket items will take longer, however the issues are now on the table and the evidence is being provided to support investment in this region.

FNQROC was also represented on 20 external boards and we lodged nine submissions related to a wide range of issues with an impact on councils in the FNQ region.

It has been an interesting and challenging year, however FNQROC has continued to provide services and benefits that are recognised as being national exemplars in the Local Government sphere.

This success is primarily due to the dedication and expertise of our FNQROC staff and their drive for continual improvement. Darlene, Linda, Amanda, Travis and Lachy have, over an extended time, developed credibility and respect across all levels of Government and non-Government networks. They are supported by the member Council staff who provide input into the Advisory and Technical Committees and work with FNQROC staff to ensure that we retain our regional focus and advocacy.

I am confident that we have a sound and secure working base and again thank all of you who comprise the FNQROC organisation.

Best wishes for this exciting next term.

**Cr Peter Scott**  
**CHAIR**





## Executive Officer

I am again honoured to continue as the Executive Officer of FNQROC as the new Board forms and continues collaborative advocacy and tackles the challenges (or benefits) of COVID-19.

We started the year strong; the board was in a groove and we were progressing some major projects to support our councils and the Boards advocacy efforts.

Then along came 2020 – the year of ‘perfect vision’. I take pride in the fact FNQROC is forward thinking and preparing for not only the next steps but having a Plan B just in case. No foresight could have prepared us for the second half of the financial year.

On the 29<sup>th</sup> January 2020, the Hon Dr Steven Miles MP, Minister for Health declared a public health emergency in Queensland.

On the 22<sup>nd</sup> March 2020, a health disaster situation was declared, and Queensland effectively shut down.

On the 28<sup>th</sup> March 2020, we had Local Government elections and a month after, all our Mayors (the FNQROC Board) were declared.

With seven (7) new Mayors we had our first meeting on the 27<sup>th</sup> April, with no one able to travel, IT was our friend – apparently!

The FNQORC 2019/20 deliverables are highlighted in Table 1.

FNQROC has been around a few years and for some we are business as usual, I think we can tend to forget or not acknowledge the innovative work council staff collectively with FNQROC undertake. We don’t just scratch the surface with our projects, we delve into them, identify all the issues of concern and then develop a solution, which is holistic and long term. If an issue were simple to fix it would not be on our desk!

This work could not happen without the tenacity of FNQROC staff and council officers engaged and participating, a big thank you from me!



Figure 3 - FNQROC meeting 27th April 2020



Figure 4 - FNQROC meeting 27th April 2020

We only had one delegation to Canberra in November 2019, we had to defer one State and one Federal delegation as a result of COVID-19.

Supporting the Board in their advocacy efforts has also required expertise, the coordination of agenda items, the constant phone calls, the juggling of meetings, booking flights and accommodation, and organising events. We are becoming well practiced and now in a rhythm.

Getting us all to Canberra is not the end of it. It is non-stop from the time we land, until the time we have the last meeting and race to the airport to come home to our councils, family and friends.

We met with 34 Ministers, Shadow Ministers and Senators over 2 days and delivered over 100 milk bottles with a message from the dairy industry along the way.



*Figure 5- Bottles of milk delivered to every member of Parliament - November 2019*



*Figure 6 - meetings in Canberra – November 2019*

As always, I love getting out into the region for our FNQROC Western Councils Forum to focus attention on specific areas. Carpentaria, Croydon and Etheridge council areas are some of my favourites and I continue to learn so much every time I go out there. Once again COVID-19 put a dint in these visits, but we did get to catch up in Georgetown and Normanton plus host an 'online' meeting.



*Figure 7 - Georgetown*

Finally, some 2019/20 Regional Procurement quick facts:

- 1.5 million litres of bitumen sprayed over 84 days
- 2.527 million litres of Sodium Hypochlorite
- 940,403 litres of Liquid Alum
- 11,198 tonnes of Ferrous Scrap metal
- 115 tonnes of Non-Ferrous metal
- 143 tonnes of Used Lead Acid Batteries
- 32,957 tonnes of Biosolids collected with 100% beneficially reused

Overall, it has been an interesting year for FNQROC and I'm excited by what the future will bring.

**Darlene Irvine**  
**Executive Officer**

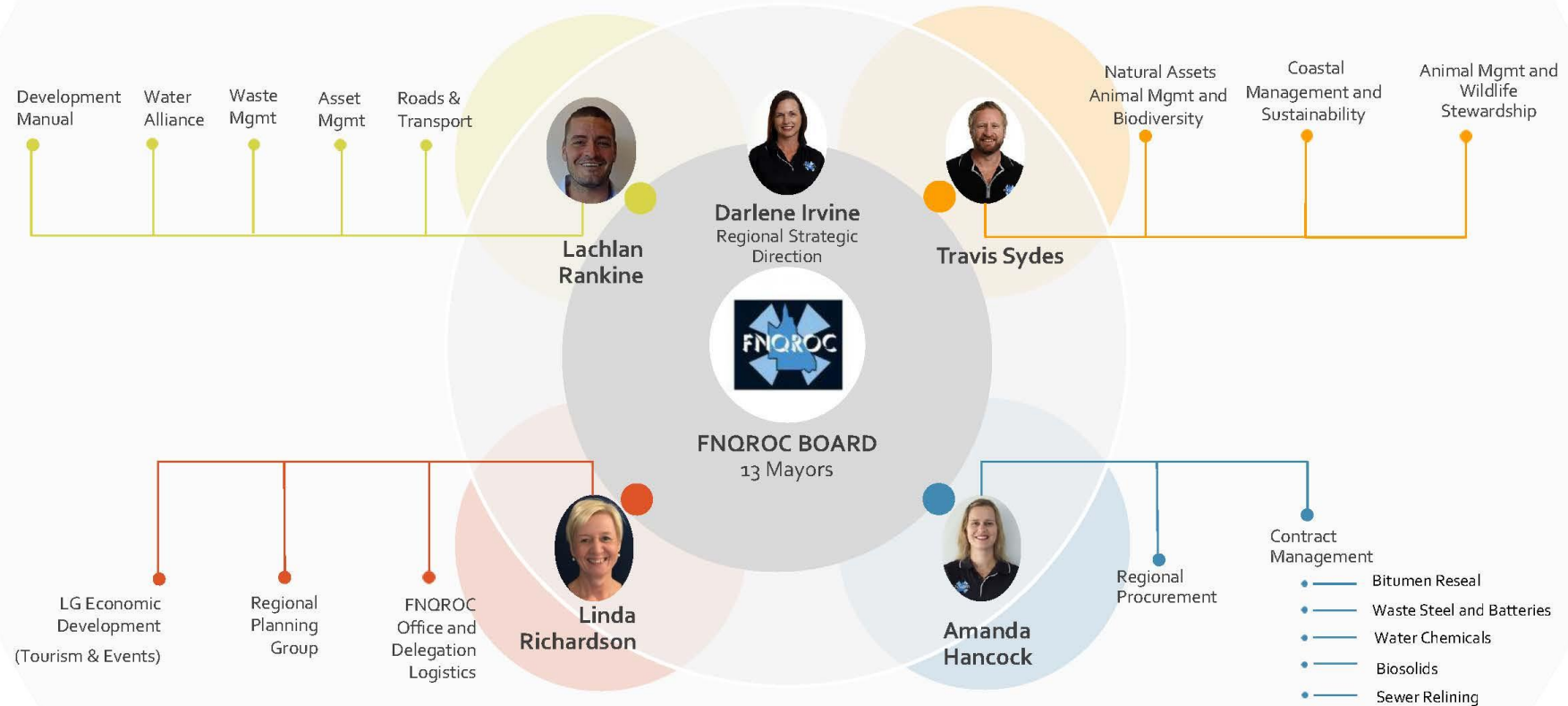




Table 1 2019/2020 Operational Deliverables

| Deliverables   | Timeline                         | Achieved  |
|--|----------------------------------|---|
| 1. FNQROC Mayoral delegations to State and Federal Governments                         | Annually, 1 x State, 2 x Federal |    |
| 2. Submit State and Federal budget submissions   | Annually                         |    |
| 3. Continued Operations of FNQROC  | Annually                         |    |
| 4. Submission on new and changing legislation affecting the region                     | As required                      |    |
| 5. Maintain currency of Strategic Opportunities requiring advocacy                     | Quarterly                        |    |
| 6. Complete Regional Road Investment Strategy  | December 2019                    |    |
| 7. Define the scope of social infrastructure goal for FNQROC and collect baseline data | December 2019                    |    |
| 8. Mobile communication gaps identified  | December 2019                    |   |
| 9. Broadband black spot scope developed  | December 2019                    |  |
| 10. Full review of FNQROC development manual   | December 2019                    |  |
| 11. Annual FNQROC Forum  | Oct/Dec Annually                 |  |
| 12. Contract management of regional arrangements                                       | Ongoing                          |  |
| 13. Western Council forums   | Quarterly                        |  |
| 14. Continue existing technical committees   | Ongoing                          |  |
| 15. Implementation of FNQROC Regional Animal Management & Wildlife Stewardship Policy  | Ongoing                          |  |
| 16. Develop FNQ Regional Weed Spread Prevention Network                                | 2018 – 2021                      |  |
| 17. Regionally consistent contract and procurement documentation                       | December 2019                    |  |
| 18. Complete Regional Roads baseline assessment  | July 2019                        |  |

# FNQROC Organisation Chart -2019/20



## FNQROC Strategic Economic Priorities

The thirteen Councils in Far North Queensland see an opportunity to capitalise on the Federal and State Governments focus on northern Australia and in particular northern Queensland. Our emphasis is on utilising existing assets, identifying our gaps and working collaboratively to support sustainable economic growth and development for Far North Queensland.

The full transcript of the **FNQROC 5 Strategic Goals** can be located on the [FNQROC website](#).

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### Transport

History tells us that investment in transport infrastructure is a vital precursor to the economic growth and development of a region and the nation. Until this investment is made the FNQ region will fail to deliver on its vast potential. Resilient transport infrastructure to ensure connectivity across the region is essential; the current situation however is far from satisfactory and the state of the roads and ports is an inhibitor to further exploit the vast untapped potential that FNQ offers.

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### Water and Energy

Reliable and affordable water and energy is also essential for the FNQ region if it is to have sustainable economic growth and development. COAG policies including Northern Australia White Paper, Regionalisation, Asian Market Access and Indigenous Advancement have identified the strategic importance of FNQ to economic and social development. FNQ has seasonal over and under water supply, bulk storage and control via new and enlarged dams is a key solution and offers the collateral benefits of hydroelectric power, tourism and lifestyle opportunities.

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### Environment

Our region's world-renowned natural assets, natural resources and environment are key

factors in the economic success of the region. The region includes two World Heritage listed areas, the rainforests of the Wet Tropics and the reefs and waters of the Great Barrier Reef (GBR). To the west, we have the Gulf Rivers Strategic Environment areas.

The economic success of our natural assets is evidenced by the growth in our largest industry, tourism, which is valued at over \$3.1 billion dollars. This is in addition to the contributions from the region's growing global reputation in primary industries, education, health, marine and aviation.

By deploying a combination of strategies to protect natural assets the region will be able to prosper and grow.

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### Social Infrastructure

There is universal agreement that strong, resilient and healthy individuals, families and community play a vital role in building the ongoing prosperity, wellbeing and economic development of a region. It has been demonstrated that long-term economic growth in the regions occurs through investment in human capital development.

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### Communication

An equitable communication network for the region is essential if FNQ is to have sustainable growth and development. The size of FNQ means we are reliant on our communication networks whether this is mobile, broadband, fixed Wi-Fi or satellite. To be competitive in current marketplaces (national and international) and drive increased productivity and access to greater economic opportunities through a global marketplace our communication network is essential. FNQ has vast untapped potential for the development of an array of 'Agri Business', tropical expertise and tourism products which can be exported from the region. An equitable communication network will also support efficient and effective employment, government service delivery, education, health, workplace health & safety and social wellbeing.

# FNQROC Operational Advocacy

## State and Federal Delegations

Due to COVID-19 and Local government Elections we only had one delegation to Canberra in the 2019/2020 financial year.

### 26–28 November 2019 (Federal)

- Meetings with 34 Ministers, Shadow Ministers and Qld Senators
- [FNQROC Federal Advocacy Report](#) available on the FNQROC website

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## Submissions

1. Proposed Mobile Black Spot Program round 5A Discussion Paper: April 2020
2. Standards Australia Discussion Paper re Distribution & Licensing Policy Framework: July 2019
3. Regional Connectivity Program Discussion Paper: Aug 2019
4. New Skilled Regional Visa's: Aug 2019
5. Effectiveness of the Australian Governments Northern Australia Agenda: Aug 2019
6. End of Waste code for Biosolids: Nov 2019
7. 2020/21 Federal Pre-Budget: Jan 2020
8. Proposed Local Government regulatory reforms – Informal meetings: Feb 2020
9. Regional Connectivity Program Grant: Mar 2020

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## External Boards and Working Groups

- LGAQ Policy Executive (Cr Manning)
- Inland Queensland Roads Action Plan (IQ-RAP) (Cr Gilmore)
- Wet Tropics Waterways Partnership (T Sydes)

- Weed Society Queensland Executive (T Sydes)
- Regional Managers' Coordination Network (D Irvine)
- Wet Tropics Waterways Technical Working Group (T Sydes)
- State Oversight Group – Land Protection Fund (T Sydes)
- Biosecurity Act Regulations Reference Group (LGAQ/BQ) (T Sydes)
- National Tropical Weeds Management Committee (T Sydes)
- Natural Resources and Environment Sub – Committee (T Sydes)
- LGAQ Roads & Transport Advisory Group (D Irvine)
- Local Authority Waste Management Advisory Council (LAWMAC) (L Rankine)
- GBR Wetlands Network (DES) – LG representative (T Sydes)
- Yellow Crazy Ant Reference Group (T Sydes)
- FNQ Trade and Investment Group (L Richardson)
- TTNQ Regional Tourism (L Richardson)
- Agricultural Supply Chain Study (D Irvine)
- Cassowary Recovery Team (T Sydes)
- Littoral Rainforest Recovery Team (T Sydes)
- Cassowary Credits Technical Working Group (T Sydes)

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## Presentations

- Environmental Health Australia Annual State Conference 2019 (T Sydes)
- Emerging Issues in Waterway Health Forum 2019 (T Sydes)
- [Wet Tropics Waterways Podcast](#) on Aquatic Weeds (T Sydes)

# Procurement Coordinator - Operational Report

## *Program Introduction*

The Procurement Coordinator role is now in its ninth year and funded by the contributions of member Councils made on the following basis:

Cairns, Cassowary, Cook, Douglas, Mareeba and Tablelands contribute \$25,000 annually; this amount being less than previously identified savings per Council.

The remaining Councils contribute 20% of savings made through their involvement in FNQROC procurement activities.

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
- Where products or services could be scheduled to provide an improved service delivery
- Where member Councils would benefit from the sharing of knowledge and collaboration.

## *2019/20 Review*

Collective procurement arrangements enable participating member Councils to achieve economies of scale on pricing and eliminate risk for individual Councils competing against one another for limited supplier resources. They often also involve a commitment from the supplier to ensure works are completed to agreed timeframes. Whilst there are several Councils involved in the collective procurement arrangements, each Council forms a contract with the supplier and the delivery of the contract is administered by FNQROC.

The FNQROC Contract Process Guide – Regional Procurement Contracts can be accessed via the [FNQROC website/Procurement](#).

## *Existing Arrangements*

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### **Regional Bitumen Reseal**

The seventh annual Bitumen Reseal Program was successfully delivered again this year with six member councils participating. Just under a million m<sup>2</sup> of road was resealed, using over 1.5 million litres of bitumen sprayed over 84 days, all before the end of the financial year.

Councils involved in this arrangement also benefit from the appointment of a qualified and experienced Program Coordinator to oversee delivery of the program.

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### **Regional Water Chemicals – Supply & Delivery**

The contracts for the supply and delivery of Sodium Hypochlorite and Liquid Alum, the most used chemicals by both Water and Wastewater areas of councils, have been made under a collective procurement arrangement since 2012. Eleven member councils now participate in this arrangement, which not only continue to offer good value for money but also the added benefit of centralised contracts management provided by FNQROC.

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### **Collection & Disposal of Ferrous Metal & Used Lead Acid Batteries (ULABs)**

This arrangement has been in place since 2015 involving eleven member councils. The intent of the arrangement is that ferrous metal and ULAB (predominantly car battery) stockpiles are managed at acceptable levels and Councils receive a fair and certain value for the materials.

The contracts are based on a supplier led collection schedule and pricing linked to metal markets. Over 11,000 tonnes of ferrous metal and just under 150 tonnes of ULABs was collected throughout the region during the

year together with a further 115 tonnes of non-ferrous metal.

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## **Removal and Beneficial Reuse of Biosolids**

Biosolids are treated sewerage sludge and the major by-product of the wastewater treatment process. When treated and managed appropriately they can be beneficially used for several purposes. Many Council member Wastewater treatment plants produce biosolids that currently meet the stabilisation criteria required for beneficial reuse. The collective arrangement focuses on streamlined pricing and on ensuring consistent contract terms are provided across the region in order to achieve efficiency benefits to both supplier and Councils alike. Seven member councils participate in this arrangement which this year has seen 100% biosolids diverted from landfill.

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## **Regional Sewer Relining**

The project committee for this inaugural arrangement was formed in 2018, made up of five participating councils. Sewer relining involves not only the actual relining, but also identifying and accessing manholes, liaising with property owners, arranging traffic control, managing flow-control and other appropriate by-pass methods together with viewing copious amounts of pre and post works CCTV, all of which makes for quite a complex and time-consuming process for both councils and suppliers.

A collective Request for Tender was developed and released earlier this year with works split into three separate packages, small diameter pipes, large diameter pipes and sewer and manhole condition assessments. The contracts were recently awarded to two contractors and the sewer relining works are currently underway with crews in Cassowary Coast, Cairns and condition assessments underway in the Douglas Shire.

Councils involved in this arrangement again also benefit from the appointment of a qualified and experienced Program

Coordinator to oversee delivery of the program and the viewing of CCTV, partial funding for which was provided by the QWRAP bid pool.

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## **Regional Contract & Procurement Documentation**

The development of regionally consistent contract and procurement documentation was the first of a series of procurement projects endorsed by the Board as part of the Strategic Operational Plan. The project was part funded by the State-wide Capability Development Fund.

All FNQROC member councils now have access to a comprehensive suite of contract and procurement documents. The suites have been developed by Mr Gerard Meade of Helix Legal in conjunction with Cairns Regional Council and provide council officers with easy access to a range of documents that balance protection with the need for commerciality and practicality. The documents are intended to be fair and reasonable, in simple plain English and easy to understand. The documents can be located via password on the FNQROC website via the Procurement Portal - please contact Amanda Hancock at [a.hancock@fnqroc.qld.gov.au](mailto:a.hancock@fnqroc.qld.gov.au) to arrange access.

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## **Regional Procurement Advisory Committee**

The Regional Procurement Advisory Committee operate under the consistent objective of all FNQ Advisory Committees:

- Building & Maintaining Partnerships
- Sharing Information
- Identifying and/or facilitating training and skill development
- Identifying emerging and future issues and opportunities
- Advising FNQROC Board on policy and procedures



- Engaging external parties such as LGAQ, State & Federal Government, Suppliers, etc.

Procurement training was facilitated with IXOM on Chlorine Gas and training for Tendering for Local Government Business was delivered by FNQROC at the Department of State Development Tendering for Government Business session.

The Terms of Reference for the Procurement Advisory Committee and can be found on the [FNQROC website/Procurement](#).

This committee meets regularly to discuss all matters relating to procurement and is the perfect platform for the solving of common problems and the sharing of knowledge and ideas in the procurement and contracts space.

## Strategic Infrastructure Coordinator - Operational Report

### FNQ Regional Road and Transport Group (FNQ RRTG)

#### Membership

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

#### Positions

Table 2 - FNQ RRTG Executive

|   |   |
|---|---|
| <b>RRTG Chair</b>                       | Cr Peter Scott (CSC)                            |
| <b>RRTG Deputy Chair</b>                | Cr Tom Gilmore (MSC)<br>(Retired March 2020)    |
| <b>Technical Committee Chair</b>        | Ashley Greenwood<br>(Resigned June 2020)        |
| <b>Technical Committee Deputy Chair</b> | Michael Ringer                                  |
| <b>Technical Coordinator</b>            | Lachlan Rankine<br>(FNQROC)                     |
| <b>RTAPT Representatives</b>            | Robbie Chow (LGAQ)<br>Tanya Lindenberg<br>(TMR) |

#### Summary

The 2019/20 State TIDS budget was \$5,791,150 (inclusive of the annual allocations to Wujal Wujal and Yarrabah). The co-contribution amount to this funding was \$20,036,216. The Federal co-funding to this was \$4.1 million

specific to projects undertaken on Ootann Road (78.2km to 80.2km and 86.6km to 91km) under the Beef Roads Program.

Through twenty-four projects, the FNQ RRTG expended 98.5% of the 2019/20 TIDS program budget.

The FNQ RRTG Technical Committee acknowledged a number of opportunities for process improvement to ensure expenditure, and through the FNQ RRTG TC meeting on 21 April, implemented additional measures:

- Numerous letters of support were provided for funding applications.
- Worked with the National Heavy Vehicle Regulator regarding the implementation the National Access Permit Portal and the Chain of Responsibility Laws.
- Reviewed the Capability Agreement & Action Plan (CAAP), which sets out the RRTG's activities and actions required in order to improve its capability under the four key Road & Transport Alliance functions plus operational effectiveness.

### *Operational*

Regular and planned meetings ensure FNQ RRTG operations are a "business-as-usual" activity for members and not neglected.

- The FNQRRTG met four (4) times in 2019/20 in Cairns, with any urgent Action Items managed via flying minute.
- The FNQ RRTG TC met seven (7) times in 2019/20:
  - Cairns (4)
  - Tablelands (1)
  - Videoconference (2) due to COVID-19 restrictions
- The development of the FNQ Regional Road Investment Strategy (RRIS) has been a major project for FNQROC in 2019/20. Draft reports have been tabled to the FNQROC Board, FNQ RRTG and Technical Committees for review and feedback, with the final report due for release in 2020/21. The findings of the report will highlight priority roads for the region which in turn will formulate the basis of the FNQROC Road Investment Advocacy ask at both a Federal and State level.
- Completion of the Beef Roads Package of works. Completion of \$1,320,000 Ootann Road Sealing Works (78.2km - 80.2km). Commencement of the remaining \$3,800,000 portion of works (86.6km – 91km) funded over the 18/19 and 19/20 FY.

All reference documents, forms, policies, factsheets, etc. pertaining to the Road & Transport Alliance and FNQ RRTG are available on the FNQROC website via the following link: <http://www.fnqroc.qld.gov.au/regional-programs/fnq-regional-road-group>

### *FNQ RRTG LRRS Network*

No roads were added to the LRRS network in the 19/20 Financial Year.

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## FNQ Regional Development Manual

The FNQ Regional Development Manual provides a comprehensive set of guidelines for carrying out various civil engineering works within the region, and forms planning scheme policy in the local government areas of: Cairns, Cassowary Coast, Cook, Douglas, Mareeba, and Tablelands.

Representatives from each of the local governments continually work together to review and make amendments to the Development Manual. This is an ongoing process to ensure the manual is contemporary and reflects the needs of the users.

During the year, the biennial update to the Development Manual, made over 320 updates to the document and completed its required public consultation requirements under the Planning Act 2016.

The purpose of these latest amendments (referred to as Issue 8 on the FNQROC website) are to ensure the manual continues to be functional and up to date and to provide a consistent set of standards to which both Councils and Industry can refer within the region.

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## 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. In the region, our road assets total approximately \$4billion and our water assets approximately

\$2billion. 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
- Long Term financial sustainability
- Meeting regulatory requirements
- Key challenges, 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)
  - changes in asset utilization as a result of above
  - Climatic events
  - Increasing Asset Base; and
  - Diminishing funding assistance.

### *Operational*

The Regional Asset Management Group (RAMG) held two (2) meetings during the 2019/20 financial year, within those meetings the following focus areas have been developed:

- Traditional Asset Management:

- Existing Asset Depreciation/ Utilisation/Renewal or Disposal
- Tracking and management of existing assets
- Future Assets:
  - More accurate planning of future road and community service infrastructure assets
- Development of a working forum to resolve issues, as a result of a number of councils adopting end-to-end asset management software
- Submissions for funding for upskilling of Asset management staff within the region
- Development of an open discussion forum to facilitate knowledge and idea sharing
- Development of a regional revaluation calendar to provide better opportunities for joint procurement, resource planning and development of improved regional knowledge and approach to revaluations, also providing support for:
  - Third party audits / negotiations with consultants
  - Improved staff knowledge bases through training opportunities
  - Unit rate methodologies and benchmarking
  - Regional benchmarking, networking and professional development
  - Third party audits / negotiations with consultants
  - Levels of Service, acceptable levels of risk and
  - Maintaining the Useful life database.

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## 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. This all impacts on council's ability to achieve strategic ambitions and deliver and operate viable networks of resource recovery facilities.

To provide background information the **Regional Waste Management Group (RWMG)** comprising of members of FNQROC was first established in 2004 to undertake a regional Waste Management Strategy (excluding Cairns, Douglas and Mareeba). It was re-established in 2013 to consider opportunities in terms of regional waste management and resource recovery solutions. Members have worked 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.

Following the submissions made by the FNQROC to State Government, detailing concerns related to the methodology and the manner in which the State proposed to implement the Waste Levy, 1 July 2019 saw the introduction of the Queensland Waste Levy.

The Energy Waste Policy was released in June 2020, providing proponents context and framework in line with State Government expectations.

Following the introduction of the ban of single use plastics, the State Government are also investigating opportunities to make Government procurement more sustainable,

developing an Organics Waste Action Plan and working is commencing on an Indigenous Waste Strategy due for release mid-late 2020.

On the principal level, in moving towards these goals, the RWMG seek to develop in:

- Reducing regional waste streams
- Increasing regional recycling and re-use
- Maintain existing and further develop Joint Procurement and Resource Sharing (JPRS) collaboration
- Promote 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.

### Operational

- The Regional Waste Management Group (RWMG) held four (4) meetings in 2019/20 with consultation with the Department of Environment and Science (DES) and Department of Environment and Heritage Protection.
- Undertook significant consultation with the Department of Environment and Science regarding the State Government Draft Far North Queensland Waste Infrastructure Plan. The report provides the foundations for State and National waste and assists the region in gaining relevant support from these levels of government.

The strategic objectives being:

1. Local Economic Development
2. Planning for the *'right infrastructure at the right time'*

3. Protecting essential waste infrastructure

4. Coordinated regionally efficient waste systems

- The region provided in principle support of the draft plan, subject to review on completion of the report and consideration of the following:
  1. Defining short, medium and long-term objectives within the plan
  2. Supporting Springmount Landfill as a regional (privately owned) disposal facility is of concern as it potentially puts the region in a vulnerable situation
  3. The State does not abdicate its responsibility to financially support these actions; particularly those requiring investigation and regional collaboration
- Maintained open communication with the broader Local Authorities Waste Management Advisory (LAWMAC, incorporating 19 North Queensland Local Government Councils) Group
- Considered impacts and opportunities of the Container Refund Scheme
- Considered the impacts of the Single Plastic Bag Ban
- Acknowledged that there are two main issues facing the region in 10 years:
  - Infrastructure, and
  - Legislation
- Began the development of the Far North Queensland Regional Waste Minimisation Framework. A document setting out the context and direction of the waste policy to be implemented across the region.
- Successfully received \$406,505.00 (GST Inc.) in funding to support 3 Local Government Illegal on-ground officers

and associated equipment, vehicles, and signage to investigate and prevent illegally dumped waste entering the Far North Queensland environment.

## **Regional Water Alliance**

### *Program Introduction*

Despite the excise of the QWRAP funding for the FNQROC Coordinator role in June 2019, it is noted that the region continues to have a constructive relationship with QWRAP, inclusive of the receipt of a number of successful project funding applications detailed below.

The **FNQ Regional Water Alliance Group** continues to work on the following priorities and programs, including the existing Biosolids contract (6 Councils), and the new Sewer Relining contract (5 Councils).

The objectives of the FNQ Regional Water Alliance Group are to:

- a. Share information about programs and projects in participating water businesses to ensure timely awareness of emerging issues and opportunities
- b. Identify, create and pursue opportunities for cross local government (and other agencies and industry) alignment and coordination in service delivery
- c. Enhance management and operational capacity and capability of water services
- d. Identify opportunities for bid pool funding
- e. Promote and support professional development among staff within the region; and
- f. Provide advice to the FNQROC Board on policy and procedures for urban water services.

Through the Regional Water Alliance Group participate in State Forums and informs the FNQROC Board of opportunities and emergent issues which require action from the region.

### *Operational*

On an operational level, throughout the 2019/20 year, the following operational activities occurred:

- a. Held two (2) Regional Water Alliance Group meetings
- b. The councils are considering a regional response to identified product deficiencies from a regional supplier.
- c. Supported the ongoing joint procurement for water chemicals, biosolids and sewer relining (see Procurement Coordinator Report for details)
- d. The receipt of a number of successful project funding applications, for regional contract training workshops, the provision of 50% of the cost of a program manager for the new Sewer Relining contract (5 Councils)
- e. The region has also made arrangements for a regional Drinking Water Management Plan Audit project (12 councils), to be undertaken in the 20/21 FY.



# Natural Asset Management and Sustainability Coordinator - Operational Report

## Program Overview

The natural asset management and sustainability role represents the interests of FNQROC Local Governments across operations related to the natural environment and natural resources including biosecurity (pests and weeds); water quality and GBR; landscape repair & restoration; biodiversity conservation / planning and climate adaptation. 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 facilitates the Natural Asset Management Advisory Committee (NAMAC) and Animal Management Technical Committee (AMTC) which bring officers of member councils together with state agencies and external partners to progress shared regional goals and initiatives. The regional interests of the FNQROC are also represented through participation and support for councils in a wide range of local, regional, state and national advisory groups and committees. The role also incorporates spatial planning program communications using GIS across the other technical portfolios of FNQROC.

Alongside the NAMAC the AMTC, the role works to deliver the [FNQROC Animal Management & Wildlife Stewardship Policy](#), the [FNQROC Natural Assets Stewardship Accord](#) and the [FNQROC Regional Natural Asset Strategy](#).



Figure 8 Signing the Natural Assets Stewardship Accord

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## Natural Asset Management Technical Committee

The NAMAC meets on a quarterly basis. The primary legislative driver of the committee is the Queensland *Biosecurity Act 2014*, but elements of the Queensland *Nature Conservation Act*, Commonwealth *Environmental Protection Biodiversity Conservation (EPBC) Act* and others, also define the roles and responsibilities of councils the role supports. The NAMAC consists of representatives from member Councils, Terrain NRM and QDAF.

One of the key areas of work for the NAMAC over this period has been to develop biosecurity considerations for inclusion in the regional contract documentation. The project was enabled by collaboration across the FNQROC procurement and natural asset management and sustainability portfolios. The next stage of this project is to develop a range of biosecurity risk management plans and tools tailored to relevant business units within councils.

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## Animal Management Technical Committee

After an initial trial of four quarterly meetings in 2019/20 the FNQROC Board endorsed the recommendation of the Animal Management Technical Committee (AMTC) to continue to convene as an ongoing technical committee of FNQROC. The AMTC will continue to meet quarterly and bring together local laws officers

and managers from across the region with Queensland Health, Biosecurity Queensland Animal Health and Queensland Police Service to partner on regional issues and programs. The work of the committee supports councils in executing their responsibilities and services under the Animal Management (Dogs & Cats) Act 2008, Animal Care and Protection Act 2001, Biosecurity Act 2014 and the Local Government Act 2009.

In July 2016 the FNQROC Board adopted a revised [Regional Resource Sharing in Joint Operations MOU](#). The updated agreement was expanded in scope to include councils work in the animal management realm, in addition to its original focus on natural asset management and disaster response.

#### *Key Activities*

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### **Land Protection Fund and State Oversight Group**

The NAMAC is one of Queensland's 12 regional subcommittees that develop priorities and guide the delivery of the Land Protection Fund Co-investment model (formerly referred to as precept payments). Our regional sub-committee is represented by FNQROC at the State Oversight Group (SOG). The primary role of the SOG is to assist in the development and determination of investment of the Land Protection Fund in biosecurity research state-wide. Local governments contribute around \$2.2m annually into the fund, which compliments the direct State investment of approx. \$4m. Overall, the FNQROC sub-committee councils (excluding Croydon, Etheridge and Carpentaria, which lie in the NWROC grouping) contribute just over \$250,000 to the fund annually, so it is of crucial importance that we collaborate to ensure councils and communities are receiving value for money via targeted and required R&D.

The primary work of the State Oversight Group in 2019-20 was to develop the [Invasive Plants and Animals Research Prospectus](#). The prospectus provides a 5-year outlook of research currently underway and projects

which are shovel ready when resources become available. The prospectus replaces an annual EOI process.

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### **Navua Sedge Select Committee**

Under the direction of Board FNQROC facilitated the delivery of the select committee process to closely investigate the impacts and future strategies for Local Governments in developing their response to the issue of Navua Sedge across the region. The select committee is comprised of elected representatives, managers and operational/coordination staff from across Tablelands, Cassowary and Hinchinbrook with policy and science support provided by Biosecurity Queensland. The final reports of the first sitting of the committee was endorsed by the FNQROC Board in September 2019. The [Navua sedge research and development prospectus](#) provides an analysis of the research and management knowledge gaps for this invasive pasture weed across all sectors in the Far North. A separate report [Navua sedge, recommendations and regional management approaches for local governments](#) provides information to assist local governments in their decision making around management approaches, communication and advocacy requirements.



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## **FNQROC Natural Assets Stewardship Accord and Report Cards**

Following on from the adoption the Accord in October 2019 an annual local Natural Asset and Animal Management Report Card is being rolled out for the first time. The report card will provide a snapshot and commentary at the end of each financial year on the key actions, investments, events, and achievements of councils in the year that was. Based on the pilot completed in Cassowary Coast, the preceding year the 2019-20 reports are now being trialled across Mareeba, Douglas, Cairns, Tablelands, Cook and Hinchinbrook. The NAMAC and AMTC will review the process during the first half of 2021 with the purpose of identifying universal indicators and trend reporting which can be used across the region. In the 2020-21 reporting period we will be delivering a regional snapshot which is a compilation of the local report cards.

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## **Tramp Ants – Yellow Crazy Ants and Electric Ants**

The WTMA led Yellow Crazy Ant Eradication Program (YCAEP) received a welcome boost with a State budget allocation of \$3 million per year for 3 years to match the Federal Governments continuing funding of \$9 million for the program. Although plans for a 2020 annual local government/WTMA taskforce operation were interrupted by COVID-19, councils have continued to invest energy and support for the programs through the implementation of the [Regional Tramp Ant Response Plan](#) and local biosecurity plans. Core activities have been assisting with on ground activities in active sites in Cairns and Mareeba and conducting sentinel surveys at transfer/green waste facilities elsewhere. The sentinel sites essentially provide an early warning system to alert our biosecurity programs to the presence of electric ants or yellow crazy ants into new areas so we can launch a rapid response in a timely way if required.

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## **Sustainability Overview**

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### **Electricity pricing**

After several years' worth of consultation Energy Queensland has provide the Australian Energy Regulator (AER) with [Ergon Energy's 2020-25 Determination](#) and Tariff Structure Statement (TSS), which maps out network and electricity pricing structure for customers for the next 5 year period. Whilst this concludes FNQROC's participation on the Regulatory Proposal Tariff Structure Statement Working Group, we will maintain a watching brief on the energy market and in particular, the street lighting components of the determination which have a direct bearing on council expenditure and carbon accounting.

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### **Climate Adaptation**

During 2019/20 FNQ councils have continued working in the climate adaptation planning and response space particularly in the state governments QCoast2100 program *Coastal Hazard Adaptation Strategies* (CHAS). Upcoming opportunities in the Terrain led Rainforests project will provide opportunities for councils and local communities to deliver projects which help important local ecological communities like littoral rainforests be more resilient to the future stresses of a changing climate and sea level rise. FNQROC has been collaborating with Terrain NRM to create pathways and opportunities for local government participation in protecting habitat, managing weeds, and restoring Cassowary habitat, Mabi forest and littoral rainforest across the region.



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## Covid-19 Recovery and Economic Stimulus

A range of economic stimulus packages and advocacy measures aimed at providing co-benefits to natural assets have kept many of us busy late in the 2019-20 FY and no doubt will continue to do so in 2020-21. In response to the economic and social impacts of Covid-19, a regional consortium led by Wet Tropics Management Authority, CAFNEC, and Terrain NRM brought together the [Green and Blue Stimulus Package](#). The package advocates for an injection of \$180 million into the Wet Tropics economy over three years to provide initial recovery to the local economy and also set the foundations for regional diversification and development of new environmental industries and approaches for the future. Other investments from state and federal governments are likely to follow so councils have been busy identifying shovel ready project ideas to take advantage of opportunities to support local economies.

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## GBR and Water Quality Improvement

FNQROC and member councils continue to support the delivery of the Wet Tropics Waterways Partnership and [Report Card](#). FNQROC is a member of the Technical Working Group which provides advice on interpretation and messaging behind the report card as managing and developing the indicators and metrics the annual report is based on.

# Regional Executive Coordinator Operational Report

## Economic Development and Cross Regional Events

### Overview

The **FNQROC LG Economic Development Committee** met three (3) times throughout the 2019/20 financial year with consistent representations from member Council's, Department of State Development, TIQ, Tourism Tropical North Queensland (TTNQ), Advance Cairns and RDA TN.

The group has representation on the LGAQ Economic Development Advisory Committee providing the opportunity for the group to be aware of and contribute to policy development through LGAQ.

The FNQROC LG Economic Development Committee discussions focus on the following key strategic deliverables as aligned to the [FNQROC Strategic Operational Plan \(2018-2022\)](#):-

- Shared knowledge re Local, State and Federal government programs, grants, policy development and drivers impacting regional Economic Development
- Collaborative sharing of current Economic Development projects across councils and stakeholders to build regional knowledge and networks
- Identifying collaborative opportunities for cross regional events, branding and sponsorship
- Identifying sleeper and future economic development issues and opportunities that may impact the region



- Identifying opportunities for regional training and professional development

### Activities

Presentations were made to committee members by the following organisations: -

- **Your Entrepreneur Project (YEP)** provided an overview of business networking and mentoring programs available for Small Business across the FNQ region
- **North Queensland Land Council** provided an overview of Building the Indigenous Economy in North Queensland working with opportunities linked to Native Title, Parks and Wildlife Co-management, Natural Assets and Prescribed Body Corporates
- **Economy .id** provided reflective insights to help councils understand what factors influenced the performance of the FNQROC Economy during 2018/19, highlighting key challenges and opportunities for local industries, so that decision makers can prioritise programs and investment into the right areas of local government. FNQROC councils were offered individual support in data analysis and grant applications and advised that several modelling tools are available for use via the FNQROC Economic Development Portal
- Professor Hurriyet Babacan (JCU) provided an update on strategic opportunities for FNQROC councils to engage with **Rural Economies Centre of Excellence (RECoE)** highlighting Regional Innovation, Policy Development, Economic Tools, Translation & Engagement and Value Chains
- Professor Allan Dale (JCU) provided an update on Northern Australia noting the release of **The Interim State of the North Report** and provided an overview of the **Communities in Transition Program** focused on building strong and innovate businesses and resilient workforces using a cluster-based approach, citing a business case working with Cook Shire Council.

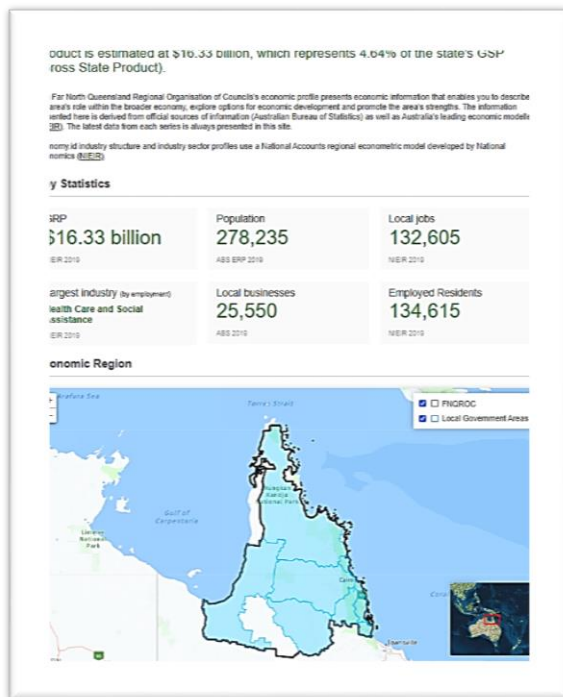
With COVID-19 severely impacting the Economic Development across the FNQ region, Economy .id developed a [COVID-19 Economic Outlook Tool](#) for the region which is hosted on the FNQROC website and accessible by FNQROC Member Councils.

This tool assists LGAs to:

- Identify which parts of the local economy have experienced the most decline/growth
- Review and update local economic strategies and policies
- Support applications for funding and new infrastructure
- Prepare for recovery with economic data and evidence

This site is updated regularly by Economy .id as new data and information is released.

The FNQROC Economic Development Coordinator also represents FNQROC at the **TTNQ Regional Tourism Marketing Meetings** in relation to tourism development and the cross promotion of regional events, as well as the **CRC Economic Development Priorities and Deliverables** meetings to share information relating to collaborative regional projects.



## Regional LG Planning & Development

### Overview

The **FNQROC LG Planning Committee** met twice during the 2019/20 financial year. Meetings were well attended, through representations from Council members, Department of Infrastructure, Local Government and Planning (DILGP) and the Local Government Association of Queensland (LGAQ).

The FNQROC LG Planners Group Committee discussions focus on the following key strategic deliverables as aligned to the [FNQROC Strategic Operational Plan \(2018-2022\)](#)

### Activities

Presentations were made to Committee members by the following organisations:

- Cairns Regional Council, LGAQ and Grassroots Connections provided on

overview of the **LG Planning & Development Shared Services Toolkit Project** identifying opportunities for shared planning services across the FNQ region

- LGAQ provided an overview of the proposed **Model Code for Neighborhood Design** conducting roundtable consultation with FNQROC Planners to garner comments to inform the LGAQ submission
- Department of Agriculture and Fisheries provided an overview of the **One-Stop Service Information Portal** providing a single-entry point to agricultural and/or supply chain development
- DATSIP provided an overview on the role of the **Remote Indigenous Land Infrastructure Project Officer (RILIPO)** working with FNQROC councils
- LGAQ provided an overview of the **IPWEA Street Design Manual** and conducted roundtable discussions to garner FNQROC Planners feedback
- DSDMIP provided an overview of the **NQ Regional Plan (DRAFT)** sharing knowledge linked to future FNQ Regional Plan reviews.

In addition to presentations, the FNQROC LG Planners Group Committee facilitated professional development training in conjunction with DSDMIP on the **State Assessment & Referral Agency (SARA)** triggers under the Planning Regulation 2017.

Providing an overview of commonly missed referral triggers and tips on using SARA's Development Assessment Mapping. The training was aimed at FNQROC Council Development Assessment (DA) Planners.



## **Audited Financial Statements 2019/20**

**FAR NORTH QUEENSLAND REGIONAL ORGANISATION OF COUNCILS**  
**ABN 52 034 736 962**

**FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED**  
**30 JUNE 2020**

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**STATEMENT OF PROFIT OR LOSS  
FOR THE YEAR ENDED 30 JUNE 2020**

|  | 2020<br>\$       | 2019<br>\$     |
|--|------------------|----------------|
| <b>CONTINUING OPERATIONS</b>                   |                  |                |
| <b>REVENUE</b>                                 |                  |                |
| Annual administration contributions            | 486,364          | 459,747        |
| Projects - Regional infrastructure projects    | 274,950          | 301,978        |
| Regional procurement group                     | 178,978          | 160,484        |
| Short term projects                            | 14,288           | 68,380         |
| Miscellaneous revenue                          | 3,734            | 0              |
| Interest income                                | 1,524            | 4,098          |
| <b>TOTAL REVENUE</b>                           | <b>959,838</b>   | <b>994,687</b> |
| <b>EXPENSES</b>                                |                  |                |
| Annual administration expenses                 | 357,336          | 403,903        |
| Projects - Regional natural assets management  | 127,680          | 136,070        |
| Regional infrastructure projects               | 131,344          | 135,386        |
| Regional planning/economic development         | 49,064           | 46,061         |
| Regional procurement group                     | 216,740          | 162,162        |
| Regional asset group                           | 2,942            | 514            |
| Minor projects                                 | 145,386          | 110,329        |
| <b>TOTAL EXPENSES</b>                          | <b>1,030,492</b> | <b>994,425</b> |
| <b>OPERATING PROFIT</b>                        | <b>(70,654)</b>  | <b>262</b>     |
| Profit before tax from continuing operations   | (70,654)         | 262            |
| Profit for the year from continuing operations | (70,654)         | 262            |
| <b>PROFIT FOR THE YEAR</b>                     | <b>(70,654)</b>  | <b>262</b>     |
| <b>TOTAL COMPREHENSIVE INCOME FOR THE YEAR</b> | <b>(70,654)</b>  | <b>262</b>     |

The accompanying notes form part of this financial statement.

**STATEMENT OF FINANCIAL POSITION**  
**AS AT 30 JUNE 2020**

|                                      | Notes | 2020<br>\$              | 2019<br>\$              |
|--------------------------------------|-------|-------------------------|-------------------------|
| <b>ASSETS</b>                        |       |                         |                         |
| <b>CURRENT ASSETS</b>                |       |                         |                         |
| Cash and cash equivalents            | 4     | 1,461,596               | 1,474,886               |
| Trade and other receivables          | 5     | 8,511                   | 72,297                  |
| <b>TOTAL CURRENT ASSETS</b>          |       | <u>1,470,107</u>        | <u>1,547,183</u>        |
| <b>TOTAL ASSETS</b>                  |       | <u><b>1,470,107</b></u> | <u><b>1,547,183</b></u> |
| <b>LIABILITIES</b>                   |       |                         |                         |
| <b>CURRENT LIABILITIES</b>           |       |                         |                         |
| Trade and other payables             | 6     | 133,708                 | 159,981                 |
| Provision for long service leave     |       | 8,831                   | 7,999                   |
| <b>TOTAL CURRENT LIABILITIES</b>     |       | <u>142,539</u>          | <u>167,980</u>          |
| <b>NON-CURRENT LIABILITIES</b>       |       |                         |                         |
| Trade and other payables             | 6     | 3,456                   | 730                     |
| Provision for long service leave     |       | 103,454                 | 87,161                  |
| <b>TOTAL NON-CURRENT LIABILITIES</b> |       | <u>106,910</u>          | <u>87,891</u>           |
| <b>TOTAL LIABILITIES</b>             |       | <u><b>249,449</b></u>   | <u><b>255,871</b></u>   |
| <b>NET ASSETS</b>                    |       | <u><b>1,220,658</b></u> | <u><b>1,291,312</b></u> |
| <b>EQUITY</b>                        |       |                         |                         |
| Retained surplus                     |       | 1,220,658               | 1,291,312               |
| <b>TOTAL EQUITY</b>                  |       | <u><b>1,220,658</b></u> | <u><b>1,291,312</b></u> |

The accompanying notes form part of this financial statement.

**STATEMENT OF CHANGES IN EQUITY  
FOR THE YEAR ENDED 30 JUNE 2020**

|                              | Notes | 2020<br>\$       | 2019<br>\$       |
|------------------------------|-------|------------------|------------------|
| Balance as at 1 July         |       | 1,291,312        | 1,291,050        |
| Profit for the period        |       | (70,654)         | 262              |
| <b>BALANCE AS AT 30 JUNE</b> |       | <b>1,220,658</b> | <b>1,291,312</b> |

The accompanying notes form part of this financial statement.



**STATEMENT OF CASH FLOWS**  
**AS AT 30 JUNE 2020**

|   | Notes    | 2020<br>\$       | 2019<br>\$       |
|---|----------|------------------|------------------|
| <b>CASH FLOWS FROM OPERATING ACTIVITIES</b>                       |          |                  |                  |
| Receipts from customers   |          | 1,023,573        | 1,075,867        |
| Payments to suppliers and employees                               |          | (1,038,387)      | (1,029,019)      |
| Interest received   |          | 1,524            | 4,098            |
| <b>NET CASH PROVIDED BY OPERATING ACTIVITIES</b>                  | <b>7</b> | <b>(13,290)</b>  | <b>50,946</b>    |
| <b>NET INCREASE/(DECREASE) IN CASH HELD</b>                       |          | <b>(13,290)</b>  | <b>50,946</b>    |
| Cash and cash equivalents at the beginning of the financial year  |          | 1,474,886        | 1,423,940        |
| <b>CASH AND CASH EQUIVALENTS AT THE END OF THE FINANCIAL YEAR</b> | <b>4</b> | <b>1,461,596</b> | <b>1,474,886</b> |

The accompanying notes form part of this financial statement.

## **NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2020**

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### **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 2020 financial year were as follows:

- Cairns Regional Council
- Cassowary Coast Regional Council
- Carpentaria Shire Council
- Cook Shire Council
- Croydon Shire Council
- Tablelands Regional Council
- Wujal Wujal Aboriginal Shire Council
- Hinchinbrook Shire Council
- Yarrabah Aboriginal Shire Council
- Etheridge Shire Council
- Hope Vale Aboriginal Shire Council
- Mareeba Shire Council
- Douglas 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 Queensland Audit Office and the Association's charter.

### **2. STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES**

The Directors' have prepared the financial statements on the basis that the Company is a non-reporting entity because there are no users dependent on a general purpose financial report. The financial report is therefore a special purpose financial report that has been prepared in order to meet the requirements of members. These financial statements have been prepared in accordance with the recognition and measurement requirements specified by the Australian Accounting Standards and Interpretations and the disclosure requirements of AASB 101 Presentation of Financial Statements, AASB 107 Statement of Cash Flows, AASB 108 Accounting Policies, Changes in Accounting Estimates and Errors and AASB 1054 Australian Additional Disclosures.

## **NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2020**

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### **Basis of Preparation**

The financial statements have been prepared on an accruals basis and are based on historical costs modified by the revaluation of selected non-current assets and financial instruments for which the fair value basis of accounting has been applied.

### **New and amended standards adopted by the Association**

The Association has adopted all the amendments to Australian Accounting Standards issued by the Australian Accounting Standards Board, which are relevant to and effective for the Company's financial statements for the annual period beginning 1 July 2019. None of the amendments have had a significant impact on the Association.

### **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.

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2020**

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**3. SIGNIFICANT ACCOUNTING POLICIES**

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 fair 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.

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2020**

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**3. SIGNIFICANT ACCOUNTING POLICIES**

**(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 measured reliably.

**(9) Finance income**

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

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2020**

**3. SIGNIFICANT ACCOUNTING POLICIES**

**(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 2019 that have not been applied in preparing these financial statements. None of these is expected to have a significant impact on the financial statements.

|  | 2020<br>\$       | 2019<br>\$       |
|--|------------------|------------------|
| <b>4. CASH AND CASH EQUIVALENTS AT THE END OF THE FINANCIAL YEAR</b> |                  |                  |
| Cash at bank   | 1,461,596        | 1,474,886        |
|  | <b>1,461,596</b> | <b>1,474,886</b> |
| <b>5. TRADE AND OTHER RECEIVABLES</b>                                |                  |                  |
| Trade receivables  | 766              | 64,501           |
| GST refunds  | 7,705            | 6,815            |
| Accrued income   | 40               | 981              |
|  | <b>8,511</b>     | <b>72,297</b>    |
| <b>6. TRADE AND OTHER PAYABLES</b>                                   |                  |                  |
| <b>Current</b>   |                  |                  |
| Credit card liability  | 1,925            | 12,552           |
| Trade creditors  | 0                | 447              |
| Accrued expenses   | 9,279            | 7,808            |
| Payroll Liabilities  | 67,383           | 83,694           |
| Annual leave payable   | 55,121           | 55,480           |
|  | <b>133,708</b>   | <b>159,981</b>   |
| <b>Non-current</b>   |                  |                  |
| Annual leave payable   | 3,456            | 730              |
|  | <b>3,456</b>     | <b>730</b>       |

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2020**

**7. STATEMENT OF CASH FLOWS**

**Reconciliation of profit before tax  
to net cash flows from operating activities**

|   | <b>2020</b>     | <b>2019</b>   |
|---|-----------------|---------------|
|   | <b>\$</b>       | <b>\$</b>     |
| Profit / (Loss) before tax                            | (70,654)        | 262           |
| Changes in assets and liabilities:                    |                 |               |
| (Increase)/decrease in trade and other receivables    | 63,786          | (14,191)      |
| Increase/(decrease) in creditors and accrued expenses | (23,547)        | 55,523        |
| Increase/(decrease) in provisions                     | 17,125          | 9,352         |
| <b>NET CASH PROVIDED BY OPERATING ACTIVITIES</b>      | <b>(13,290)</b> | <b>50,946</b> |

**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             | 55,121        | 55,480        |
| Provision for long service leave | 8,831         | 7,999         |
|                                  | <b>63,952</b> | <b>63,479</b> |

**Non-current**

|                                  |                |               |
|----------------------------------|----------------|---------------|
| Annual leave payable             | 3,456          | 730           |
| Provision for long service leave | 103,454        | 87,161        |
|                                  | <b>106,910</b> | <b>87,891</b> |

**Included in Statement of Comprehensive Income**

|                             |         |         |
|-----------------------------|---------|---------|
| Salaries and wages expenses | 603,348 | 622,698 |
|-----------------------------|---------|---------|



## BOARD CERTIFICATE OF FAR NORTH QUEENSLAND REGIONAL ORGANISATION OF COUNCILS

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 2020 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.

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Councillor P Scott (Chairperson)

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D Irvine (Secretary and Executive Officer)

Dated :

## A Snapshot of the Mayoral Delegation Visits



*Figure 9 - Hon David Littleproud MP, Minister for Water Resources, Drought, Rural Finances, Natural Disaster & Emergency Mgmt*



*Figure 10 - Senator Pauline Hanson and Senator Malcolm Roberts*



*Figure 11 - LNP Qld Senators McGrath, Stoker, McDonald, Rennick & Scarr*



*Figure 12 - Labor Qld Senators Watt, Chisholm and Green*



*Figure 13 - Ms Michelle Rowland MP, Shadow Minister for Communications*



*Figure 14 - Senator the Hon Matthew Canavan MP, Minister for Resources and Northern Australia*



*Figure 15 - Hon Mark Coulton MP, Minister for Regional Services, Decentralisation & Local Government*



*Figure 16 - Hon Richard Marles MP, Deputy Leader and Shadow Minister for Defence*



*Figure 17 - Hon Joel Fitzgibbon MP, Shadow Minister for Agriculture & Resources*



*Figure 18 - Hon Scott Buchholz MP, Assistant Minister for Road Safety & Freight Transport*

# FNQROC Team Contact Information



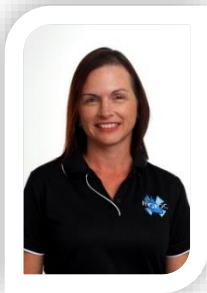
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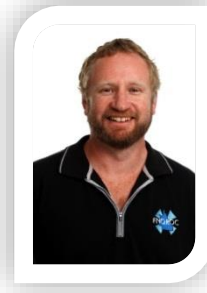
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## Acronyms Defined

|             |  |
|-------------|--|
| AASB        | Australian Accounting Standards Board                                      |
| AER         | Australian Energy Regulator  |
| AMTC        | Animal Management Technical Committee                                      |
| BQ          | Biosecurity Queensland   |
| CAAP        | Capability Agreement and Action Plan                                       |
| CAFNEC      | Cairns and Far North Environment Centre                                    |
| CEO's       | Chief Executive Officer (member Councils)                                  |
| CHAS        | Coastal Hazard Adaptation Strategy   |
| COAG        | Council of Australian Governments  |
| CPI         | Consumer Price Index   |
| CRC         | Cairns Regional Council  |
| CSIRO       | Commonwealth Scientific and Industrial Research Organisation               |
| DAF         | Dept. of Agriculture and Fisheries   |
| DATSIP      | Dept. of Aboriginal and Torres Strait Islander Partnerships                |
| DDG         | Deputy Director General  |
| DES         | Dept. Environment and Science  |
| DNRME       | Dept. Natural resources, Mines and Energy                                  |
| DSDMIP      | Dept. of State Development, Tourism and Innovation                         |
| ED          | Executive Director   |
| EMQ         | Emergency Management Queensland  |
| EMS         | Emergency Management Strategy  |
| 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 |
| FNQWA       | Far North Queensland Water Alliance  |
| FY          | Financial Year   |
| GBR         | Great Barrier Reef   |
| GIS         | Geographic Information System  |
| IPWEA       | Institute of Public Works Engineering Australasia                          |
| IPWEAQ      | Institute of Public Works Engineering Australasia Qld                      |
| IQRAP       | Inland Queensland Road Action Plan   |
| JCU         | James Cook University  |

|        |   |
|--------|---|
| JPRS   | Joint Purchasing and Resource Sharing                 |
| LAWMAC | Local Authority Waste Management Advisory Committee   |
| LG     | Local Government                                      |
| 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  |
| NGO    | Non-Government Organisation                           |
| NRM    | Natural Resource Management                           |
| NWROC  | North West Regional Organisation of Councils          |
| QAO    | Qld Audit Office                                      |
| QPWS   | Qld Parks and Wildlife Service                        |
| QTRIP  | Qld Transport and Roads Investment Program            |
| QWRAP  | Qld Water Regional Alliance Program                   |
| RAMG   | Regional Asset Management Group                       |
| RAV    | Restricted Access Vehicle                             |
| RDA TN | Regional Development Australia – Tropical North       |
| RECoE  | Rural Economies Centre of Excellence                  |
| RILIPO | Remote Indigenous Land Infrastructure Project Officer |
| RTAPT  | Road and Transport Alliance Project Team              |
| RWMG   | Regional Waste Management Group                       |
| SARA   | State Assessment and Referral Agency                  |
| SCDF   | State-wide Capability Development Fund                |
| SOG    | State Oversight Group                                 |
| TIDS   | Transport Infrastructure Development Scheme           |
| TMR    | Transport and Main Roads                              |
| TNQ    | Tropic North Queensland                               |
| TSS    | Tariff Structure Statement                            |
| TTNQ   | Tourism Tropical North Queensland                     |
| ULAB   | Used Lead Acid Batteries                              |
| WTMA   | Wet Tropics Management Authority                      |
| YCAEP  | Yellow Crazy Ant Eradication Project                  |
| YEP    | Your Entrepreneur Project                             |