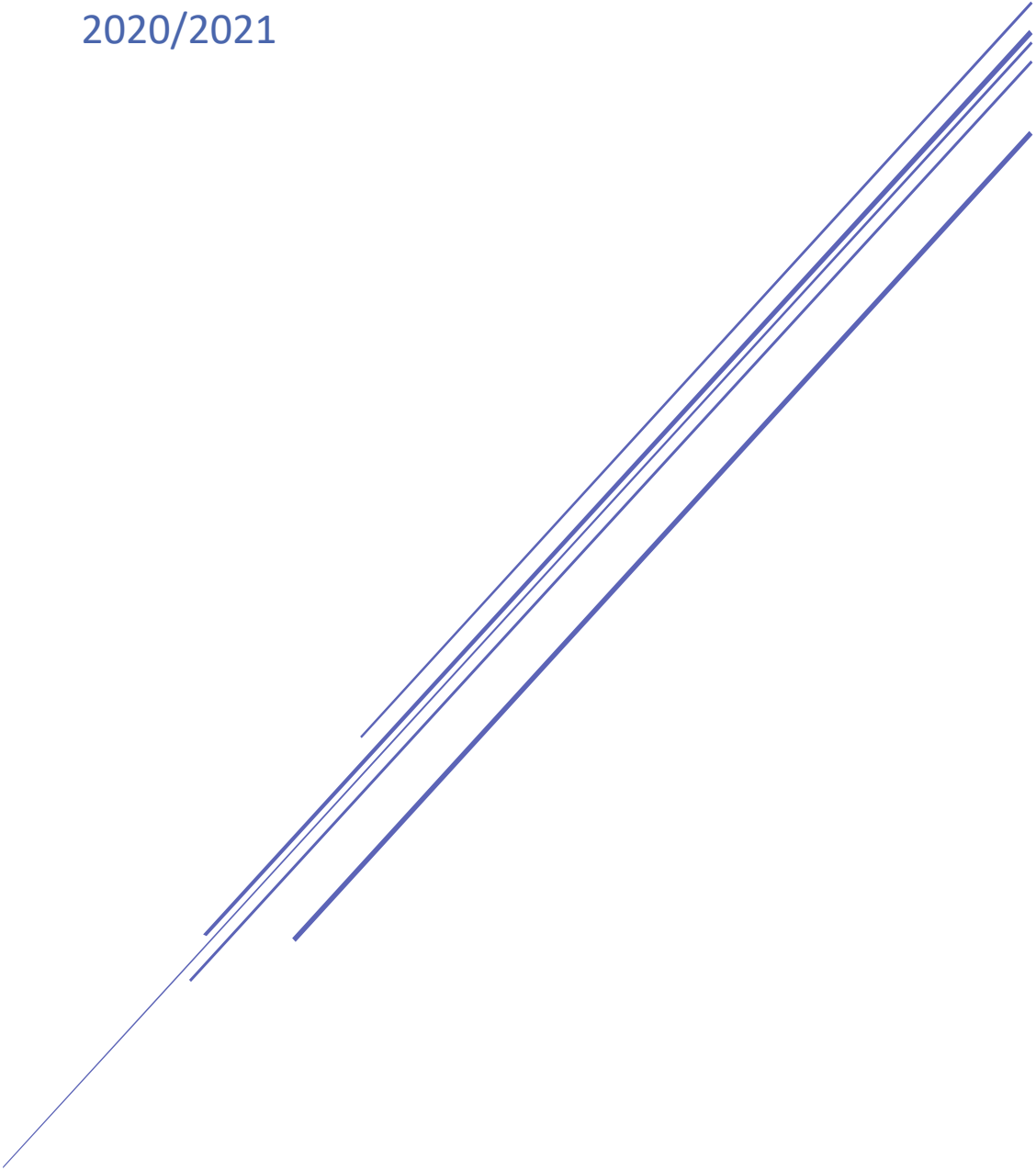


FNQROC ANNUAL REPORT

2020/2021



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 member Council



STRATEGIC ECONOMIC GOALS

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

Chairs Foreword

2020/21 has been my first year as Chair of FNQROC and I have loved the challenge it has presented. Within my first week in the role I was meeting the Prime Minister and navigating the regional politics.



Figure 1 - Week 1, meeting with the Prime Minister

In June 2021, Carpentaria Shire Council relinquished their membership to focus on the North West ROC and the Western Councils Alliance. We wish them all the very best and have no doubt we will continue to work with them and their ROC in the future.

In October 2021 when this annual report is presented, we will be celebrating 150 meetings and 29 years working collaboratively under the FNQROC Banner. I would like to thank all the previous member councils of FNQROC and in particular the Chairs who have moulded the organisation to what it is today; **Jim Chapman** – 15 yrs (1992 – 2008), **Tom Gilmore** 8 yrs (2008 - 2012, 2016 - 2020) **Bill Shannon** 4yrs (2012-2016), **Peter Scott** (2020).

Strategic Highlights

In February and April we held our strategic planning days to guide what was important to the region and refine our 5 now [6 Strategic goals](#).

The organisation has taken the path of investing in evidence to our advocacy efforts. This year has seen the conclusion of two studies to support these efforts:

1. Long term economic benefits of Dams (Dam Study), and
2. Regional Road investment Strategy.

The Dam study is the first of its kind in Australia with the objective of articulating the long term downstream economic benefits dams. The results in turn used to advocate for a change in the National Water Initiative pricing policy. While the policy has not changed as yet, it appears there is a shift in attitudes to consider more than the cost benefit in business cases for dams.



Figure 2 Meeting with Minister Butcher

The Regional Road Investment Strategy has had a detailed look at our heavy vehicle routes, tourism routes and productivity improvement routes to ascertain the gaps in our network and estimated cost to bring them up to standard. This was undertaken tenure blind. The results show there is a bit of work to be done in the region. We'll work on our roads and hope the State comes to the party on their roads.



Figure 3 FNQROC and FNQRTG Chairs and Deputy Chairs

Regional Procurement Highlights

Since 2012/13 our procurement program has progressively grown and has saved councils in excess of \$13.5mil. As time goes on, it gets harder and harder to assess the direct savings as we get further away from our benchmark year. What we can assess is delivery; in a time when resources are scarce, particularly for road materials our regional program is still being delivered on time.

Advocacy Efforts

Try as we might, our efforts to reach Canberra keep getting thwarted. We did get a State delegation in August 2020 led by the then Acting Chair, Mayor Peter Scott.

We will need to ramp up our advocacy efforts with the State Government, particularly around reviewing our regional plan, water infrastructure and as always, improvements to our road network.

I look forward to the findings and outcomes of our developing waste framework which I am

sure will also factor in our advocacy in the future.



Figure 4 Dinner with Minister Hinchliffe and Mr Healy

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 Michael Kerr
CHAIR



Executive Officer

Upfront, so the message isn't hidden, I would like to give my sincere thanks to the council staff involved in our technical committees. Your knowledge and expertise enable us to do great things in and for the region. We should be celebrating you, without you, we would not be successful.

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.

There always comes a period with the transition of time that we forget why we started some of our projects. We forget, competing with each other for service, we forget not being able to complete a program within the financial year, we forget the struggles with state departments.

On a daily basis we push back on some really great ideas which could be undertaken regionally. It is not because we don't want to do them, it is because we need to be selective with the resources we have on hand. I've always maintained we would be a small targeted unit with stable foundations.

Nothing easy lands on our desks (nor should it). The team and I love the challenge of resolving some of these wicked problems.

In 2020/21 we completed two major studies which I was proud to present to the Board for endorsement:

1. Long term economic benefits of Dams (Dam Study), and
2. Regional Road Investment Strategy.

Both these documents provide evidence to support our advocacy efforts and complement our audit of mobile blackspots.



Figure 5 FNQROC Strategic Planning Session Feb 2021

The FNQROC team members have generally had long tenures but in 20/21 we lost two who wanted to be closer to their family. We said goodbye to Lachlan Rankine and Linda Richardson in November 2020. In January and March 2021 we welcomed Wendy Hughes and Paula Power.



Figure 6 The FNQROC team crossing paths at the Bridge at 39km

You'll notice the team is very much focused on the long term and building strategic strategies with councils so we are clear on our direction going forward. It can be hard thinking into the future and what could be possible, especially when you're fighting fires today.

The team and I are very focussed on what is in front of us and how can we support councils and prepare for this. We have been focussed on:

- a. Natural Assets and Animal Management
- b. Modern and consistent procurement documents with a procurement

strategic framework in the 21/22 financial year.

- c. Waste and Resource recovery strategic framework



Figure 7 QRA Big Maps session in Port Douglas

Management of our many procurement contracts has included:

- a. Regional Bitumen Reseal Program
- b. Sodium Hypochlorite and Liquid Alum
- c. Flood warning infrastructure
- d. Ferrous Metal and Used Lead Acid Batteries Program
- e. Biosolids
- f. Regional Sewer Relining Program

On the next page are our operational deliverables for 2020/21. There were two actions we were unable to complete due to participation in other COVID related activities, five in progress and 14 completed or ongoing.

Complete



In progress



Incomplete



COVID-19 has caused numerous disruptions with last minute lockdowns and lockouts. It is a very difficult period for all of us for various reasons. I'm sure we are all very much over meeting virtually but we are getting more savvy in the use of videoconferencing. To those that stuck with us through this period I say thank you.

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

A handwritten signature in black ink, appearing to read 'Darlene Irvine'.

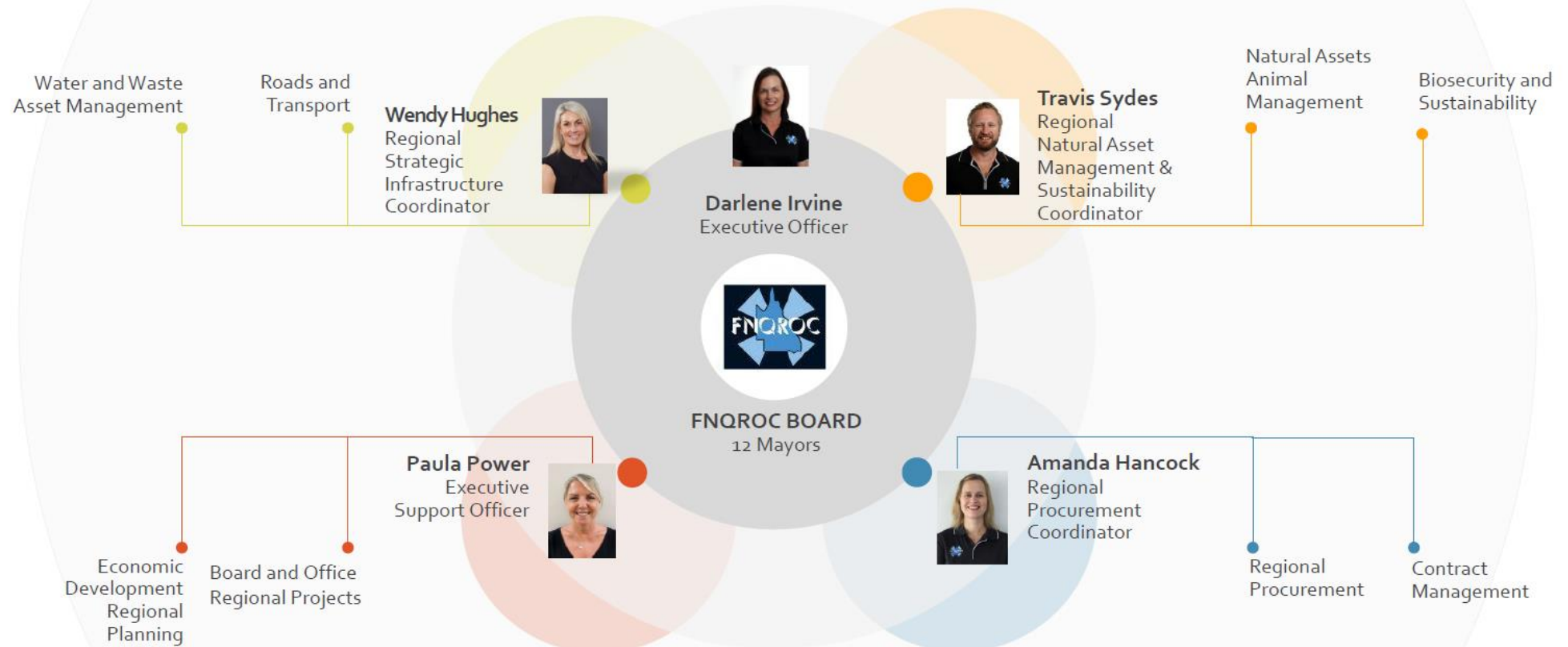
Darlene Irvine
Executive Officer



Table 1 2020/2021 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 Dam Study	June 2021	
7. Complete Regional Road Investment Strategy	June 2021	
8. Define the scope of social infrastructure goal for FNQROC and collect baseline data	December 2019	
9. Seek Funding for Strategic Prioritisation of Mobile communication gaps identified	June 2021	
10. Broadband black spot scope developed	December 2019	
11. Contract management of regional arrangements	Ongoing	
12. Western Council forums	2-3 times per year	
13. Continue existing technical committees	Ongoing	
14. Implementation of FNQROC Regional Animal Management & Wildlife Stewardship Policy	Ongoing	
15. Develop FNQ Regional Weed Spread Prevention Network a. Recommendations to the Board	2018 – 2021	
16. Regionally consistent contract and procurement documentation	Ongoing	
17. Coordination of the FNQ RRTG	Ongoing	
18. Investigate opportunity for regional supplier registration and prequalification	Ongoing	
19. Tenders for bitumen Reseal and Sewer relining completed and appointed	August 2020	
20. Progress the Regional Natural Assets Stewardship Accord	Ongoing	
21. Development of a Regional Strategic Waste Framework	Mid 2021	

FNQROC Organisation Chart - 2021



FNQROC Operational Advocacy

State and Federal Delegations

Due to COVID-19 we only had one State advocacy visit. Federal visits had to be rescheduled due to lockdowns.

11 – 13 August 2021 (State)

- Meetings with:
 - 6 local members
 - 11 Ministers, and
 - 10 Shadow Ministers
- [FNQROC State Advocacy Report available on the FNQROC website](#)

Submissions

1. National Water Reform 2020 Productivity Commission – Draft Report Feb 2021
2. Infrastructure Australia – Kuranda Range Road
3. National Feral Pig Action Plan 2021-2031
4. Roads of Strategic Importance priority project submission

External Boards and Working Groups

- LGAQ Policy Executive (Cr Peter Scott and Cr Jason Woibo)
- Inland Queensland Roads Action Plan (IQ-RAP) (Cr K Davies)
- 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) (W Hughes)
- GBR Wetlands Network (DES) – LG representative (T Sydes)
- Yellow Crazy Ant Reference Group (T Sydes)
- Cassowary Recovery Team (T Sydes)
- Littoral Rainforest Recovery Team (T Sydes)
- Cassowary Credits Technical Working Group (T Sydes)

Presentations

- FNQ Regional Road Investment Strategy at LGAQ Annual Conference (Cr P Scott)
- Dam Study to RDA Water Summit (D Irvine)
- Dam Case Study at Northern Australia Development Conference (Aurecon on behalf of FNQROC)
- FNQROC Priorities to LGAQ ROC Assembly (D Irvine)
- FNQROC Priorities to RDA Board (D Irvine and Cr M Kerr)
- FNQROC Road priorities to Advance Cairns (D Irvine)

Procurement Coordinator - Operational Report

Program Introduction

The Procurement Coordinator role is now approaching its tenth year and is 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.

2020/21 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](#).

Regional Procurement Arrangements

Regional Bitumen Reseal

Councils undertake an annual bitumen reseal program in order to maintain its road network to a suitable standard. This process is required to prevent moisture from penetrating through deteriorated bitumen seals into the underlying pavement which causes damage such as rutting and potholes.

The annual Bitumen Reseal Program was successfully delivered again this year with 4 member councils participating. The program involved sealing over 670,000 m² of road which required 1.3m litres of bitumen

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



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 continue to participate in this arrangement, which not only continues to offer good value for money but also the added benefit of centralised contracts management provided by FNQROC.

Collectively councils used just under 2.5 million litres of Sodium Hypochlorite and 875 litres of Liquid Alum this year.

Flood Warning Infrastructure Project

FNQROC facilitated joint procurement on behalf of participating councils in the **Far North for Flood Warning Infrastructure** funded under the DRFA following the North and Far North Queensland monsoon event.

FNQROC engaged the services of a Program Coordinator who was responsible for engaging the contractor (with input from councils during the tender stage) and overseeing overall delivery of the assets with assistance from participating councils, liaising with both the QRA and DTMR where required.

There are 7 councils involved in this arrangement across 43 locations requiring a total of 54 assets, all of which are required to be commissioned and operating by June 2022.

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 10,000 tonnes of ferrous metal and just under 200 tonnes of ULABs was collected throughout the region during the year together with a further 116 tonnes of non-ferrous metal.

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. Six member councils participated in this arrangement which this year has seen 100% biosolids diverted from landfill.



Figure 8 Arkwood busy spreading nutrient rich biosolids onto farmland

Regional Sewer Relining

Councils undertake annual in-situ sewer relining works in order to maintain their sewer reticulation network and for the first time this year participating councils came together to deliver their programs under a collective procurement arrangement established by the FNQROC.

Over 25,000 linear metres of sewers were successfully relined across the region before the end of the financial year and cost benefit analysis has revealed savings both in terms of the actual cost of relining and further intangible benefits including significant time savings for council officers.

Contributing to the success of the arrangement was the appointment of a Program Coordinator, funded by the Queensland Water Alliance and FNQROC, which enabled several efficiencies and improved contract administration.

The regional collaboration also means that we now have a much better understanding of our relining activities and the challenges faced in maintaining the sewer network across our region. In addition, as a region we now have some consistent data and are better placed to leverage emerging technologies and investment.



Figure 9 – Relining solutions at work



Figure 10 - Works on sewers at night are sometimes required for high flow sewers to minimise disruption to residents

Regional Contract & Procurement Documentation

All FNQROC member councils now have access to a comprehensive suite of regionally consistent procurement and contract 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.

In conjunction with Helix Legal, FNQROC facilitated and delivered several training workshops this year with the content ranging from introductory sessions right through to the more complex contract provisions of the Works Construction contract suites. These sessions highlighted the sometimes-complex nature of both the procurement and contract administration functions within councils and identified areas where additional support or guidance would be beneficial. It has also been a useful tool in bringing council officers together to share some of the challenges and to exchange information and ideas.

The documents produced by Helix Legal for FNQROC form the basis of documents now being used by a third of all councils in Queensland with the potential for more. At the same time, the Local Buy Nex Gen procurement offering has now been adopted by seven FNQROC member councils, so not only are the procurement and contract documents consistent but so too is the platform being used to seek quotes and tenders from the market. This will potentially open lots of opportunities for councils to collaborate even more effectively in the future.

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.

The Procurement landscape is changing at a rapid rate and the procurement and contract documents and Local Buy Nex Gen are just examples of several initiatives underway that have the potential to influence the direction and focus of the procurement function within councils.

Some other examples include the impact of COVID and council's 'Buy Local' focus, the National Waste Policy and National Guidelines for Procurement and Reconciliation Action Plans. With this in mind, the Procurement Advisory Committee has identified that a

regional procurement strategy framework would help establish the direction of the procurement function within councils and help shape the specific activities that it is focused on.



Figure 11 - Specification Training. Regional Procurement Advisory Committee plus guests

Strategic Infrastructure Coordinator - Operational Report

FNQ Regional Roads 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)
- Local Government Association of Queensland (LGAQ)

Positions

Table 1 - FNQ RRTG Executive

RRTG Chair	Cr Peter Scott (CSC)
RRTG Deputy Chair	Cr Ross Andrews (YASC)
Technical Committee Chair	Justin Fisher (CCRC)
Technical Committee Deputy Chair	Les Morgan (ESC)
Technical Coordinator	Wendy Hughes (FNQROC)
RTAPT Representatives	Robbie Chow (LGAQ) Tanya Lindenberg (TMR)

Summary

In 2020-21 the TIDS budget was just under \$5.9M which included the annual ATSI TIDS

allocations for Wujal Wujal and Yarrabah Aboriginal Shire Councils. An additional funding amount of \$412,729 (a one-off accrual from a previous year's project) was added to the project in May 2021, taking the actual TIDS expenditure to \$6.2M.

The 2020-21 TIDS program was delivered successfully with 100 per cent of project funds expended against 31 projects. Two of these projects were selected for inclusion in the Roads and Transport Alliance Annual Progress Report: (1) Etheridge Shire Council's widening and sealing of Strathmore Road; and (2) Cook Shire Council's upgrade and sealing of Battlecamp Road.

To further improve the process for prioritising TIDS projects, the FNQ RRTG Technical Committee identified several updates to the Multi Criteria Analysis (MCA) used in the LRRS network Project Prioritisation Tool (PPT). The MCA amendments were endorsed by the FNQ RRTG Board in June. With 2021-22 and 2022-23 road project priorities already fixed, the updated MCA will inform regional road project priorities for 2023-24 and beyond.

Operational

Meetings

The FNQ RRTG Board met 4 times in Cairns in 2020-21 with any urgent action items managed between meetings via flying minute.

The FNQ RRTG TC met 7 times in 2020-21 at the following locations:

- Cairns (2)
- Cooktown (1)
- Mareeba (1)
- Port Douglas (1)
- Videoconference (2)

FNQ Regional Roads Investment Strategy

A major project for 2020-21 was the finalisation of the FNQ Regional Roads Investment Strategy (RRIS), which highlights

strategic needs for the regional road network in terms of its performance and condition. The strategy was endorsed by the FNQROC Board in June and identified that:

- \$522M is required to address immediate priority route deficiencies; and
- \$839M is required over the next 20 years to address structural and maintenance issues across the network (excluding the cost to address the structural deficiencies of Kuranda Range Road, Palmerston Highway and Mossman-Mt Molloy Roads).

The RRIS is available on the FNQROC website via the following link:

<https://www.fnqroc.qld.gov.au/files/media/original/005/1df/e6e/a94/FNQROC-Regional-Roads-Investment-Strategy.pdf>

Roads of Strategic Importance (ROSI) Planning

In March 2021, RRTG Committee members from Etheridge, Croydon and Carpentaria Shires travelled the road corridor from Cairns to the Northern Territory border together with the FNQ RRTG Technical Coordinator and FNQROC Executive Officer.

The corridor has been identified by the Department of Infrastructure, Transport, Regional Development and Communications as a Road of Strategic Importance (ROSI) and planning is currently underway to upgrade this important road network. To assist with network planning, the Department sought recommendations from both the FNQ RRTG and the NWQ RRTG on priority projects required to deliver improvements to freight movements, support regional growth (including tourism) and improve safety.

To assess the functionality of the corridor, the FNQ RRTG travelled from Cairns and went through to the Normanton Burketown Road

(as far as flooding would allow us on the Normanton Burketown Road). The road projects required to upgrade this important lifeline route were then identified and prioritised, with recommendations provided to the relevant State and Federal Departments for consideration in their planning.



Figure 12 ROSI Corridor

FNQ RRTG LRRS Network

No roads were added to the LRRS network in the 2020-21 Financial Year. The bi-annual review has been scheduled to take place in 2021-22.

Capability Agreement and Action Plan

As part of building resource capacity and skills for the region, future priorities for the FNQ RRTG include regional coordination of aerodrome and airstrip audits, regional coordination of aerodrome asset management plans, and a detailed review of the project prioritisation tool used to prepare the four year works program for TIDS.

Additional projects undertaken include:

- a. Secured \$13,500 through the Statewide Capability Development Fund (SCDF) to deliver Procurement and Construction Management workshops for participating councils (see procurement report).
- b. Supported the ongoing joint procurement for regional bitumen reseal for 4 councils (see procurement report).

Regional Water Alliance

Summary

In 2020-21 the core focus of the water alliance was delivery of the bi-annual Regional Drinking Water Quality Management Plan external audit program. Taking in 12 councils, the external audit was conducted against 2019 guidelines and no significant issues were identified.

To improve efficiencies and increase the skill base of the workforce the audit identified a number of potential initiatives for regional collaboration. These include standardised approaches to maintenance scheduling, development of a regional skills matrix to guide future training and mentoring, facilitated site famils and networking for operational staff, and additional joint procurement activities to facilitate water system maintenance. The alliance will investigate these initiatives in 2020-21 as potential projects to focus on.



Figure 13 Drinking Water Audits

In addition to the audit, the water alliance delivered a successful regional training program for water operators using a skills-hub model. With the support of funding through QWRAP, the program saw nine operators trained by Simmonds and Bristow in the Certificate III in Water Industry Operations (Treatment) during late 2020 and early 2021. The trainees came from Cairns, Cassowary,

Mareeba and Tablelands councils. Erin Burns, Team Leader HR Services from Cairns Regional Council was instrumental in coordinating the successful training hub in partnership with FNQROC.

Operational

The water alliance met 3 times in 2020-21 with all meetings held in Cairns. During the year, the following operational activities occurred:

1. Considered risk factors associated with cyber security in Drinking Water Quality Management Plans.
2. Supported the ongoing joint procurement for water chemicals servicing 11 councils (see procurement report).
3. Supported the ongoing joint procurement for removal and beneficial reuse of biosolids for 7 councils (see procurement report).
4. Supported the ongoing joint procurement for sewer relining for 4 councils (see procurement report).
5. Supported the ongoing joint procurement for sewer and manhole condition assessments for 2 councils (see procurement report).
6. In partnership with the waste management and materials recovery group, investigated the resource recovery implications of biosolids reuse for the purpose of regional procurement.

All reference documents relating to the regional water alliance are available on the FNQROC website.

Regional Waste Management and Materials Recovery

Summary

Throughout 2020-21 the waste management and materials recovery (WMMR) group focused on interrogating the rapidly changing national and state government policies related to the sector (such as the Queensland waste levy and single use plastics ban) and the implications of these policies for councils.

The new policies set the direction for waste management and resource recovery activities up to 2050 and in Queensland, outline a vision for a zero-waste society where waste is avoided, reused and recycled to the greatest extent possible.

To accommodate the demands this will now place on councils, in June 2021 the FNQROC Board endorsed the progression of a Regional Strategic Waste and Materials Recovery Framework as a priority project. The aim of the Framework is to prepare the region for an economy that prioritises materials recovery over landfill.



Figure 14 FNQROC Board approves WMMR Framework

To deliver on the project, and ensure there are genuine opportunities for regional alignment, the project will be driven by a Strategic Waste and Materials Recovery Framework Advisory Group.

The Advisory Group Chair is Cr Angela Toppin, Mayor of Mareeba Shire Council and FNQROC Deputy Chair. Through the Chair, the Advisory Group will make formal recommendations to the FNQROC Board on the future direction of waste management and materials recovery initiatives for the region.

The WMMR Advisory Group met for the first time in July 2021 and consists of elected officials and senior managers from 11 councils. Representatives from Queensland Treasury Corporation, Department of Environment and Science and the Local Government Association of Queensland also participate as specialist advisors.



Figure 15 1st WMMR Advisory Meeting

Additional background on the need for the Regional Strategic Waste and Materials Recovery Framework is available on the FNQROC website.

Operational

The waste management and materials recovery group met 4 times in 2020-21 with all meetings held in Cairns. During the year, the following operational activities occurred:

1. Mareeba Shire Council, Cassowary Coast Regional Council and Carpentaria Shire Council collaborated on the delivery of an Illegal Dumping

compliance program valued at \$369,550. Funded by the Department of Environment and Science the program was initiated to combat a potential increase in illegal dumping following the State's introduction of a waste levy in 2019. The program is ongoing until October 2021.

2. Supported the ongoing joint procurement for collection and disposal of ferrous metals and used lead acid batteries servicing 11 councils (see procurement report).
3. Working in partnership with the regional water alliance and procurement teams, reviewed the feasibility of potential re-use opportunities for biosolids to inform the regional re-tendering process.
4. Maintained communication with the broader Local Authorities Waste Management Advisory Group (LAWMAC) which incorporates 30 councils from regional Queensland.

Natural Asset Management and Sustainability Coordinator

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 change. 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](#).

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*, *Vegetation Management 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.

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.

Key Activities

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 2020-21 was to begin implementation of 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.

In this reporting period we have seen the completion of research in this region into the management of weedy high biomass (BIG) grasses on roadsides in a regionally delivered project between Cook Shire Council, CSIRO, Biosecurity Queensland and FNQROC. The results of the research will be compiled into short and sharp management recommendations for councils and other road managers.



Figure 16 Big Grassy weeds are a big management issue for Councils. Recent research undertaken in the region will add some more tools to the toolbox for addressing the issue on roadsides.



FNQROC Natural Assets Stewardship Accord and Report Cards

Following on from the adoption the Accord in October 2019 the annual local Natural Asset and Animal Management Report Card being rolled out for the third series this year. The report card provides 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. In the 2020-21 reporting period we will be delivering a regional snapshot which is a compilation of the local report cards. In the coming years the report cards will be used to aid councils set targets for animal management and the protection and management of our natural assets.

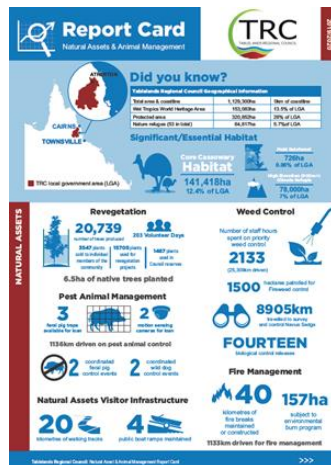


Figure 17 - The regional report cards provide council-specific snapshots in a universal format to allow for scaling up into a regional report back on accomplishments and investment in natural assets and animal management each year

Tramp Ants – Yellow Crazy Ants and Electric Ants

The WTMA led Yellow Crazy Ant Eradication Program (YCAEP) continues to receive support from councils 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. Annual taskforce operations recommenced this year (after being disrupted by COVID) with support from councils and FNQROC. The program has been

successful in driving down numbers and eradicating infestations of the YCA to the point that eradication from the region is deemed achievable. The program is seeking continuing funds from the State and Federal Governments.

Sustainability Overview

Climate Adaptation, Transition and Mitigation

During 2020/21 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). In a region-wide habitat protection project working with the Regional Planners Group (detailed below) the role of Littoral Rainforest (rainforests by the sea) in coastal hazard adaptation was explored; this work is complimentary to the CHAS projects most coastal councils have completed or are finalising in the region.

FNQROC, Cairns, Mareeba and Tablelands were also successful in securing pilot projects under Queensland Climate Resilient Councils Program which will both aid to accelerate and coordinate the response to climate change across councils, partners and communities. This will be a significant piece of work in the 21-22 f.y. and will set the foundations for collaborative action to tackle the challenge climate change head-on. With the Intergovernmental Panel on Climate Change (IPCC) set to release the 6th Assessment Report (AR6) in August/September 2021 these new projects and those already in train will be able to make the most of the latest science and projections for emissions and warming.

Habitat protection

FNQROC has been collaborating with Terrain NRM in the Federal Governments National Landcare Program 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.

Partnering with Cassowary Coast and Hinchinbrook FNQROC worked with CSIRO to map and describe the unique Littoral Rainforest vegetation on Garden Island (CCRC) and Pelorus Island (HSC). The work will assist to inform councils reserve management plans for these unique island environments.



Figure 18 - Littoral rainforests like this example on Pelorus Island are a unique feature of many coastlines in the Far North. They are vulnerable to sea-level rise and development but also provide a first line of defence against storm surge and extreme weather

In an additional project Terrain and FNQROC partnered with local planning consultants to investigate the role of local governments in the preservation and recovery of threatened species and ecological communities. The work undertaken is case specific to both the Wet Tropics region and our councils. The final report will provide a range of appropriately scaled recommendations and options for opportunities and initiatives to protect some of the region's unique natural assets (and bona fide money spinners) into the future.

The project has consulted widely with FNQROC Planners and Natural Asset Management technical committees, Traditional Owners and recovery teams (for Cassowary, Mabi forest and littoral rainforest).

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. This reporting period marked the first revision of the invasive (aquatic) weeds indicator which occurs every 4 years. The weeds indicator showed solid improvement in the Mossman catchment and others on the aquatic weeds front; but also tracked an alarming rapid spread of Amazon frogbit down the Barron River from 2016 to 2020. The weed is thought to have been dumped with aquarium contents in tributaries of the Barron near Mareeba.



Figure 19 - Amazon Frogbit infestation in Granite Creek (Mareeba). Photo by Barbara Waterhouse, NAQS

Audited Financial Statements 2020/21

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

FINANCIAL STATEMENTS
FOR THE YEAR ENDED
30 JUNE 2021

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**STATEMENT OF PROFIT AND LOSS AND OTHER COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2021**

	2021 \$	2020 \$
CONTINUING OPERATIONS		
REVENUE		
Annual administration contributions	495,867	486,364
Projects - Regional infrastructure projects	288,376	274,950
Regional procurement group	153,769	178,978
Short term projects	197,788	14,288
Miscellaneous revenue	63,440	3,734
Interest income	1,364	1,524
TOTAL REVENUE	1,200,604	959,838
EXPENSES		
Annual administration expenses	333,202	357,336
Projects - Regional natural assets management	136,986	127,680
Regional infrastructure projects	121,540	131,344
Regional planning/economic development	62,178	49,064
Regional procurement group	258,655	216,740
Regional asset group	3,073	2,942
Minor projects	219,180	145,386
TOTAL EXPENSES	1,134,814	1,030,492
OPERATING PROFIT	65,790	(70,654)
Profit before tax from continuing operations	65,790	(70,654)
Profit for the year from continuing operations	65,790	(70,654)
PROFIT FOR THE YEAR	65,790	(70,654)
TOTAL COMPREHENSIVE INCOME FOR THE YEAR	65,790	(70,654)

The accompanying notes form part of this financial statement.

STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2021

	Notes	2021 \$	2020 \$
ASSETS			
CURRENT ASSETS			
Cash and cash equivalents	4	1,503,920	1,461,596
Trade and other receivables	5	103,330	8,511
TOTAL CURRENT ASSETS		<u>1,607,250</u>	<u>1,470,107</u>
TOTAL ASSETS		<u>1,607,250</u>	<u>1,470,107</u>
LIABILITIES			
CURRENT LIABILITIES			
Trade and other payables	6	204,235	133,708
Provision for long service leave		16,133	8,831
TOTAL CURRENT LIABILITIES		<u>220,368</u>	<u>142,539</u>
NON-CURRENT LIABILITIES			
Trade and other payables	6	0	3,456
Provision for long service leave		100,434	103,454
TOTAL NON-CURRENT LIABILITIES		<u>100,434</u>	<u>106,910</u>
TOTAL LIABILITIES		<u>320,802</u>	<u>249,449</u>
NET ASSETS		<u>1,286,448</u>	<u>1,220,658</u>
EQUITY			
Retained surplus		1,286,448	1,220,658
TOTAL EQUITY		<u>1,286,448</u>	<u>1,220,658</u>

The accompanying notes form part of this financial statement.

**STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 30 JUNE 2021**

	Notes	2021 \$	2020 \$
Balance as at 1 July		1,220,658	1,291,312
Profit for the year		65,790	(70,654)
BALANCE AS AT 30 JUNE		<u>1,286,448</u>	<u>1,220,658</u>

The accompanying notes form part of this financial statement.

**STATEMENT OF CASH FLOWS
AS AT 30 JUNE 2021**

	Notes	2021 \$	2020 \$
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts from customers		1,222,981	1,023,573
Payments to suppliers and employees		(1,182,021)	(1,038,387)
Interest received		1,364	1,524
NET CASH PROVIDED BY OPERATING ACTIVITIES	7	42,324	(13,290)
NET INCREASE/(DECREASE) IN CASH HELD		42,324	(13,290)
Cash and cash equivalents at the beginning of the financial year		1,461,596	1,474,886
CASH AND CASH EQUIVALENTS AT THE END OF THE FINANCIAL YEAR	4	1,503,920	1,461,596

The accompanying notes form part of this financial statement.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2021**

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 2021 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 2021**

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 2021**

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 measured 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 2021**

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 2021**

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.

	2021	2020
	\$	\$
4. CASH AND CASH EQUIVALENTS AT THE END OF THE FINANCIAL YEAR		
Cash at bank	1,503,920	1,461,596
	1,503,920	1,461,596
5. TRADE AND OTHER RECEIVABLES		
Trade receivables	103,290	766
GST refunds	0	7,705
Accrued income	40	40
	103,330	8,511
6. TRADE AND OTHER PAYABLES		
Current		
Credit card liability	12,544	1,925
Trade creditors	118,378	0
GST payable	14,409	0
Accrued expenses	6,000	9,279
Payroll Liabilities	7,025	67,383
Annual leave payable	45,879	55,121
	204,235	133,708
Non-current		
Annual leave payable	0	3,456
	0	3,456

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2021**

7. STATEMENT OF CASH FLOWS

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

	2021	2020
	\$	\$
Profit / (Loss) before tax	65,790	(70,654)
Changes in assets and liabilities:		
(Increase)/decrease in trade and other receivables	(94,819)	63,786
Increase/(decrease) in creditors and accrued expenses	67,071	(23,547)
Increase/(decrease) in provisions	4,282	17,125
NET CASH PROVIDED BY OPERATING ACTIVITIES	42,324	(13,290)

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	45,879	55,121
Provision for long service leave	16,133	8,831
	62,012	63,952

Non-current

Annual leave payable	0	3,456
Provision for long service leave	100,434	103,454
	100,434	106,910

Included in Statement of Comprehensive Income

Salaries and wages expenses	635,865	603,348
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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 2021 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 M Kerr (Chairperson)

D Irvine (Secretary and Executive Officer)

Dated :

INDEPEPENDING AUDIT REPORT

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF THE FAR NORTH QUEENSLAND REGIONAL ORGANISATION OF COUNCILS

Opinion

We have audited the accompanying financial report, being a special purpose financial report, of Far North Queensland Regional Organisation of Councils, which comprises the statement of financial position as at 30 June 2021, the statement of comprehensive income and statement of cash flows for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information, and the Board's Certification of the financial report.

In our opinion, the financial report presents fairly, in all material respects, the financial position of Far North Queensland Regional Organisation of Councils as at 30 June 2021, and its financial performance and its cash flows for the year then ended in accordance with the accounting policies described in Note 2 to the financial statements.

Basis for opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial report* section of our report. We are independent of the Far North Regional Organisation of Councils in accordance with the auditor independence requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the "Code") that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of matter - Basis of Accounting

Without modifying our opinion, we draw attention to Note 2 to the financial report, which describes the basis of accounting. The financial report has been prepared to assist Far North Queensland Regional Organisation of Councils to meet the requirements of members. As a result, the financial report may not be suitable for another purpose.

building strong futures

Board's Responsibility for the Financial Report

The board of Far North Queensland Regional Organisation of Councils are responsible for the preparation and fair presentation of the financial report, and have determined that the basis of preparation described in Note 2, is appropriate to meet the requirements of the entity and is appropriate to meet the needs of the members. The boards' responsibility also includes such internal control as the board determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the directors are responsible for assessing the entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the entity's or to cease operations, or have no realistic alternative but to do so.

The directors are responsible for overseeing the entity's financial reporting process.

Auditor's Responsibility

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with Australian Auditing Standards, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern.

building strong futures

- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit



Shaun Donaldson
Registered Company Auditor
Cairns, Qld
Dated 23 September 2021

building strong futures

A Snapshot of the Mayoral Delegation Visits



Figure 20 - Local State Members



Figure 21 - Ms Ros Bates MP, Shadow Minister for Health & Ambulance Services and Women



Figure 22 - Hon Mark Bailey MP, Minister for Transport and Main Roads



Figure 23 - Mr Michael Hart MP, Shadow Minister for Housing and Public Works, Energy, Innovation and Digital Economy



Figure 24 - Hon Stirling Hinchliffe MP, Minister for Local Government, Racing and Multicultural Affairs



Figure 25 - Mr Robby Katter MP, Member for Traeger



Figure 26 - Hon Craig Crawford MP, Minister for ATSI Partnerships and Fire and Emergency and Member for Barron River



Figure 27 - Ms Fiona Simpson MP, Shadow Minister for Employment & Small business and Training & Skills Development and Mr David Crisafulli, Shadow Minister for Tourism & Environment, Science and GBR



Figure 28 - Hon Cameron Dick MP, Treasurer and Minister for Infrastructure & Planning



Figure 29 - Ms Deb Frecklington MP, Leader of the Opposition, Mr Tim Mander MP, Shadow Treasurer and Mr Steve Minnikin MP, Shadow Minister for Transport & Main Roads



Figure 30 - Hon Mark Furer MP, Minister for Agriculture Industry Development and Fisheries



Figure 31 - Dr Christian Rowan MP, Shadow Minister for ATSI Partnerships, Communities, Disability Services & Seniors & Arts



Figure 32 - Hon Glenn Butcher MP, Minister for Regional Development & Manufacture



Figure 33 - Mr Dale Last MP, Shadow Minister for NQ and Natural Resources, Mines and Water



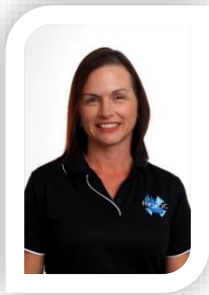
Figure 34 - Hon Mick de Brenni MP, Minister for Housing & Public Works, Digital Technology & Sport

FNQROC Team Contact Information



Far North Queensland Regional Organisation of Councils
PO Box 359, CAIRNS QLD 4870
P: 07 4044 3343
W: www.fnqroc.qld.gov.au

Darlene Irvine
Executive Officer



P: 07 4044 3038
E: d.irvine@fnqroc.qld.gov.au

Paula Power
Executive Support



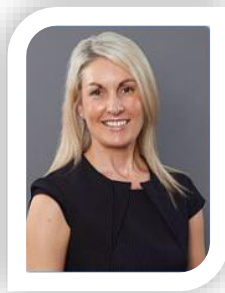
P: 07 4044 3343
E: p.power@fnqroc.qld.gov.au

Travis Sydes
Natural Asset Management
& Sustainability Coordinator



P: 0448 852 732
E: t.sydes@fnqroc.qld.gov.au

Wendy Hughes
Strategic Infrastructure
Coordinator



P: 07 4044 3684
E: w.hughes@fnqroc.qld.gov.au

Amanda Hancock
Procurement Coordinator



P: 07 4044 3021
E: a.hancock@fnqroc.qld.gov.au

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
CCRC	Cassowary Coast Regional Council
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
HSC	Hinchinbrook Shire Council
IPCC	Intergovernmental Panel on Climate Change
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
NAQS	Northern Australia Quarantine Strategy
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