

Tablelands Regional Council



Annual Report

2018-19

Tablelands Regional Council acknowledges the Traditional Custodians of the Tablelands region and recognise their continuing connection to country. We pay respect to Elders past, present and future.





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Introduction

This Annual Report is for the financial year 1 July 2018 to 30 June 2019. It describes the achievements of Council in providing services to the Tablelands communities and shows our progress in delivering the actions in our Corporate and Operational Plans, along with statutory and financial reporting requirements. It is the culmination of regular reporting to the community and stakeholders throughout the year.

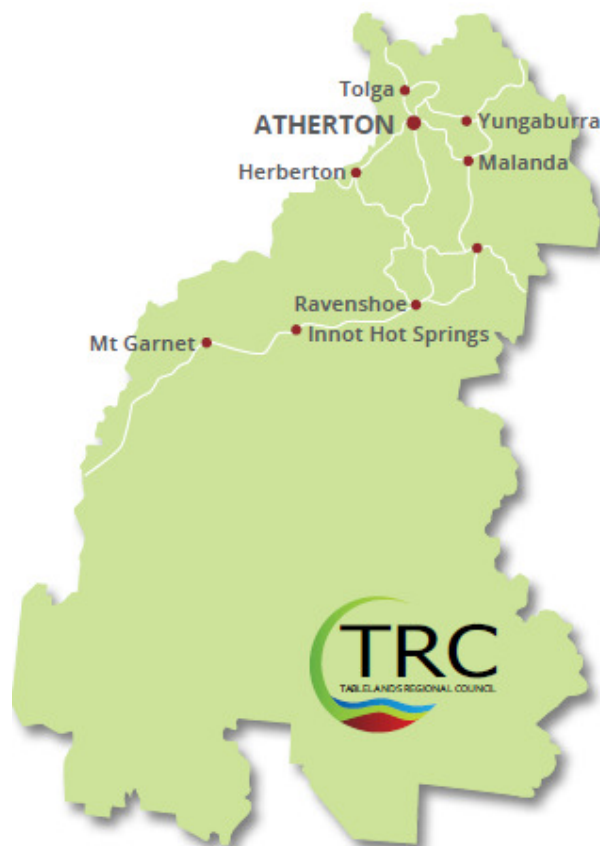
The 2017-2021 Corporate Plan provided the focus and direction for Council over the 12 month period to 30 June 2019.

Tablelands Regional Council is a forward thinking, progressive and inclusive organisation, delivering a range of services and programs for our community. We have a highly skilled workforce who provide innovative solutions to problems. We seek and recruit people who are passionate about the region, work well in a team environment and have the skills and abilities to produce quality outcomes.

The Tablelands Region

The Tablelands Regional Council Local Government Area is located in Far North Queensland, about 100 kilometres south-west of Cairns and an expanding international airport. The considerable range in elevation, rainfall and soil types produce an incredibly diverse and beautiful region encompassing World Heritage rainforests, crater lakes, dry savannah, wetlands, tropical waterfalls and unique birdlife and wildlife. The Tablelands region is perfectly positioned as the food bowl of the tropics and is an ideal outdoor recreation destination.

Offering a relaxed lifestyle with the advantages of a major city one hour away by road, people live here for the tropical climate, rural landscapes, natural environment, small country town atmosphere, strong sense of community and as a great place to raise children (Tablelands Community Plan 2021).



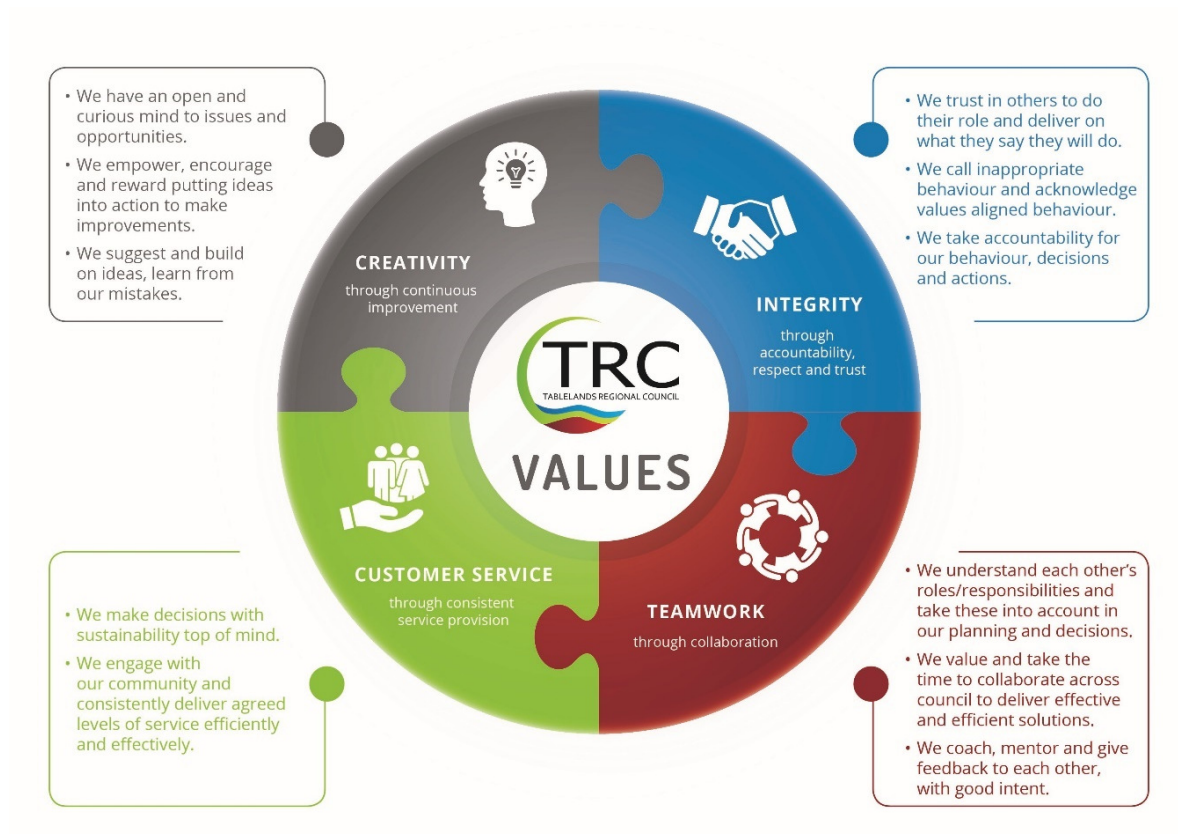
Our Vision

The Tablelands is a region where we prosper and enjoy an enviable lifestyle within a pristine environment, realising our full potential in smart, connected rural communities.

Our Mission

To do all within our power to serve the citizens of the Tablelands, to leverage smart technologies, support growth, provide sustainable infrastructure and enviable lifestyles.

Our Values



Mayor's Report

As I present the Annual Report for 2018-19, covering the last full financial year which we will deliver as elected members, I reflect on the year that was, and our term that will draw to a close in March 2020. I am most proud of the way we have worked as a collaborative team to oversee the good governance and strategic direction of the Tablelands Regional Council.

The report recognises the significant progress made towards achieving our strategic goals under the priority areas of strong economies, vibrant communities, smart centres and planning towards Council 2050.



We have placed an emphasis on community engagement with the introduction of Shaping our Tablelands, an online engagement tool to capture community sentiment on a range of projects at a time and place that suits residents. Our decision making has been influenced by community views on the development of a Youth Strategic Plan, local laws review, reimagining community facilities, review of divisional boundaries, Mary Street upgrade, Biosecurity Plan development, Tourism and Community Signage Strategy development, town clocks, Transport Strategy development and aspirations for the Malanda Town Centre Concept Master Plan.

Our support for community events and commemorations help create inclusion and social cohesion. We had great turnouts to Australia Day Awards, VP Day, Small Business Week, Business Excellence Awards, NAIDOC Week flag raising ceremony, Atherton and Malanda Shows, Seniors Week morning tea, Atherton Maize Festival, Torimba Festival, Yungaburra Triathlon, Anzac Day and Neighbour Day barbeques across the region.

Advocacy efforts to improve our water infrastructure to reduce the duration and impact of boil water notices has taken priority. We listened to our community who attended meetings to learn about our complex water supply network. We understand that the community wants transparency about our testing regime, results and regulations. Securing funding support to deliver over \$8.3M towards the Water Quality Improvement Plan including extending pipelines and augmenting bore water supplies is a highlight.

Our advocacy efforts focussed on proactive representation to State and Federal Government Ministers and Shadow Ministers through delegations to Canberra and Brisbane to progress our priority projects for the region. Key emphasis was placed on:

- Funding to deliver a detailed business case for the Tablelands Irrigation Project
- Upgrades to the Kuranda Range Road and Palmerston Highway
- Support for revitalisation of Atherton Town Centre (Priors Creek project)
- Increasing Financial Assistance Grants to at least 1% of total Commonwealth revenue
- Investment in aged care housing
- Expanding and promoting Atherton Forest Mountain Bike Park
- Developing a detailed business case for allied health and medical services
- Investigating expansion of Atherton Hospital
- Improving water supply for agriculture including raising Tinaroo dam wall and North Johnstone diversion, and water infrastructure for residents

The addition of Cr Dave Bilney as an elected member, replacing Cr Anthony Ball has enhanced the skill set of our Council.

I acknowledge the work and strategic oversight provided by the CEO, management team, staff and volunteers.

I thank Councillors for their integrity and determination when addressing issues to enable the organisation to deliver high quality services and outcomes for the communities we serve.

Mayor Joe Paronella

CEO Message

The achievements summarised in this Annual Report are testimony to the Councillors for their vision, and the entire Council workforce for their dedication and enthusiasm.

Our people are the key foundations for a high functioning organisation and we have invested significant time in developing our leadership capability and desired organisational culture. Our values now align with our staff's expectations, we have continued to provide additional employment opportunities through traineeships and apprenticeships, and Councillors and managers gained important clarification on roles and responsibilities through Australian Institute of Company Directors training

Achieving our Certified Agreement with no industrial actions or issues was an important milestone, as well as implementing and achieving the desired outcomes in our Reconciliation Action Plan.

Process improvements include:

- Commencement of system modernisation to bring our financial, records and ICT systems up-to-date
- Simplified procurement processes including tendering resulting in more outcomes at reduced expense
- Endorsement of register of pre-qualified occasional plant hire suppliers
- Preparation for implementation of State Government waste levy
- Review of Council policies including rescinding outdated legacy policies and updating others to ensure contemporary practices guide delivery of services
- Launched Shaping our Tablelands on-line community engagement portal
- Achieved quality accreditation for roads and transport services
- Adopted Model Code of Conduct for Councillors, Councillor Interaction with Organisation Policy, Travel and Accommodation Policy, and Complaints Policy

Securing over \$13M funding for projects, delivering 91% of our capital works program (\$28.73M) including additional Works for Queensland funded projects, and continuing to deliver services despite significant impacts to infrastructure and systems caused by hail damage is testament to our workforce.



The addition of Hilary Jackson, General Manager Organisational Services to the Executive Leadership Team has helped us deliver many corporate priorities and significant change initiatives in addition to core business activities across the organisation.

Strategic and long-term planning progress this financial year has included:

- Updated Sport and Recreation Plan
- Ravenshoe Town Centre Master Plan
- Youth Strategic Plan
- Recreational Vehicle Strategy
- Investigative report on management and maintenance of 91 bridges and 101 major culverts
- Business confidence survey
- Visitor Information Centre review
- Open Space Strategy
- Feasibility study for a sustainable solution for the Ravenshoe, Cassowary, Bellview and Millstream water supply schemes
- Preliminary Business Case for Tablelands Irrigation Project
- Atherton Allied Health and Medical Services Precinct Strategic Assessment of Service Requirements
- Commenced Water Business Strategy, Road and Transport Strategy, Community Facilities Strategy, and Malanda Town Centre Concept Master Plan

I would like to take this opportunity to thank every member of the TRC family; our Elected Members, our staff and volunteers for their contributions and dedication in providing a wide range of services to our community and those who visit our region.

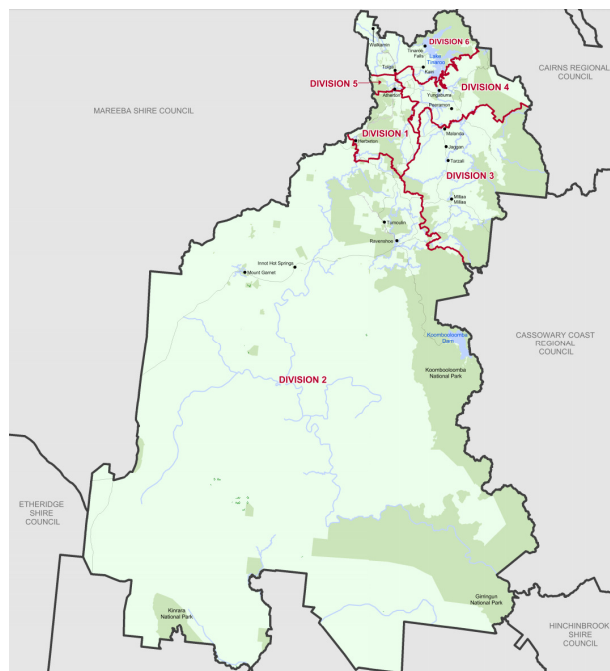
CEO Justin Commons

Councillors

As at 30 June 2019



Cr Dave Bilney (Division 3), **Cr Samantha Banks** (Division 4), **Cr Kate Eden** (Division 1), **Mayor Joe Paronella**, **Deputy Mayor Katrina Mellick** (Division 5), **Cr Annette Haydon** (Division 2) and **Cr Owen Byrnes** (Division 6)

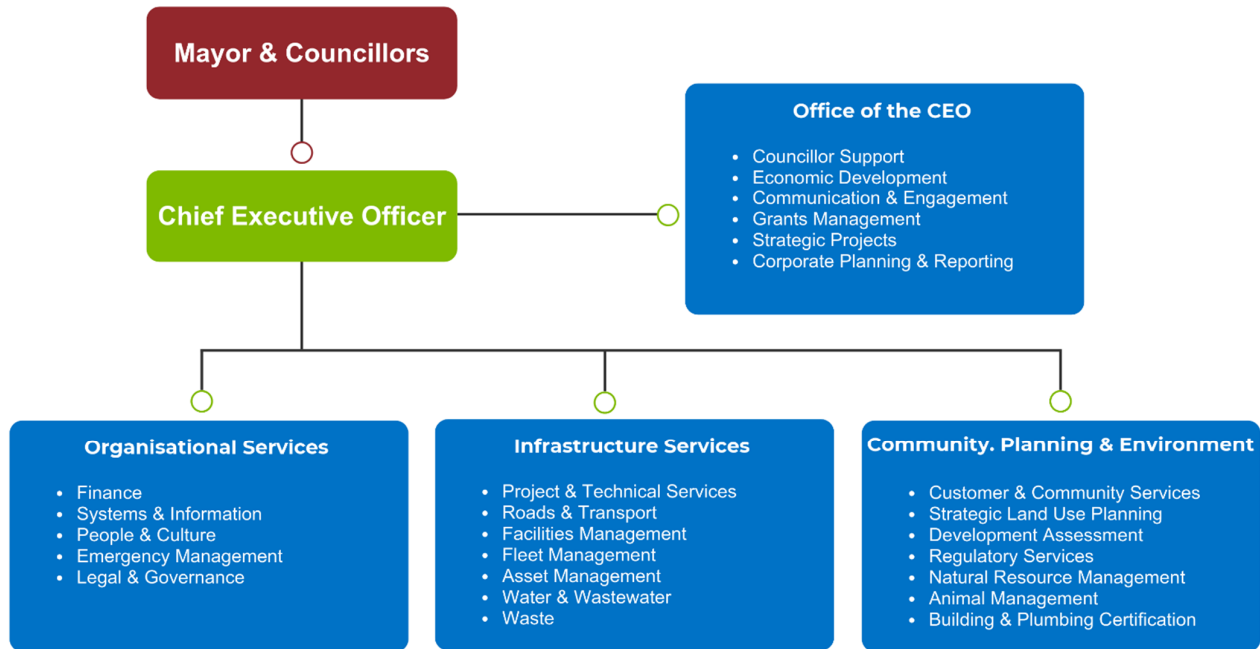


Executive Leadership Team

As at 30 June 2019



Mark Vis General Manager Infrastructure Services, Chief Executive Officer Justin Commons, General Manager Organisational Services, Hilary Jackson, and General Manager Community, Planning and Environment Bob Owen



Employees

STAFF NUMBERS as at 30 June 2019

Some staff have a casual number in addition to permanent/apprentice/trainee/temporary employment

	Full Time Equivalent	Number
Permanent Full Time	237.55	257
Permanent Part Time	21.52	40
Apprentices/Trainees	11	11
Casuals	8.38	50
Temporary Full Time*	13	20
Temporary Part Time	2.34	8
Total Employees	293.79	386

*Includes Manager and Senior Executive contracts

RECRUITMENT OVER THE YEAR

Department	Number
Office of CEO	2
Organisational Services	8
Infrastructure Services	38
Community, Planning & Environment	15
Total Recruitment	63

DEPARTURES OVER THE YEAR

Department	Number
Office of CEO	3
Organisational Services	7
Infrastructure Services	19
Community, Planning & Environment	9
Total Departures	38

EMPLOYEE TURNOVER 12%

GENDER BALANCE

Department	Female	Male
Office of CEO	70%	30%
Organisational Services	64%	36%
Infrastructure Services	10%	90%
Community, Planning & Environment	77%	23%
Total	44%	56%

REMUNERATION PACKAGES SENIOR CONTRACT EMPLOYEES

Under section 201 of the *Local Government Act 2009* Council is required to report the total number of remuneration packages that are payable to the senior management and the number of employees in senior management who are paid each band of remuneration (in increments of \$100,000). For the 2018-19 financial year, the total remuneration packages paid to Council's senior management amounted to \$1,047,648.01.

The following table provides details of the remuneration bands applicable.

Remuneration Range	Number
\$150,000 - \$250,000	3
\$250,000 - \$350,000	1
Total of all remuneration packages*	\$1,047,648

*Remuneration packages consist of salary and superannuation. Compensation for use of personal vehicle for work purposes is included in the salary component of the package.



Community Financial Report

S184 LGR

The Community Financial Report aims to simplify Council's official Financial Statements by providing a visual representation of our financial performance for the period 1 July 2018 to 30 June 2019. Each report in Council's Financial Statement provides information on a specific aspect of our performance. Collectively the statements provide a detailed profile on the financial performance and health of Council.

This Community Financial Report consists of the following five key statements or elements:

- Statement of Comprehensive Income
- Statement of Financial Position
- Statement of Changes in Equity
- Statement of Cash Flows
- Current Year Financial Sustainability Statement
- Long Term Financial Sustainability Statement

Significant achievements include:

- Achievement of a reduced deficit position of \$988k compared to adopted budget deficit expectations of \$2.99 million
- A total expenditure of \$28.73 million on capital works projects
- Continuing to meet financial sustainability targets

Statement of Comprehensive Income

The Statement of Comprehensive Income measures how Council performed in relation to income and expenses during the financial year. This statement illustrates how money received from Council operations is spent.

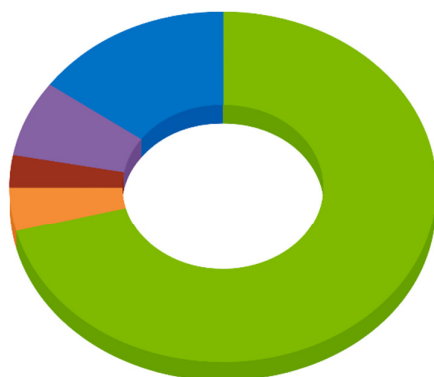
Revenue Sources

In 2018-19 Council received \$58.05 million in operating revenue and \$11.69 million in capital revenue. The significant contributors to the revenue stream include:

Revenue Stream	\$ Millions
Rates, levies and charges	41.16
Grants, subsidies, contributions and donations	8.59
Sales revenue	2.77
Fees and charges	2.54
Interest revenue	1.4
Rental income	1.5
Other income	0.09
Total Revenue	\$58.05

In 2018-19 our total revenue increased slightly by \$167K, due mainly to an increase in grant and subsidy revenue supporting operational projects.

Sources of Revenue



● Rates, levies and charges 71% ● Fees and charges 4%
● Interest 3% ● Sales and rental income 7% ● Grants and other 15%

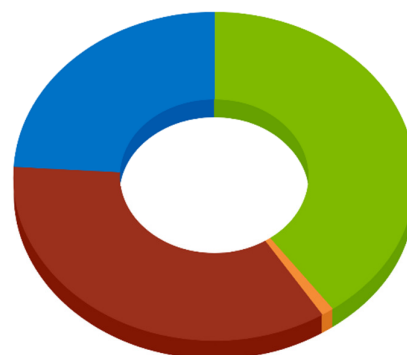
Rates, levies and charges continue to be the major source of income making up 71% of Council's income for the financial year. Council endeavours to maximise its revenue from sources other than rates by actively pursuing grants and subsidies from State and Federal Government, seeking contributions from developers and exploring other revenue opportunities.

Expenditure

Council incurs both operating and capital expenditure in the provision of services to our community. Expenditure items include:

Expenditure Items	\$ Millions
Employee costs	23.9
Materials and services	19.72
Depreciation and amortisation	13.88
Finance and other costs	1.54
Total Expenditure	\$59.04

Day-to-day Expenditure



● Employee benefits 40% ● Finance and other costs 1%
● Materials and services 35% ● Depreciation 24%

During 2018-19 our operational expenditure increased by \$1.9 million, primarily related to depreciation and amortisation expenses relating to Council's assets.

Statement of Financial Position

The Statement of Financial Position measures what we own (our assets) and what we owe (our debts), resulting in our net worth at the end of the financial year.

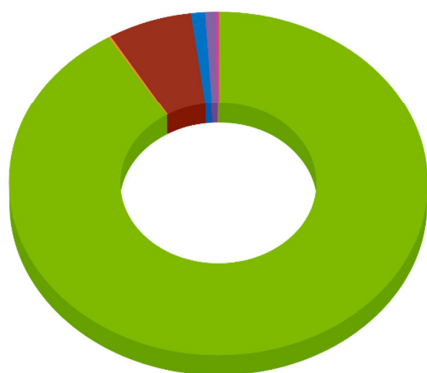
Assets

The major components of our assets include:

Assets	\$ Millions
Property, plant and equipment	549.95
Cash and cash investments	39.08
Term deposits	5
Trade and other receivables	6.58

During the year, our assets increased in value by \$11.69 million or 2%.

Assets 2018-19



● Property, plant and equipment 91.27%
 ● Inventories 0.18%
● Cash and cash equivalents 6.49%
 ● Trade and other receivables 1.0%
● Investments 0.83%
 ● Intangible assets 0.14%

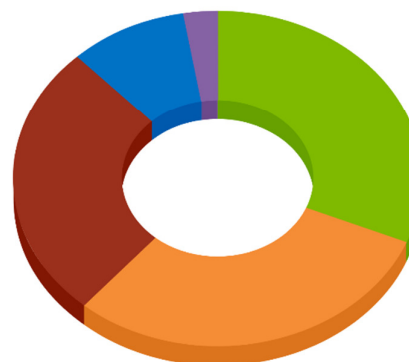
Liabilities

The major components of our liabilities include:

Liabilities	\$ Millions
Trade and other payables	7.92
Loans	6.75
Employee leave entitlements	2.36
Provision to restore Council's quarries and landfills	7.61

During the year, our liabilities increased by \$1.4 million or 6%.

Liabilities 2018-19



● Trade liabilities 31.28%
 ● Property restoration 30.07%
● Borrowings 26.66%
 ● Employee leave entitlements 9.33%
● Other liabilities 2.66%

Our Net Worth

	2016-17 \$ Millions	2017-18 \$ Millions	2018-19 \$ Millions
Assets	574,656	590,882	602,577
Liabilities	25,529	23,902	25,331
Community Equity (balance)	549,127	566,980	577,246

Our Debt

Like many other Local Government Authorities across Queensland, Tablelands Regional Council utilises loan borrowings to fund the construction of infrastructure to service the needs of our community. Our debt policy is based on sound financial management practices. We achieved a Net Financial Liabilities Ratio of -45.54% which indicates that Council have current assets that exceed total liabilities.

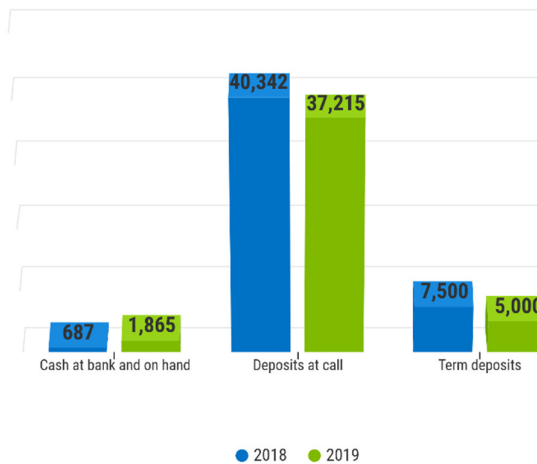
Statement of Changes in Equity

The Statement of Changes in Equity shows the overall change in Council's net wealth over the year. In the 2018-19 financial year, our net worth decreased by \$433K, mainly as a result of a decrease in the asset revaluation reserve and a decrease in the rehabilitation reserve. The community equity consists of an asset revaluation reserve of \$131.3 million and retained surpluses of \$445.8 million.

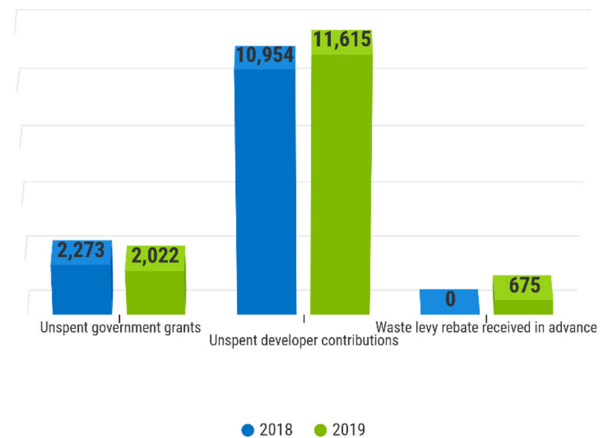
Statement of Cash Flows

The Statement of Cash Flows shows where Council's cash came from and how it was spent throughout the year. It differs from the earlier reports as non-cash items such as depreciation and donated assets are excluded. The closing balance reflects how much cash Council had at year end. Restrictions are held over cash that has been received for a specific purpose, for example developer contributions and grant funding received. Council has also imposed internal restrictions over cash.

Cash and cash equivalents ('000)



Externally imposed restrictions on cash ('000)



Financial Sustainability Ratios

The Financial Sustainability Statement and the associated measures (ratios) provide evidence of Council's ability to continue operating and provide an acceptable level of service and infrastructure to the community into the future. Council's performance at 30 June 2019 against key financial ratios are:

Ratio	Target	Result
Operating surplus	Between 0 and 10%	-0.50%
Asset sustainability	Greater than 90%	140.07%
Net financial liabilities	Less than 60%	-45.54%

The asset sustainability ratio measures our ability to maintain infrastructure capital over the long-term, while the operating surplus and net financial liabilities ratios measure our ability to maintain financial capital over the long-term. While the operating surplus ratio is slightly under target for this financial year, the remaining results achieved in the current year are all within the targets as set by the State Government for financial sustainability.

Financial Sustainability Measures	2018/19 %	2019/20 %	2020/21 %	2021/22 %	2022/23 %	2023/24 %	2024/25 %	2025/26 %	2026/27 %	2027/28 %
Operating surplus ratio (Note 1) (Benchmark 0% - 10%)	-0.5	-3.45	-3.38	-2.08	-1.4	0.34	1.43	2.16	3.31	2.29
Asset sustainability ratio (Note 2) (Benchmark > 90%)	140.07	102.15	107.8	98.32	95.75	120.43	108.24	90.74	79.09	77.86
Net financial liabilities ratio (Note 3) (Benchmark < 60%)	-45.54	-36.78	-33.01	-27.72	-20.89	-12.31	-10.74	-13.45	-17.33	-22.44

Outside benchmark range

Notes:

1. Calculated by net result (excluding capital items) divided by total operating revenue (excluding capital items). Measures operating performance.

2. Calculated by capital expenditure on the replacement of assets (renewals) divided by depreciation expense. Measures the extent to which the infrastructure assets are being replaced as they reach the end of their useful lives.

3. Calculated by total liabilities less current assets divided by total operating revenue (excluding capital items). Measures the extent to which the net financial liabilities can be serviced by operating revenue.



Corporate Plan Progress

S190.1a and b LGR

The 2017-2021 Corporate Plan provided the focus and direction for Council over the 12 month period to 30 June 2019. The 2018-2019 Operational Plan focussed on the delivery of the long-term strategies in the current Corporate Plan.

Council continued to make strong progress towards the delivery of key priority areas of strong economies, vibrant communities, smart centres and planning towards Council 2050.

Strong Economies

1.1 Drive local economic development

- Implemented Economic Development Strategy
- Nurtured relationships and partnerships with key stakeholders including business and industry groups, FNQROC network, Trade & Investment Qld, Regional Development Australia FNQ & TSI, Rural Economies Centre of Excellence, Startup & Innovation Tablelands, IgniteFNQ, relevant State departments and local business operators to deliver workshops, events and advocacy
- Provided Tablelands economic and social data online
- Delivered Small Business Week seminar series across 10 locations with over 250 attendees, and Business Excellence Awards
- Brought Farmers 2 Founders farming innovation program to the region to help facilitate diversification and innovation on farms
- Delivered Business Leaders Forums on innovation, agriculture and tourism
- Facilitated Australian Small Business Advisory Service monthly digital workshops and one-on-one mentoring opportunities
- Provided monthly updates to registered businesses through Business Matters e-newsletter
- Delivered first annual Tablelands Business Confidence Survey, with results guiding business communication and workshop opportunities
- Provided funding for development of a business case for a Tablelands ginger and turmeric industry
- Introduced general rate capping to reduce the financial burden on farming and grazing properties that experienced significant increase in property valuations from the last valuation review
- Implemented FNQROC contract documents to provide consistency for regional suppliers
- Endorsed Planning Scheme amendments
- Developed rates deferral policy
- Review and reduction of planning fees
- Major project facilitation via pre lodgement meetings and dedicated planners

1.2 Incentivise investment and diversification

- Improved level of service in planning, including facilitating development applications
- Two Councillor workshops and work-in-progress to determine planning incentives to encourage investment

1.3 Develop entrepreneurs and innovation

- Supported Startup & Innovations Tablelands deliver monthly Lunch and Learn workshops and Future Agro Challenge
- Collaborative partner agreement with IgniteFNQ

1.4 Leverage emerging opportunities in domestic and international markets

- Export readiness programs identified and communicated through networks
- Liaison with Trade and Investment Queensland and industry representatives
- Completed Preliminary Business Case for Tablelands Irrigation Project
- Created advocacy plans for priority projects

1.5 Showcase our region

- Social media, e-newsletters, community magazine, electronic and print advertising, website and broadcast media used to showcase region and promote opportunities, programs and success stories
- Presented a technical paper on improvements to the Atherton Wastewater Treatment Plant at the Annual Water Industry Operators Association of Australia conference in Bundaberg
- Supported 10 major events in region including Targa Great Barrier Reef, Tour of the Tropics, Tablelands Folk Festival and Tastes of the Tablelands
- Organised Yungaburra Triathlon with record attendances
- Completed Herberton Mining Museum oral history project
- Art exhibitions at three galleries to showcase and sell works of local artists and host travelling exhibitions
- Commenced Tourism and Community Signage Strategy including community consultation and stakeholder meetings
- Installed new signage at Atherton Cenotaph funded through Dept of Veterans' Affairs Saluting their Service program
- Completed Roads of Remembrance project funded through Dept of Veterans' Affairs Armistice Centenary Program
- Completed Herberton war memorial trophy gun restoration, funded through Anzac Centenary Lasting Legacies grant program
- Welcomed 86,300 visitors at visitor information centres, supported through 32,664 volunteer hours
- Ongoing partnership with local tourism organisation, including financial support for destination marketing



Targa Great Barrier Reef



Small Business Week luncheon with Lisa Curry



Vibrant Communities

2.1 Support inclusive and resilient communities

- Supported commemorative and civic events including VP Day, Anzac Day and Australia Day
- Updated Local Disaster Management Plans, distributed updated All Hazards Guide, delivered Get Ready information stalls and training exercises
- Facilitated Disability, Access and Inclusion Advisory Committee and endorsed Disability Access and Inclusion Strategic Plan
- Delivered Reflect Reconciliation Action Plan in partnership with working group
- Celebrated National Volunteer Week with visitor information centre and gallery volunteers
- Supported community events
- Endorsed Cultural Plan for arts and heritage sectors
- Delivered Community Drought Support Program
- Provided community information sessions regarding rates
- Reviewed Dam Emergency Action Plans
- Hosted Health and Wellbeing Expo
- Established Tablelands MindPod Youth to inform Youth Strategy development
- Endorsed updated Sport and Recreation Plan

2.2 Build community capacity

- Developed and delivered literacy and reader development programs, eServices collections, digital literacy training, events, local and family history and genealogical collections and services at Tablelands Libraries
- Delivered free grant writing workshops and training events including arts events management and business development
- Provided Club Support Program, Community Grant Program, Youth Achievement Grant and Regional Arts Development Fund
- Delivered volunteer management workshops
- Provided \$54K from Regional Arts Development Fund for arts projects and professional development of arts workers, part funded through Arts Qld
- Provided training and meetings for Tablelands Heritage Network members involved in museum and heritage collection management
- Commenced Sports Bursaries

2.3 Develop catalytic infrastructure and services that nurture connectivity and opportunity

- Provided customer service centres at Atherton, Herberton, Malanda and Ravenshoe
- Developed and endorsed Malanda Town Centre Concept Plan
- Commenced construction of Community Education, Training and Disaster Coordination Centre
- Commenced Roads and Transport Strategy
- Commenced asset optimisation review and reimagining community facilities consultation
- Completed initial study into Allied Health and Medical Services Precinct Strategic Assessment of Service Requirements Report
- Completed report on commercial opportunities adjacent to the Prior's Creek Precinct
- Completed Visitor Information Centre strategic review

2.4 Cultivate integrated health and wellbeing

- Advocated for allied health and medical service improvements and upgrades
- Delivered programs to reduce chronic illness including quitting smoking, diabetes education, Jamie Oliver Ministry of Food, indigenous health initiatives and Game on Tablelands free fitness activities

2.5 Grow a diverse population

- Commenced implementation of Population Attraction Strategy

2.6 Preserve a healthy natural environment with sustainable biodiversity management of resources and growth

- Provided discounted dog de-sexing program
- Implemented annual revegetation program, wild dog program, fire management program and pest management program
- Completed all necessary regulatory actions in preparation for the Waste Levy introduction
- Formally involved in the Container Refund Scheme as a recognised Material Recovery Facility Operator to increase recycling of plastics and glass products
- Completed a major review and update of the Trade Waste Management Plan, Trade Waste Policy, and associated fees and charges, including active improvements in trade waste practices with the business community
- Commenced Natural Asset Management Strategy and Biosecurity Plan



Photo credit Gordon Grimwade



Smart Centres

3.1 Embrace innovative practices and technologies

- Created Tablelands Smart City Leaders Group and workshop held to identify opportunities and priorities
- Secured funding to deliver a Smart Communities Strategy and Road Map
- Supported digital currency point-of-sales pilot program for local businesses
- Developed and implemented protocols for managing water quality risks to address prolonged Boil Water Notices, in collaboration with drinking water quality state regulators
- Provided disaster dashboard to community (dashboard.trc.qld.gov.au)
- Developed ePlanning services
- Commenced using GPS spray vehicle monitoring and automated spray application mapping
- Implemented geographical mapping of burials in historic cemeteries

3.2 Develop digital connectivity and engagement

- Promoted and grew social media presence including Facebook, LinkedIn, Twitter and Instagram
- Provided training across the organisation and within community on digital tools for improved promotion and engagement
- Commenced trial of online engagement portal

3.3 Overcome the digital divide

- Provided 30,421 eResources at Tablelands Libraries (Overdrive, Bolinda BorrowBox, RBdigital e-audio, e-magazine, eBooks and Storybox library)
- Provided free wi-fi zones from libraries and visitor information centres and digital literacy training and support through Tableland Libraries
- Developed and implemented 69 online forms through trc.qld.gov.au
- Migrated computers to Office365 and commenced development of Cloud Transition plan.

3.4 Mitigate the impacts of natural disasters

- Facilitated Local Disaster Management Group meetings, training and exercises with multiple agencies
- Completed major review and update of the Wild River Dam Emergency Action Plan
- Successful multi-agency response effort to significant bushfires around Herberton, Watsonville and Irvinebank, with positive feedback from all agencies
- Delivered Guardian training
- Delivered Tinaroo Falls Dam desktop emergency messaging exercise
- Installed a number of flood gauges across the region and a camera to provide remote monitoring of Wild River dam



Towards Council 2050

4.1 Create an enterprising and innovative Council

- Commenced system modernisation project to future proof finance and enterprise management systems
- Secured \$7.31M for the Water Quality Improvement Program to implement actions to improve water quality in parts of Atherton, Ravenshoe, Millstream, Bellview, and Cassowary townships
- Secured \$607K for the Water Business Strategy to develop short, medium, and long term actions to improve reliability of water supplies and security of water quality
- TRC Enterprise Pty Ltd progressing business cases for regional investment opportunities
- Advocated for regional priorities to State and Federal governments and developed advocacy plans
- Endorsed Workforce Strategy

4.2 Model good governance and leadership

- Adopted Long-term Financial Plan, budget and associated policies
- Finalised new Certified Agreement
- Commenced leadership development, learning and development and organisational culture improvements
- Implemented Annual Safety Audit recommendations and corrective actions to effectively manage Workplace Health and Safety
- Treatment Operations Team awarded the LGAQ Excellence in Teamwork Award 2019
- Improved systems and processes relating to community leasing portfolio
- Updated governance policies and meeting procedure resulting from the Belcarra legislative amendments
- Improved complaint management process, including recommendations for improvements resulting from complaint findings
- Maintained Integrated Quality and Environmental Management System Certification
- Adopted enterprise risk management framework and continued development of governance framework
- Provided general legal advice and reviewed legal agreements
- Developed new Local Laws in consultation with the community
- Implemented audit recommendations

4.3 Initiate smart and sustainable infrastructure and service delivery

- Maintained third party accreditation for quality, environment and safety
- Commenced feasibility assessment of Council's participation in the National Regulatory System of Community Housing (NRSCH) formerly referred to as Council's aged housing service
- Consulted with the community about reimaging community facilities
- Provided quality road and drainage asset management, mowing, slashing, gardening and maintenance services across the region
- Completed Road Maintenance Performance Contract
- Endorsed new panel of prequalified suppliers for occasional plant hire
- Maintained 100% compliance with Environmental Authority limits for water and sewerage treatment plants
- Commenced Water Infrastructure Strategy
- Completed the planning and investigation phase of the Water Quality Improvement Plan
- Commenced the Water Business Strategy and progressed to an advance stage
- Completed the Atherton Sewerage Treatment Plant Planning Report to identify short medium and long term process improvements
- Completed major assessment of asset condition on the Atherton and Yungaburra wastewater treatment plants and developed asset renewal plan
- Completed optimisation and operational review of water treatment plants to improve water quality
- Completed Herberton water supply upgrade to commissioning stage (anticipated to go online in July 2019)
- Completed Ravenshoe sewerage treatment plant major upgrade including sludge thickener to provide cost effective sludge handling
- Completed major upgrade of the Atherton sewerage treatment plant septage receival station
- Delivered annual reseal program including supplementary works, pavement asphalt overlay program, pavement line-marking program, and kerb and channel program
- Upgraded
 - Mary Street road pavement, footpaths, kerbing, channelling and signage
 - Channel Road pavement widening, bitumen seal and culvert drainage
 - Rotary Park Atherton car park pavement and asphalt overlay
 - Tolga/Kairi Road pavement widening, culvert drainage and bitumen seal
 - Ash Street Yungaburra pavement rehabilitation, kerb and channelling, bitumen seal and asphalt overlay
 - Middlebrook Road bridge foundation and propping construction
 - Tully Falls Road, Blanco, Silver Valley, Wairuna, Nymbol and Cockram bridge timber, girder/kerb log and replaced transom
- Delivered Dept Transport and Main Roads contract works
 - Kennedy Highway 32B full excavation and bank stabilisation
 - Topaz Road 6431 culvert replacement, pavement repairs and bitumen seal
 - Reactive works Millaa Millaa /Malanda Road and the Evelyn area including flushing bitumen seals caused by other contractors
 - Minor culvert works
- Installed wheelchair friendly access, BBQ table and chairs at Eacham Place Park, Platypus Park, Ravenshoe Grigg Street Park, Millstream Reserve and Walkamin Park
- Park upgrades
 - Lions Park Milla Millaa new playground and exercise equipment, and improved war memorial (exposed aggregate concrete, garden edgings and plants)
 - Halloran Hill Atherton two new shelter sheds
 - Kairi Park new BBQ table and chairs
 - Atherton Rail Trail new exercise equipment and safety fence surrounding gully
 - Platypus Park Atherton new animal proof fence in BBQ area
 - Grigg Street Park Ravenshoe solar powered shelter shed and BBQ
 - Millstream Reserve solar powered shelter shed and BBQ table and chairs





4.4 Adopt and implement smart participatory civic engagement

- Used website, e-newsletters, public information stalls, social media, monthly newspaper ad, community magazine, targeted mail-outs, surveys and face-to-face (interpersonal) tools for engagement
- Developed communication and engagement plans for projects
- Implemented Shaping our Tablelands online engagement portal
- Engagement activities included Malanda Town Centre Concept Masterplan, Local Laws review, Biosecurity Plan development, Youth Strategic Plan, reimagining community facilities, Tourism and Community Signage Strategy, town clocks, divisional boundaries review, Transport Strategy and Mary Street upgrade

4.5 Support public-private partnerships

- Established board structure for TRC Enterprise Pty Ltd and provided in-principle support for rehabilitation projects on leasehold land
- Partnership agreement with James Cook University
- Worked with Community Services Tablelands on development of new community centre
- Program development and support through Tablelands Interagency Group
- Delivered business workshops with IgniteFNQ
- Delivered considered conversations workshops with Peak PD and Atherton High School

Service Highlights



21,878

customer service requests received and 14,244 calls received



26 successful grants

secured for projects worth \$13,154,710



355 unsealed roads

graded with a medium formation grade, 495 tonnes of blademix for bitumen patching, and 1,137 road signs cleaned, repaired or installed



12,746.1km roads slashed

up to 4 times a year and 39.32 hectares slashed with a rural (side arm) boom



441 building approvals

worth \$51.88 million (276 applications approved by Council)



\$183,322 grants

provided to community groups, event organisers, youth achievers and artists



184,772 library loans

9,207 library members, 104,137 library visitors and 6,132 attendees at 563 library events



86,300 visitors

welcomed at 7 visitor information centres



Councillors Remuneration, Expenses and Attendance

Under Sections of the *Local Government Act (2009)* and Local Government Regulations (2012).

Beneficial Enterprises (S41 LGA)

Reference to this item is made in Note 30 of the Financial Statements.

Conduct of Business Activities (S45 LGA)

Reference to this item is made in Note 29 of the Financial Statements.

Particular Resolutions (S185 LGR)

Resolutions made during the financial year under section 206(2):

There were no resolutions adopted by Council under this section for the reporting period.

Resolutions made during the financial year under section 250(1):

There were no resolutions adopted by Council under this section for the reporting period.

Councillors (S186 LGR)

Total remuneration including Fringe Benefit Tax and superannuation contributions during the financial year 1 July 2018 – 30 June 2019. Councillors are provided with expenditure reimbursements for their vehicles as well as incidental costs such as meals and taxi fares associated with Council business as per Councillor Remuneration, Expenses Reimbursement and Resources Policy (EX 1.1.1).

Councillors	Remuneration	Superannuation	Total	Training and other expenses	Vehicle expenses
Mayor Joe Paronella	\$137,071.47	\$14,715.74	\$151,787.21	\$9,887.52	\$25,545
Deputy Mayor Katrina Mellick (Division 5)	\$76,644.11	\$7,281.30	\$83,925.41	\$809.10	\$3,627.44
Cr Kate Eden (Division 1)	\$65,146.91	\$6,189.04	\$71,335.95	\$1,301.77	\$3,327.60
Cr Annette Haydon (Division 2)	\$65,146.91	\$6,189.04	\$71,335.95	\$745.08	\$10,927.85
Cr Anthony Ball (Division 3)	\$30,067.81	\$2,856.48	\$32,924.29	\$1,097.88	\$2,548.74
Cr Dave Bilney (Division 3)	\$20,546.34	\$1,951.93	\$22,498.27	\$1,047.03	\$3,658.40
Cr Samantha Banks (Division 4)	\$65,146.91	\$7,817.68	\$72,964.59	\$1,672.09	\$4,071.98
Cr Owen Byrnes (Division 6)	\$65,146.91	\$6,189.04	\$71,335.95	\$2,760.91	\$3,080.19
Total	\$524,917.37	\$53,190.25	\$578,107.62	\$19,321.38	\$56,787.20

Notes:

1. Training and other expenses include training, conferences and associated expenses.
2. Mayor Paronella and Councillor Banks are entitled to a higher superannuation contribution to LGIA Super as they have elected to make additional personal contributions. All Councillors have the same entitlement to take up this option, if they so choose.
3. Councillor Ball resigned from office in December 2018 and Councillor Bilney was sworn into office on 28 February 2019.

Facilities Provided

Office accommodation, equipment, stationery and executive support.

Attendance at Council Meetings

There were 14 local government meetings held between 1 July 2018 – 30 June 2019.

Councillor	Number of Meetings
Mayor Joe Paronella	14
Deputy Mayor Katrina Mellick	13*
Councillor Kate Eden	14
Councillor Annette Haydon	14
Councillor Anthony Ball	5* (out of 7)
Councillor Dave Bilney	4 (out of 4)
Councillor Samantha Banks	14
Councillor Owen Byrnes	14

*Councillor Ball and Councillor Mellick did not attend a meeting due to a conflict of interest in relation to TRC Enterprise Pty Ltd.



Grants to Community Organisations

S189 LGR

During the financial year, Council supported a number of community organisations by granting financial assistance. Under section 189 of the *Local Government Regulation 2012*, Council must provide a summary of such contributions. During 2018-19, Council provided financial assistance totalling \$50,955 to community organisations and \$69,544 towards events.

Grant	Total \$
Community Events	16,191
Community Organisations	29,264
Major Events (refer table below)	69,544
School Bursaries	2,500
Sports Events	3,000
Youth Achievement	10,608
Regional Arts Development Fund	52,215
Total	\$183,322

Major Event	Total \$
Tastes of the Tablelands	5,000
Torimba Festival	5,000
Tablelands Folk Festival	5,000
Atherton Maize Festival	3,000
Atherton Show	10,000
Malanda Show	10,000
Yungaburra Triathlon	1,031
Mountain Bike Urban Downhill	1,500
Australia Day	8,200
Anzac Day	10,200
Victory in the Pacific	4,500
Seniors Week	2,700
Tablelands Garden Competition	1,532
Christmas Lights Competition	1,160
Malanda Small Farms Field Day	500
NAIDOC Week	210
Community Gift Appeal*	11
Total	\$69,544

*The Community Gift Appeal seeks community donations which are collected and distributed by a trust account. In 2018-19, 86 food vouchers were issued through the Appeal worth \$4,050 (\$3,076 raised from the community).

Statutory Reporting Requirements

Code of Conduct for Councillors and Staff (S186 LGR)

Council is committed to the ethical principles and obligations contained in the *Local Government Act 2009* and *Public Sector Ethics Act 1994*.

During the twelve months to 30 June 2019 Council fulfilled its statutory obligations under section 23 of the *Public Sector Ethics Act 1994* by ensuring the adopted Code of Conduct was made available publicly online and internally through the intranet, and providing all new permanent staff with access to the Code of Conduct and training as part of their induction process. No external inspections of the code were requested during the 2018-19 financial year.

Council is required to disclose figures relating to the Councillor Conduct Complaints received and actioned in accordance with section 186 of the *Local Government Act 2009*. The following table provides details of those disclosures.

Annual report particulars for Councillors for period 1 July 2018 to 3 December 2018 (s186, 352 Local Government Regulation 2012)

Complaint type	Number
Complaints about the conduct or performance of Councillors for which there was no further action taken under section 176C(2) of the Act	1
Complaints referred to the department's Chief Executive under section 176C(3)(a)(i) of the Act	0
Complaints referred to the Mayor under section 176C(3)(a)(ii) or (b)(i) of the Act	0
Complaints referred to the department's Chief Executive under section 176C(4)(a) of the Act	0
Complaints assessed by the Chief Executive Officer as being about official misconduct and/or corrupt conduct	0
Complaints heard by a regional conduct review panel	0
Complaints heard by the tribunal	0
Complaints to which section 176C(6) of the Act applied	0
Orders and recommendations made under section 180(2) or (4) of the Act - orders by regional conduct review panel	0
Orders made under section 181 of the Act – inappropriate conduct	0

Annual report particulars for Councillors for period 3 December 2018 to 30 June 2019
(s186 Regulation 2012)

	Number
Orders made under s150I(2) of the Act.	0
Orders made under section 150AH(1) of the Act	0
Decisions, orders and recommendations made under section 150AR(1) of the Act	0
Complaints referred to the assessor under section 150P(2)(a) of the Act by local government entities for the local government	0
Matters, mentioned in section 150P(3) of the Act, notified to the Crime and Corruption Commission	0
Notices given under section 150R(2) of the Act	1
Notices given under section 150S(2)(a) of the Act	0
Decisions made under section 150W(a), (b) and (d) of the Act	2
Referral notices accompanied by a recommendation mentioned in section 150AC(3)(a) of the Act	0
Occasions information was given under section 150AF(4)(a) of the Act	0
Occasions the local government asked another entity to investigate, under chapter 5A, part 3, division 5 of the Act for the local government, the suspected inappropriate conduct of a councillor	0
Applications heard by the conduct tribunal about the alleged misconduct of a councillor	0

Administrative Action Complaints (S187 LGR)

Council is committed to providing a high level of service in relation to complaint management by recognising the value of receiving community feedback on its services. When this feedback is in a form of a complaint about a decision or other action, Council is committed to managing all complaints quickly and efficiently; ensuring the complaint management process is fair, objective, transparent and consistent, and facilitates the use of information obtained from the complaints management process to improve overall service delivery.

Complaints may be lodged by an affected person either in writing, by telephone or face-to-face. All complaints are recorded and tracked in Council's customer service management system with weekly status reports provided to all managers to ensure the complaint is being followed up and required actions are being addressed.

Administrative action complaints are initially managed as per Council's Complaint Policy. Complainants not satisfied with the outcome of the investigation undertaken by the department, may apply for a review of the decision to the Chief Executive Officer.

Council's performance in resolving complaints is satisfactory, with most complaints resolved in less than service standard time of 30 days. Systemic analysis of complaints is combined with findings from internal audits to create a matrix of high risk issues and recurrent problems. Progress on completing improvements is based on this matrix monitored by the Audit Committee and the Executive Leadership Team. Administrative action complaints are reported to Council via quarterly Operational Plan reporting.

Item	Number
Administrative action complaints made to the local government	42
Administrative action complaints resolved by the local government under the complaints management process	20*
Administrative action complaints not resolved by the local government under the complaints management process (pending)	21
Number of administrative action complaints that were made and not resolved in a previous financial year	8

*Of the 20 complaint matters resolved, 13 were not sustained, four were sustained and three were withdrawn, did not have sufficient detail or were not a complaint.

Overseas Travel (S188 LGR)

No Councillors or Council employees travelled overseas in an official capacity during 2018-19.

Beneficial Enterprises (S41 LGA)

Reference to this item is made in Note 30 of the Financial Statements.

Actions taken involving special arrangements (S190.1d DGR)

Council was not supplied with any services, facilities or activities by another local government under agreements or joint activities and for which any special rates or charges were levied, during the financial year.

Changes to Tenders (S190.1e LGR)

Within the 2018-19 financial year there were no invitations to change tenders under section 228(7) of the *Local Government Regulation 2012*.

Registers Maintained (S1901f LGR)

Section 190(1)(f) of the *Local Government Regulation 2012*, requires a local government to provide a list of registers maintained by Council in its annual report. Council maintained the following registers in 2018-19:

- Register of Members Interests
- Register of Interests of Chief Executive Officer (CEO) and persons related to CEO
- Register of Interests of Senior Executive Employees (SEE) and persons related to a SEE
- Register of Delegations by Council
- Register of Delegations by the Chief Executive Officer
- Register of Roads
- Register of General Charges and Regulatory Fees
- Register of Local Laws and Subordinate Local Laws
- Register of Gifts and Benefits
- Register of Policies
- Register of Contact with Lobbyists
- Register of Pre-Qualified Suppliers
- Contracts Register
- Hazardous Substances Register
- Asbestos Register
- Register of Administrative Action Complaints Received
- Dog Register
- Register of Impounded Animals
- Register of Development Applications
- Cemetery Register
- Asset Register
- Fraud Incident Tracking Register

Concessions (S190.1g LGR)

Rebates and remissions are provided to approved Government Pensioners and Not-For-Profit/Charitable Organisations under the Rates and Charges Concessions Policy. Further concessions are provided to water consumers under the Water Usage Dispute Resolution Policy.

The following concessions were granted for rates, fees and charges:

Concession Class	Concession	Concession Eligibility
Pensioner general rate concession	30% of the differential general rate up to a maximum of \$240 per year	Ratepayers that reside on their property and hold a current eligible Pensioner Concession Card or a Department of Veterans Affairs Gold Card
General rate concessions for Not-for-Profit community, recreation and sporting organisations	50% of the differential general rate up to a maximum of \$400 per year	Not-for-Profit organisations approved under the Rate and Charges Concessions Policy
Charge concessions for Not-for-Profit community, recreation and sporting organisations	20% of utility charges up to a maximum of \$100 per year	Not-for-Profit organisations approved under the Rate and Charges Concessions Policy
Home renal dialysis for water usage charge concession	Non chargeable water allowance of up to 190kL per year with a maximum of 95kL per six monthly levy period	Home renal dialysis patients approved under the Rate and Charges Concessions Policy
Water usage concession	50% of water usage charged in the billing period when the leak occurred	Applicants approved under the Water Usage Dispute Resolution Policy

Internal Audit (S190.1h LGR)

Internal Audit is an independent, objective assurance and internal consulting activity designed to add value and improve the organisation's operations. It assists Council to accomplish its objectives by bringing a systematic, disciplined third line of defence to evaluate and improve the effectiveness and efficiency of the risk, control and governance processes.

Council's Internal Audit Policy and Internal Audit Charter provide the authority, responsibilities and operational framework for Internal Audit. Internal Audit operates as an independent function within Council, reporting directly to the Chief Executive Officer and provides reports to, and takes direction from, the Audit Committee on matters relating to internal audit.

The Internal Audit activities are performed by a qualified internal audit consultant on a wholly outsourced basis. For the 2018-19 financial year, Council's outsourced internal audit consultant was Pacifica Chartered Accountants.

Internal Audit Progress Reports were presented to the Audit Committee on 5 December 2018 and 5 June 2019. Internal audit projects for the financial year included tender evaluation procedure review and project mapping –project management practices of operations and capital works program.

The Internal Audit Progress Report provided to the Audit Committee on 5 June 2019 presented an overview of the work performed by the Internal Auditor from July 2018 – May 2019 in accordance with s.207(3), *Local Government Regulations 2012*.

Audit Committee (S105 LGA and S208-211 LGR)

In accordance with section 105 of the *Local Government Act 2009*, Council has established an Audit Committee to assist Council in the discharge of its responsibilities. In accordance with best practice guidelines the Audit Committee operates under the Audit Committee Policy, which is published on Council's website, and a supporting Terms of Reference. An annual program of work has been put in place for the Audit Committee to assist with its responsibilities and ensure its purpose is achieved.

The members of the Audit Committee as at June 2019 were Michael Wenzel (Independent Member/Chair), Cr Kate Eden and Cr Samantha Banks. Standing invitees of the committee are Mayor Joe Paronella, Chief Executive Officer, Manager Finance, Legal and Governance Coordinator, Pacifica Chartered Accountants (Contracted Internal Auditor), PricewaterhouseCoopers (Contracted External Auditors) and the Queensland Audit Office.

During 2018-19 the Committee addressed each areas of responsibility, with time spent on the following key areas:

- financial management and reporting including annual financial statement preparation, financial policy, processes and oversight
- the external audit plan, conduct and effectiveness of the audit, management implementation of recommendations and final audit results
- internal audit plans, internal control issues and agreed actions from internal audit reviews
- risk management framework
- risk and compliance matters that have a material impact on the financial statements, strategies, operations and reputation including insurance, fraud and corruption, legal matters and workplace health and safety (WHS)
- oversight of corporate performance including budget and operational planning processes
- system modernisation project
- QAO performance audit reports relevant to local government and opportunities of improvement

Competitive Neutrality Complaints (S190.1i LGR)

There were no investigative notices given in the financial year under section 49 for competitive neutrality complaints.



Audited Financial Statements



Live, discover and invest in a Tablelands community



Tablelands Regional Council

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