

# Tablelands Regional Council



## Annual Report

2019-20

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 details our achievements for the 2019–20 financial year. It shows our progress in delivering the priorities in our Corporate and Operational plans, and includes our statutory and annual financial reports.

Council provides a number of programs and services to the community, and this report provides a high level account of our performance. It is relevant to all residents and ratepayers, and is the culmination of our regular reporting to the community and stakeholders throughout the year

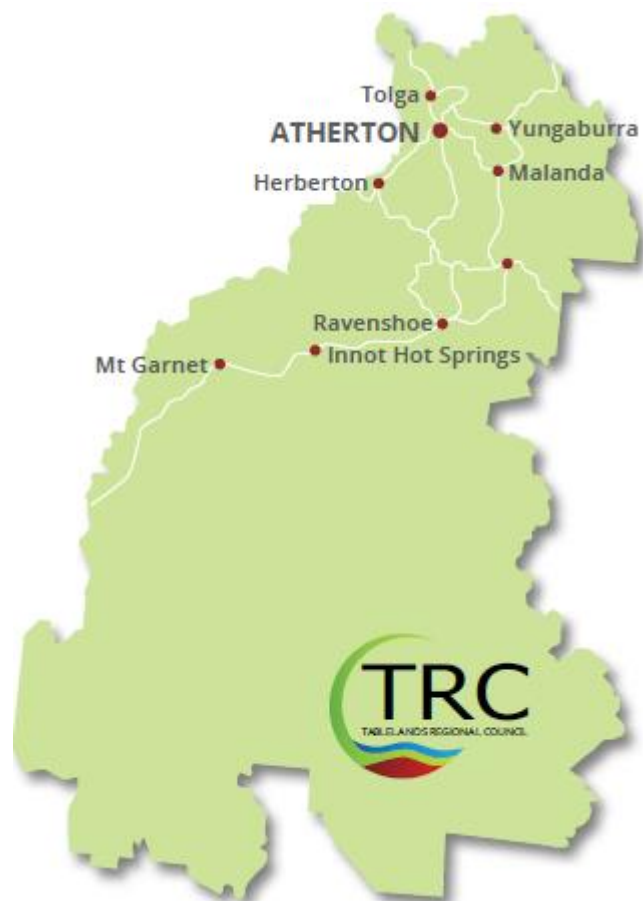
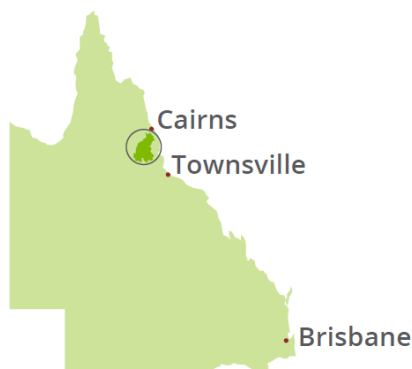
The 2017-2021 Corporate Plan provided the focus and direction for Council over the 12 month period to 30 June 2020.

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.

## 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).



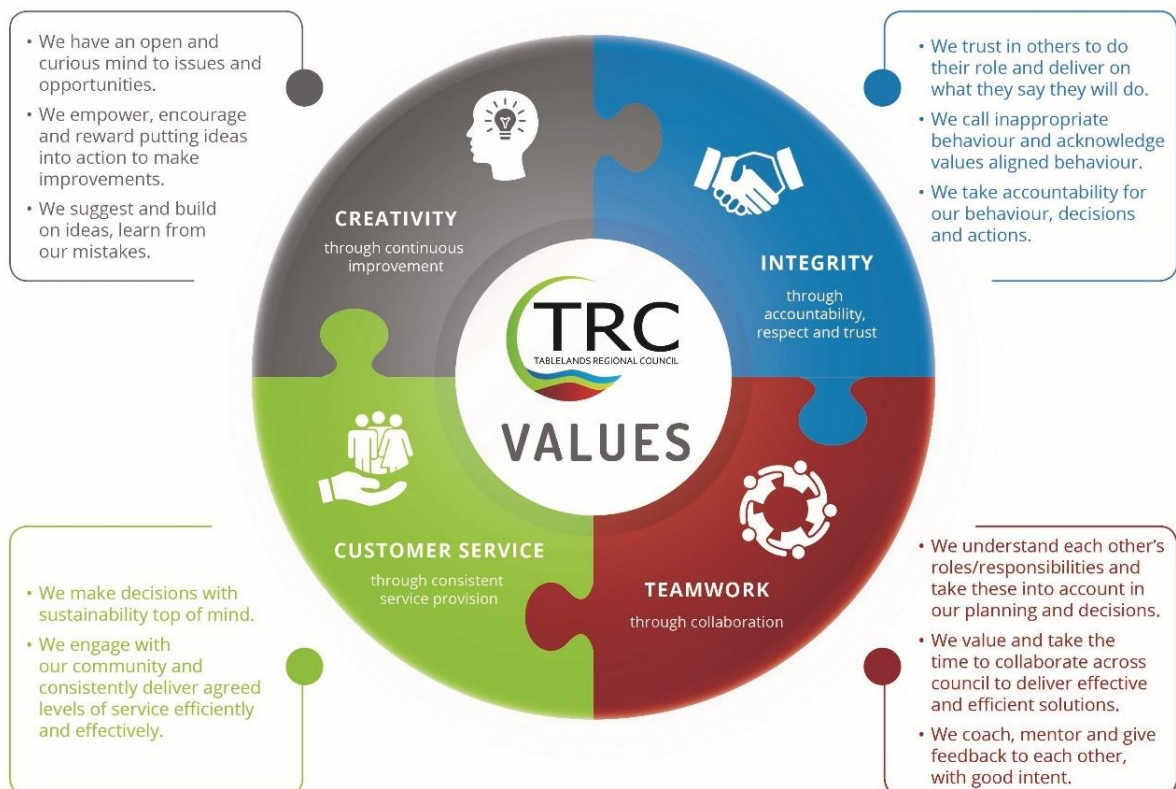
## Our Vision

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 Message

As a newly elected Council, my fellow Councillors and I are acutely aware of the faith our community has placed in us to exercise financial and operational constraint, focussing on critical infrastructure and community.

At our first Council meeting we moved a motion to begin reducing costs and pulling back on expenditure. We have closely monitored every commitment to ascertain if it's integral to supporting critical infrastructure and meeting community expectations for service delivery.

We are working hard to shift the organisation, to create a we-are-here-to-help attitude and to focus on outcomes.



We were proactive in providing a package of relief measures to address the economic impacts Covid-19 placed on the community and local economy including extension to the payment period for rates issued in February, change to creditor payment terms for local businesses from 30 to 14 days, free extension of licences and dog registrations for six months, suspension of trade waste invoicing until the next financial year and rent on leases and licences on Council-owned or managed land waived until 30 June 2020.

To mitigate the impacts of Covid-19, Council is in a strong position to secure critical economic stimulus from the State Government to help our communities. Water, roads, bridges and agriculture are important to our community and we have more than 20 shovel-ready projects that, if funded, will reinforce our economic recovery.

I acknowledge the organisational leadership of Chief Executive Officer Bob Owen, and the support provided by the leadership team and staff for embracing our vision for change. I also acknowledge that the work of the new Council and leadership team is ongoing and under constant review over the coming months and indeed for the duration of this term.

This Annual Report is an early signal of broad intent for our term in local government to be sober, fair, equitable and reformist.

I thank our workforce for their efforts throughout the year and the outcomes achieved. Together we will endeavour to focus on delivering critical services and infrastructure whilst reducing expenditure.

**Rod Marti**  
**Mayor**

## CEO Message

This year has tested our capabilities and I am proud to acknowledge our agile workforce that have adapted to the challenges associated with Covid-19. We have been able to continue to deliver a high standard of service whilst operating differently and we appreciate the positive approach from our customers and staff to ensure everyone in our community is kept safe.

With the change of elected leadership in April 2020, Mayor Rod Marti, Deputy Mayor Kevin Cardew, Cr Annette Haydon, Cr Dave Bilney, Cr David Clifton, Cr Peter Hodge and Cr Bernie Wilce have been proactive in setting a clear direction and intent for their term ahead; starting with a focus on better aligning the organisation with critical service obligations to the community.

The achievements and outcomes summarised in this Annual Report are aligned to the vision set out for the previous 12 months. Going forward, we will adapt and align our services, projects and approach to improve our customer experience, working within our financial and resource constraints, under the direction of our new Council.

I credit our workforce for their ability to deliver a comprehensive capital works program, in addition to the initiatives outlined in the Operational Plan 2019–20, through a turbulent year including a change in elected leadership, a change in CEO and a global pandemic.

The progress on our Water Strategy and upgrades as part of the Water Quality Improvement Plan is a highlight for every customer impacted by boil water notices. We will continue to implement infrastructure upgrades to improve water quality as a priority.



The adoption of our Transport Strategy and Community Facilities Strategy, which lay the foundation for how we provide, maintain, invest in and prioritise this critical infrastructure, is an important milestone for our long-term sustainability.

Being one of only a handful of local governments to endorse an Innovate Reconciliation Action Plan, we continue our journey towards bridging the gap, to create social change and economic opportunities for our First Nations peoples.

I thank our staff, volunteers, contractors and Council for their passion for delivering improved community services and acknowledge the important support provided by our local businesses and community groups in creating a great location to live, work, grow, learn, keep healthy and explore.

**Bob Owen**  
Chief Executive Officer

## Service Highlights



53% growth on Facebook (22,431 minutes of videos viewed) and 109% growth on Instagram



142 media releases/news items issued



3417 dogs registered and 316 animals impounded



216 food licences issued



19,662 calls received



1778 repairs and replacement of road furniture including signs and guideposts



Building approvals worth over \$72 million



286,349m<sup>2</sup> roadside vegetation cleared with boom slashing and 19,973m<sup>2</sup> around guide posts



536.96 tonnes of blade mix used for pothole repairs



337.5 m<sup>2</sup> asphalt pavement repairs



10,397.8km rural road side slashed and 820.51km rural road graded



125 burials, 82 reservations and 123 plaque installations



5,660m<sup>3</sup> silt removed from culverts and drains



1716 playground inspections



6960 hectares open space mowed and 3250km brush cutting along footpaths



5900km street sweeping and 28km footpaths pressure cleaned



3432 barbeque cleans



168km Rail Trail slashed and maintained



85 new trees planted



5975 tonnes of waste and 1462 tonnes of recyclables collected kerbside (12,500 bins a week)



60,239 visitors welcomed at five visitor information centres



20 grants secured for projects worth \$3.51 million



90,291 library visits and 142,907 items issued



Delivered \$26.09 million in capital projects

## Councillors



Mayor Rod Marti, Deputy Mayor Kevin Cardew, Cr Annette Haydon, Cr Dave Bilney, Cr David Clifton, Cr Peter Hodge and Cr Bernie Wilce (as at 30 June 2020)

## Executive Leadership Team



(as at 30 June 2020)



## Employees

### STAFF NUMBERS as at 30 June 2020

	Full Time Equivalent	Number
Permanent Full Time	235.70	235
Permanent Part Time	22.15	35
Apprentices/Trainees	3.03	3
Casuals	9.25	47
Temporary Full Time*	16	16
Temporary Part Time	4.82	7
<b>Total Employees</b>	<b>290.95</b>	<b>343</b>

\*Includes Manager and Senior Executive contracts

### RECRUITMENT OVER THE YEAR

Department	Number
Office of CEO	1
Organisational Services	11
Infrastructure Services	22
Community, Planning & Environment	15
<b>Total Recruitment</b>	<b>49</b>

### DEPARTURES OVER THE YEAR

Department	Number
Office of CEO	2
Organisational Services	13
Infrastructure Services	27
Community, Planning & Environment	9
<b>Total Departures</b>	<b>51</b>

### EMPLOYEE TURNOVER 15%

### GENDER BALANCE

Department	Female	Male
Office of CEO	67%	33%
Organisational Services	77%	23%
Infrastructure Services	14%	86%
Community, Planning & Environment	78%	22%
<b>Total</b>	<b>47%</b>	<b>53%</b>

### 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). As at 30 June 2020 the total remuneration packages paid to Council's senior management amounted to \$776,051.36.

The following table provides details of the remuneration bands applicable.

Remuneration Range	Number
\$150,000 - \$250,000	2
\$250,000 - \$350,000	1
<b>Total of all remuneration packages*</b>	<b>\$776,051.36</b>

\*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 Local Government Regulation 2012**

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 2019 to 30 June 2020. 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 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:

- Delivering total comprehensive income for the year of \$15.34 million.
- A total expenditure of \$26.09 million on capital works projects.
- Supporting community with operational services with a total expenditure of \$64.67 million.

## Statement of Comprehensive Income

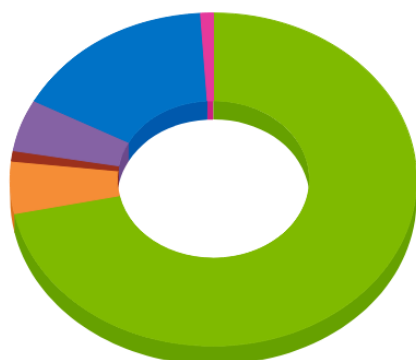
The Statement of Comprehensive Income measures how Council performed in relation to income and expenses during the financial year. This statement illustrates how money received from Council operations is spent.

### Revenue Sources

In 2019–20 Council received \$69.74 million revenue. This revenue is made up of \$60.43 million in operating revenue and \$14.66 million in capital revenue. The operating revenue stream consists of:

Revenue Stream	\$ Millions
Rates, levies and charges	42.84
Grants, subsidies, contributions and donations	9.52
Sales revenue	3.21
Fees and charges	3.29
Interest revenue	0.79
Rental income	0.78
<b>Total Revenue</b>	<b>\$60.43</b>

#### Operating Revenue Sources



● Rates, levies and charges 71% ● Fees and charges 5%  
● Interest 1% ● Sales 5% ● Grants and subsidies 16% ● Rent 1%

In 2019–20 our total revenue increased by \$5.35 million. This is mainly attributed to an increase in grant and subsidy revenue supporting projects and a rate and charge increase to support operational services provided to the community.

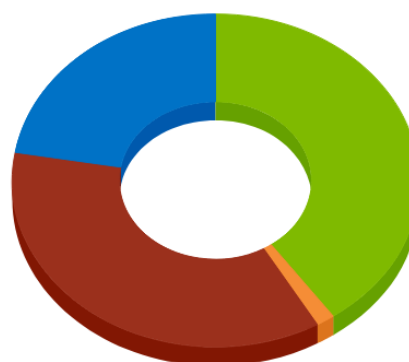
Rates, levies and charges continue to be the major source of income making up 71% of Council's income for the financial year. Council endeavours to maximise its revenue from sources other than rates by actively pursuing grants and subsidies from State and Federal Government, seeking contributions from 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 benefits	25.98
Materials and services	23.33
Depreciation and amortisation	14.41
Finance and other costs	0.95
<b>Total Expenditure</b>	<b>\$64.67</b>

#### Day-to-day Expenditure



● Employee benefits 40% ● Finance and other costs 2%  
● Materials and services 36% ● Depreciation 22%

During 2019–20 our operational expenditure increased by \$5.6 million, primarily related to materials and services required for maintenance activities.

## 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.

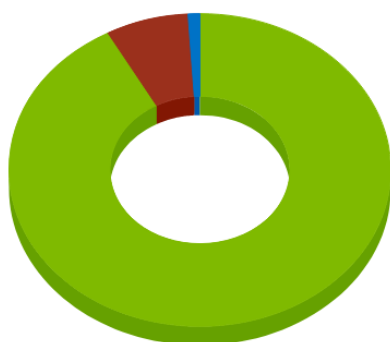
### Assets

The major components of our assets include:

Assets	\$ Millions
Property, plant and equipment	566.21
Cash and cash investments	40.68
Trade and other receivables	7.76

During the year, our assets increased in value by \$13.32 million or 2%.

Assets 2019-20



● Property, plant and equipment 92% 
 ● Inventories 0%  
● Cash and cash equivalents 7% 
 ● Trade and other receivables 1%  
● Investments 0% 
 ● Intangible assets 0%

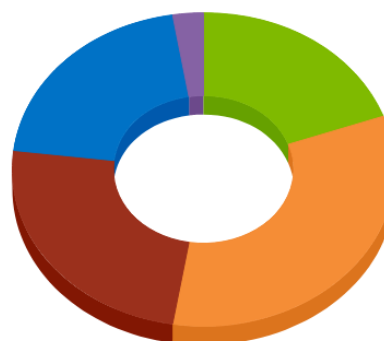
### Liabilities

The major components of our liabilities include:

Liabilities	\$ Millions
Trade and other payables	7.28
Loans	6.04
Employee leave entitlements	2.74
Provision to restore Council's quarries and landfills	8.21

During the year, our liabilities decreased by \$0.92 million or 4%.

Liabilities 2019-20



● Trade liabilities 20% 
 ● Property restoration 34%  
● Borrowings 25% 
 ● Employee leave entitlements 21%  
● Other liabilities 0%

## Our Net Worth

	2017-18 \$ Millions	2018-19 \$ Millions	2019-20 \$ Millions
Assets	590,882	602,577	615,892
Liabilities	23,902	25,331	24,409
<b>Community Equity (balance)</b>	<b>566,980</b>	<b>577,246</b>	<b>591,483</b>

## 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 -41.82% which indicates that Council have current assets that exceed total liabilities. The official target of this ratio is to be below 60%.

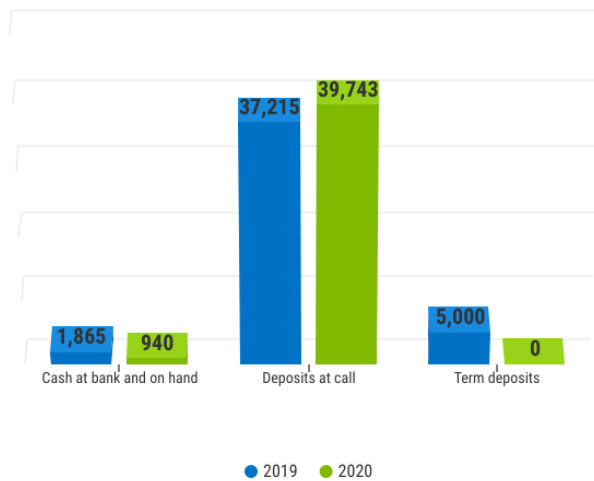
## Statement of Changes in Equity

The Statement of Changes in Equity shows the overall change in Council's net wealth over the year. In the 2019–20 financial year, our net worth increased by \$4.93 million, mainly as a result of an increase in the asset revaluation reserve. The community equity consists of an asset revaluation reserve of \$136.3 million and retained surpluses of \$455.1 million.

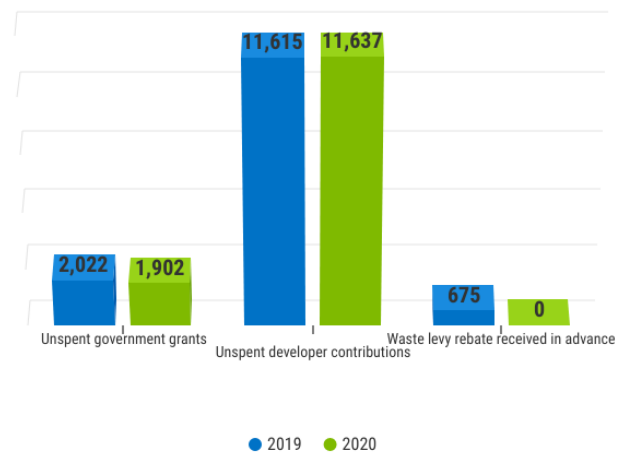
## Statement of Cash Flows

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 2020 against key financial ratios are:

Ratio	Target	Result
Operating surplus	Between 0 and 10%	-6.40%
Asset sustainability	Greater than 90%	134.42%
Net financial liabilities	Less than 60%	-41.82%

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	2019/20 %	2020/21 %	2021/22 %	2022/23 %	2023/24 %	2024/25 %	2025/26 %	2026/27 %	2027/28 %	2028/29 %
Operating surplus ratio (Note 1) (Benchmark 0% - 10%)	-6.40*	0.00	1.10	1.60	3.00	3.40	3.40	3.60	2.40	3.60
Asset sustainability ratio (Note 2) (Benchmark > 90%)	134.42	105.80	109.90	100.40	96.00	92.40	88.70	97.20	82.40	85.20
Net financial liabilities ratio (Note 3) (Benchmark < 60%)	-41.82	-34.80	-37.90	-34.60	-22.00	-11.20	0.90	4.20	8.00	0.90

\*Outside benchmark range with the goal to be on target by 2020/21

### 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 Local Government Regulation 2012

The 2017-2021 Corporate Plan provided the focus and direction for Council over the 12 month period to 30 June 2020. The 2019–20 Operational Plan focussed on the delivery of the long-term strategies in the Corporate Plan.

We 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
- Held three Business Leaders' Forums
- Provided Economic Development (ED) Fund
- Hosted Future Agro Challenge
- Completed Business Confidence Survey
- Provided free access to economic and community data
- Engagement with business and industry including FNQ innovation stakeholders and COVID Economic Recovery Group
- Finalised Terms of Reference for ED Advisory Committee and ED Recovery Group
- Supported StartUp Tablelands buy-local online directory
- Updated ABR data based on COVID business phone calls
- Issued 14 Business Matters e-newsletters and nine issue-specific bulletins
- Provided free access to online Regional Growth Summit and contributed to FNQ COVID economic recovery stakeholder processes
- Nurtured relationships and partnerships with key stakeholders including business and industry groups, FNQROC network, Trade & Investment Qld, Regional Development Australia, Rural Economies Centre of Excellence, StartUp & Innovation Tablelands, IgniteFNQ, relevant State departments and local business operators to deliver workshops, events and advocacy
- Hosted discussions regarding destination marketing opportunities and priority tourism infrastructure, and engaged Kleinhardt Consulting to undertake Destination Management Plan
- Completed concept design for Atherton Visitor Information Centre and tourism hub
- Major project facilitation via pre lodgement meetings and dedicated planners
- Adopted Planning Scheme amendments and introduced process changes incentivising economic development
- Commenced public place activity and draft planning scheme amendment to facilitate events.

### 1.2 Incentivise investment and diversification

- Assisted business development through promotion of packages to support investment and diversification
- Progressed Planning Scheme incentives through Council workshops



### 1.3 Develop entrepreneurs and innovation

- Administrative and promotional support for StartUp Tablelands
- Contacted 300 businesses impacted by Covid-19 restrictions
- Supported delivery of grant writing workshop and shared information for Local Buy procurement opportunities
- Delivered four Business Continuity webinars, economy.id workshop, nine in region business training events and provided access for local businesses to Regional Growth Summit
- Developed Smart Communities Strategy and Roadmap

### 1.4 Leverage emerging opportunities in domestic and international markets

- Liaison with Trade and Investment Queensland and industry representatives
- Deputations in region, to Canberra and Brisbane with Ministers and Shadow Ministers
- Advocated for relief support for dairy industry, including access to local molasses supplies
- Funding applications submitted for Atherton Forest Mountain Bike Park expansion
- Draft Water Strategy endorsed to inform future funding submissions

### 1.5 Showcase our region

- Multiple communication channels used including website, media releases, video, social media, e-newsletters, community magazine, events, reports and submissions to showcase region and promote opportunities, programs and success stories
- Supported 10 major events in region including Targa Great Barrier Reef, Tour of the Tropics, Tablelands Folk Festival and Tastes of the Tablelands
- Art exhibitions at three galleries to showcase and sell works of local artists and host travelling exhibitions
- Ongoing partnership with local tourism organisation, including financial support for destination marketing
- Volunteers at Herberton Mining Museum won the John Oxley Library Community History Award
- Construction of the Dr Gladys Warren Timeline Wall, a geological history of the Earth in a visual linear timescale
- Developed Arts, Crafts and Heritage Trail, Top Ten Trails and Top Ten Waterfalls on the Atherton Tablelands
- Snap Tablelands photographic competition
- Significant social media growth (42% growth on corporate Facebook page, 11% growth on disaster Facebook page, 109% growth on Instagram, and continual growth on LinkedIn)
- Communication and Engagement Strategy, advertising spending policy, media policy and social media policy updated and endorsed
- Signage Strategy developed





## 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, held Community Abilityathon forum, and delivered Atherton Show sensory sessions
- Endorsed Innovate Reconciliation Action Plan
- Celebrated National Volunteer Week with visitor information centre and gallery volunteers
- Supported community events
- Endorsed Advisory Committee policy and updated Terms of Reference
- Completed Children's Eye Spy booklet and provided online club support program
- Facilitated Tablelands Interagency Group
- Delivered Indigenous Short Film workshop and award ceremony

### 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
- Provided Club Support Program, Community Grant Program, Youth Achievement Grant and Regional Arts Development Fund
- Provided \$48,044.62 from Regional Arts Development Fund for arts projects and professional development of arts workers, part funded through Arts Qld
- Provided training program on museum collection management
- Completed audit of public art and heritage assets

### 2.3 Develop catalytic infrastructure and services that nurture connectivity and opportunity

- Provided customer service centres at Atherton, Herberton, Malanda and Ravenshoe
- Completed Roads and Transport Strategy
- Adopted Malanda Town Centre Concept Masterplan
- Endorsed Community Facility Strategy and Land Tenure Policy

### 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 and free fitness activities
- Completed market sounding for Atherton Medical and Allied Health precinct

### 2.5 Grow a diverse population

- Ongoing activities to attract families, retirees, migrants and tourists through growing business opportunities, promoting liveability, infrastructure development, economic development and supporting service development



## 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
- Endorsed Tablelands Biosecurity Plan 2019–24
- Increased capacity of Community Revegetation Nursery and commissioned new propagation shed
- Millaa Millaa public washdown bay aimed at weed seed spread prevention
- Technology to support ongoing compliance with waste levy data reporting requirements
- Enhancement of trade waste management systems to support ongoing implementation and compliance



## Smart Centres

### 3.1 Embrace innovative practices and technologies

- Implemented ePlanning services as alternative planning application lodgement system
- Upgraded finance business management system
- Improvements to accounts payable and receipting processes
- Worked closely with the community and regulators to reduce the frequency and duration of Boil Water Notices in surface water disinfection only schemes
- Water Quality Improvement Plan enabled the retraction of Boil Water Notices for some areas across the region following augmentation of systems and commissioning of additional bore supplies
- Migrated all Technology One applications to Cloud

### 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
- Provided Shaping our Tablelands online engagement portal (22 consultation projects)
- Implemented online application and payment processes for rate searches
- Developed short rating video

### 3.3 Overcome the digital divide

- Provided 79,153 items including eResources at Tablelands Libraries (movies, e-magazines, e-books, e-audio, children's stories and e-videos)
- 2479 people attended 223 library events plus 1172 attended Rhymetime sessions, 860 attended Storytime sessions and 920 attended 99 Book Club sessions
- Provided free wi-fi zones from libraries and visitor information centres and digital literacy training and support through Tableland Libraries

### 3.4 Mitigate the impacts of natural disasters

- Facilitated Local Disaster Management Group meetings, training and exercises with multiple agencies – delivered annual Guardian, AIMS and evacuation centre training, held Exercise Dam It's Wild, held extraordinary meetings for COVID-19, and initiated recovery processes for COVID-19
- Approval of the Wild River Dam Emergency Action Plan from the State regulator and completed desktop exercise in conjunction to support the effective implementation of the Plan
- Business Continuity Management Framework, Corporate Business Continuity Plan (BCP) and TRC COVID-19 Plan developed and endorsed
- All service level BCPs reviewed and updated
- COVID-19 desktop exercise held for members of the Continuity Leadership Team
- Significant planning and preparatory work undertaken due to COVID-19



## Towards Council 2050

### 4.1 Create an enterprising and innovative Council

- Service and activity catalogue updated and workshopped with new Council
- No longer providing building certification services in order to promote local business development opportunities
- Efficiency opportunities being investigated
- Established Pop Up Gallery in Atherton Main Street while Tableland Regional Gallery was repaired
- New finance ledger in place to better report to Council and the community

### 4.2 Model good governance and leadership

- Adopted Long-term Financial Plan, budget and associated policies
- Continued implementing organisational culture improvements
- Implemented Annual Safety Audit recommendations and corrective actions to effectively manage Workplace Health and Safety
- Provided general legal advice and reviewed legal agreements
- Implemented audit recommendations
- Adopted new suite of Local Laws
- Consolidated sewerage utility charges across the region and implemented capping to assist transition for those receiving an increase in their charges
- Restructured the finance team
- Reduced red tape in development assessments by introducing quarantined assessments
- Implemented governance, risk and quality frameworks
- Developed fleet key performance reporting system
- Ongoing training for councillors and staff in good governance, and open and transparent decision-making

### 4.3 Initiate smart and sustainable infrastructure and service delivery

- Maintained third party accreditation for quality, environment and safety
- Consulted the community about reimagining community facilities
- Provided quality road and drainage asset management, mowing, slashing, gardening and maintenance services across the region
- Completed Road Maintenance Performance Contract
- Developed bridges and major culverts asset maintenance system and parks and gardens assets maintenance system
- Endorsed new panel of prequalified suppliers for occasional plant hire
- Maintained 100% compliance with Environmental Authority limits for water and sewerage treatment plants
- Developed region-wide Water Business Strategy and Infrastructure Development Plan
- Delivered annual reseal program including supplementary works, pavement asphalt overlay program, pavement line-marking program, and kerb and channel program
- Delivered Dept Transport and Main Roads contract works
- Developed stormwater management plans at Herberton Sanitary Depot, Innot Hot Springs, Pearamon, Ravenshoe, Mt Garnet, Malanda and Topaz
- Reviewed standard operating procedures for waste, wastewater and water

#### 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 new local laws
- Delivered customer satisfaction survey

#### 4.5 Support public-private partnerships

- Created Natural Asset Management Advisory Network
- Program development and support through Tablelands Interagency Group
- Endorsed the deregistration of TRC Enterprise Pty Ltd
- Social housing management contract implemented with Community Housing Association to improve service to customers
- Tenancy opportunities within Community Education and Disaster Coordination Centre explored
- Advocacy for Community Services Tablelands new development and dairy crisis relief
- Delivery of business workshops with partners
- Ongoing program development and support through advisory committees and networks

## Master Plan Implementation

A review of the proposals put forward in the Master Plans is in progress. The aim of this review is to identify proposals that are:

- Low cost and complexity and could potentially be prioritised for funding in future
- Significantly constrained or problematic and will not be pursued in the near term
- Community led projects where TRC would facilitate rather than deliver.

The outcomes of this review will be communicated with the Chambers of Commerce and other community partners, and ongoing liaison with community will occur as items from the Master Plan are actioned.

#### Malanda Town Centre Concept Master Plan update

Two proposals identified in the Malanda Master Plan are proposed to commence in 2020–21: the construction of a pump track in Jack May Park and asphalt resurfacing supporting the ongoing refurbishment of English Street.

#### Ravenshoe Town Centre Master Plan update

The upgrade of public amenities in the town centre has been completed, and the facilities that have been replaced are proposed to be removed during 2020–21. An upgrade to the carpark in public open space on the corner of Kuradilla Street and Grigg Street is also proposed during 2020–21.

## Councillor's Remuneration, Expenses and Attendance

Under the *Local Government Act 2009* (LGA) and *Local Government Regulation 2012* (LGR).

### 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 2019 – 30 June 2020. Councillors are provided with expenditure reimbursements for their vehicles as well as incidental costs such as meals and taxi fares associated with Council business in accordance with the Councillor Remuneration, Expenses Reimbursement and Resources Policy.

Councillors 1 July 2019 – 20 April 2020	Remuneration	Superannuation	Total	Training and other expenses	Vehicle expenses
Mayor Joe Paronella	118,561.40	25,426.38	143,987.78	4,875.41	19,158.75
Deputy Mayor Katrina Mellick	72,314.18	6,869.91	79,184.09	1,093.23	1,300.16
Cr Kate Eden	61,466.47	5,839.34	67,305.81	2,922.55	1,727.88
Cr Annette Haydon	61,466.47	5,839.34	67,305.81	2,799.07	8,582.28
Cr Dave Bilney	58,193.90	5,528.45	63,722.34	2,939.64	6,258.72
Cr Samantha Banks	46,278.47	22,563.96	68,842.43	3,259.19	3,012.40
Cr Owen Byrnes	60,449.03	5,742.68	66,191.71	400.95	391.68
<b>Total</b>	<b>478,729.92</b>	<b>77,810.06</b>	<b>556,539.97</b>	<b>18,290.04</b>	<b>40,431.87</b>

Councillors 20 April – 30 June 2020	Remuneration	Superannuation	Total	Training and other expenses	Vehicle expenses
Mayor Rod Marti	22,601.07	2,147.09	24,748.16	200.13	69.36
Deputy Mayor Kevin Cardew	13,278.15	2,542.63	15,820.78	137.16	1,642.88
Cr Annette Haydon	12,006.68	1,140.62	13,147.30	91.44	2,811.12
Cr Dave Bilney	12,006.68	1,140.62	13,147.30	137.16	1,837.28
Cr David Clifton	12,006.68	1,140.62	13,147.30	137.16	0
Cr Peter Hodge	11,286.28	2,161.17	13,447.45	137.16	671.84
Cr Bernie Wilce	12,006.68	1,140.62	13,147.30	137.16	0
<b>Total</b>	<b>95,192.22</b>	<b>11,413.37</b>	<b>106,605.59</b>	<b>977.37</b>	<b>7,032.48</b>

#### 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 elections were held on 28 March 2020 and the newly elected members were sworn into office on 20 April 2020.

## Facilities Provided

Office accommodation, equipment, stationery and executive support.

## Attendance at Council Meetings

There were 13 local government meetings held between 1 July 2019 – 30 June 2020.

Councillor	Number of Meetings
Mayor Joe Paronella	9
Deputy Mayor Katrina Mellick	8
Councillor Kate Eden	9
Councillor Annette Haydon	9
Councillor Dave Bilney	9
Councillor Samantha Banks	9
Councillor Owen Byrnes	9

Councillor	Number of Meetings
Mayor Rod Marti	4
Deputy Mayor Kevin Cardew	4
Councillor Annette Haydon	4
Councillor Dave Bilney	4
Councillor David Clifton	4
Councillor Peter Hodge	4
Councillor Bernie Wilce	4

## 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 2019–20, Council provided financial assistance totalling \$169,434.02 to community organisations and \$67,103.10 towards events. From January 2020 the Covid-19 pandemic restrictions influenced changes to the way some events were conducted.

Grant	Total \$
Community Events	11,611.11
Community Organisations	32,225.19
Major Events (refer table below)	67,103.10
School Bursaries	2500
Sports Events	1300
Youth Achievement	6650
Regional Arts Development Fund	48,044.62
<b>Total</b>	<b>\$169,434.02</b>

Major Event	Total \$
Anzac Day	430.76
Atherton Show	7500
Australia Day	8,481.26
Christmas Lights Competition	1610.15
Community Gift Appeal*	3000
Malanda Show	7500
NAIDOC Week	418.18
Seniors Week	5188.68
Tablelands Folk Festival	5000
Tablelands Garden Competition	827.27
Torimba Festival	2999.69
Victory in the Pacific	7861.32
Yungaburra Triathlon	16,285.79
<b>Total</b>	<b>\$67,103.10</b>

\*The Community Gift Appeal seeks community donations which are collected and distributed through a trust account. In 2019–20, 108 food vouchers were issued through the Appeal worth \$4,471.99 (\$1,472.55 raised from the community).



## Statutory Reporting Requirements

### Code of Conduct for Councillors and Staff (S186 LGR)

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

During the twelve months to 30 June 2020 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 2019–20 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 2019 to 30 June 2020 (s186, Local Government Regulation 2012 and *Local Government Act 2009*)

Complaint type	Number
Orders made under section 150I(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
The name of each councillor for whom a decision, order or recommendation was made	N/A
Description of the unsuitable meeting conduct, inappropriate conduct or misconduct engaged in by each of the councillors	N/A
A summary of the decision, order or recommendation made for each councillor	N/A
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(1)(a), (b) and (e) of the Act	7
150W(1)(a) orders dismissing the complaint under s150X	3
150W(1)(b) referral of suspected inappropriate conduct to the local government to deal with	1
150W(1)(e) decision to take no further action under s150Y	3
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 under chapter 5A, part 3, division 6 of the Act about whether a councillor engaged in misconduct or inappropriate conduct	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 in accordance with Council's [Complaints Policy](#). Complainants not satisfied with the outcome of the investigation undertaken by the organisation, may apply to the Chief Executive Officer for a review of the decision.

Council's performance in resolving complaints is satisfactory, with most complaints resolved in less than the 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, Risk and Improvement 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	72
Administrative action complaints resolved by the local government under the complaints management process	50
Administrative action complaints not resolved by the local government under the complaints management process (pending)	22
Number of administrative action complaints that were made and not resolved in a previous financial year	21

## Overseas Travel (S188 LGR)

Chief Executive Officer Justin Commons travelled to Los Angeles, USA from 31 January to 15 February with the full cost covered by the Local Government Managers' Association CEO Exchange program. No other Councillors or Council employees travelled overseas in an official capacity during 2019-20.

## Beneficial Enterprises (S41 LGA)

Reference to this item is made in Note 25 of the Financial Statements.

## Actions taken involving special arrangements (S190(1)(d) LGR)

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(1)(e) LGR)

In the 2019–20 financial year there were no invitations to change tenders under section 228(7) of the Local Government Regulation 2012.

## Registers Maintained (S190(1)(f) 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 2019–20:

- 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 and 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
- Register of Contracts
- Register of Hazardous Substances
- Register of Asbestos
- Register of Administrative Action Complaints Received
- Register of Dogs
- Register of Impounded Animals
- Register of Development Applications
- Register of Cemeteries
- Register of Assets
- Register of Fraud Incident Tracking

## Concessions (S190(1)(g) 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 \$600 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 \$150 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(1)(h) 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 2019–20 financial year, Council's outsourced internal audit consultant was Pacifica Chartered Accountants.

Internal Audit Progress Reports were presented to the Audit Committee on 4 December 2019 and 3 June 2020. 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 3 June 2020 presented an overview of the work performed by the Internal Auditor from July 2019 – May 2020 in accordance with s.207(3), Local Government Regulation 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, Risk and Improvement Committee operates under the [Audit, Risk and Improvement Committee Policy](#) and supporting [Terms of Reference](#). An annual program of work has been put in place for the Committee to assist with its responsibilities and ensure its purpose is achieved.

The members of the Audit Committee as at 30 June 2020 were Michael Wenzel (Independent Member/Chair), Cr David Clifton and Cr Peter Hodge. Standing invitees of the committee are Mayor Rod Marti, Chief Executive Officer, Manager Finance, Coordinator Legal and Governance, Pacifica Chartered Accountants (Contracted Internal Auditor), PricewaterhouseCoopers (Contracted External Auditors) and the Queensland Audit Office.

During 2019–20 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(1)(i) LGR)**

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

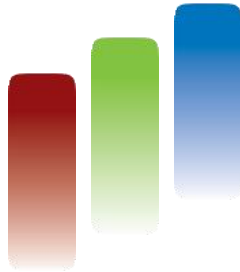


### ***Human Rights Act 2019 Reporting Requirements (S97)***

Human rights training was undertaken by the leadership team to further the objects of the Act. The Anti-Discrimination and Prevention of Harassment Policy was updated to reference the *Human Rights Act 2019* and human rights information is included in the corporate induction. There were no human rights complaints received by Tablelands Regional Council in 2019–2020.



## Audited Financial Statements



*Live, discover and invest in a Tablelands community*



Tablelands Regional Council

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