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2019-2020 ANNUAL REPORT

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Strategic Considerations

Hinchinbrook Shire Council Corporate Plan	Hinchinbrook Shire Council Operational Plan
Strategic Direction	Action
3.5 Responsive and Responsible Local Representation	3.2 Communication with the community

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Budget, Financial and Resource Implications

Director Corporate and Financial Services has briefed Council on the key financial ratios and broader financial statements for the 2019-2020 financial year.

The Audit Committee also reviewed the financial statements and ratios.

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Asset Management

Not applicable concerning acceptance of this Report.

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Executive Summary

Under Chapter 5 Part 3 Section 182 of the *Local Government Regulation 2012*, Council is required to adopt the Annual Report for each financial year.

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Council Decision – Recommendation

That Council adopt the 2019-2020 Annual Report as tabled.

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## Officers Summary

Council is now in receipt of the audited unqualified financial statements.

The Annual Report reflects the Corporate Plan for 2014–2020.

The Annual Report is the formal reporting mechanism to the community, respective Government Agencies and other stakeholders.

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## Historical Information

Under Chapter 5 Part 3 Division 1 Section 182 of the Local Government Regulation 2012, Council is required to adopt the Annual Report for each financial year. The Annual Report must be adopted within one month after the day the Auditor-General gives the Auditor-General's Audit Report about the Local Government's financial statements for the financial year to the Local Government.

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## Policy Implications

Not applicable concerning acceptance of this Report.

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## Risk Management Implications

Not applicable concerning acceptance of this Report.

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## Statutory Environment

Chapter 5 Part 3 Division 3 Section 182 of the Local Government Regulation 2012

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## Consultation

- Mayor and Councillors; and
- Directors.

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## Attachments

Draft 2019-2020 Annual Report

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# ANNUAL REPORT 2019-2020







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**Attached Documents:  
Annual Financial Statements**

Council Banker: Commonwealth Bank of Australia

Auditor: Sri Narasimhan as Delegate of the Auditor General of Queensland

Copies of this Annual Report can be obtained by telephoning Council on 4776 4600.

A fee of \$34 applies for printed copies or refer to Council's website [www.hinchinbrook.qld.gov.au](http://www.hinchinbrook.qld.gov.au) to download a pdf version.



## OUR MISSION

Our Council mission is to shape a positive future for the Hinchinbrook community by understanding community needs and wants, building on our inherent strengths, recognising and maximising opportunities and facing our challenges head on. To do this, Council will wisely prioritise the use of our resources and deliver meaningful services.

We will celebrate small town living and continue to be inspired by our natural environment. We will value our heritage and embrace the future as a can do, inclusive and resilient community.

Our Council will be an active participant in shaping a prosperous future for Hinchinbrook. Council will work together with our community groups, organisations, individuals and other levels of government to deliver a flourishing community that is an exemplar of modern Northern Australian tropical living.



## OUR VISION

### **Hinchinbrook Shire – Small Town Northern Australia – Tropical Living at its Best**

Our vision for Hinchinbrook Shire is to position our community as offering the best whole of life, birth to active aged living, small town, Northern Australian, tropical lifestyle experience. We want Hinchinbrook to be known for offering a wonderful lifestyle, in one convenient, culturally diverse, prosperous and incredibly beautiful location.



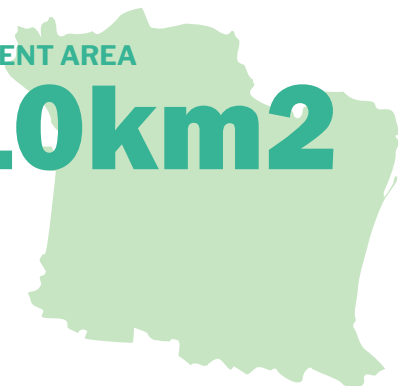
MEDIAN AGE

# 50.7



LOCAL GOVERNMENT AREA

# 2,810km<sup>2</sup>



POPULATION

# 10,805



PERSONS PER HOUSEHOLD



# 2.3

PUBLIC PARKS

# 46



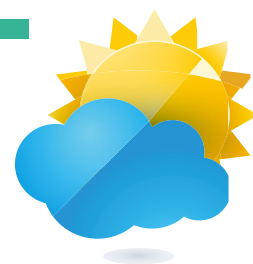
POPULATION DENSITY

# 4.2

 PERSONS/KM<sup>2</sup>

AVERAGE TEMPERATURE RANGE

# 18.8°C - 27.8°C



RATEABLE PROPERTIES

# 6,600



RATES, LEVIES AND CHARGES REVENUE  
2019-2020

# \$25m

\*Hinchinbrook Shire Council uses a range of sources to compile this information including the Australian Bureau of Statistics, Data by Region, 2016-2018 and Bureau of Meteorology.





**COUNCILLOR RAMON JAYO****Mayor of Hinchinbrook****Office of the Mayor and CEO Portfolio**

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mayor@hinchinbrook.qld.gov.au

*SERVICE TO COUNCIL: ELECTED 30 MARCH 2016*

The 2019-2020 year will unfortunately be remembered for all the wrong reasons – COVID-19, but Council's records will reflect substantial work in continuation of initiatives designed at servicing the needs of the community and long term sustainability of our Shire.

Foremost was the commencement of the Business Review, which amongst other matters, included review of the organisational structure and utility rating mechanisms. Reviews were designed at achieving streamlining of customer service capacity in hand with better operational and efficient work methods. Whilst implementation of strategies identified will see application occurring well into the future, budget savings have already been realised and will be capitalised upon in the interests of assisting ratepayers with the pressure of an ever increasing cost of living.

Our employees are to be congratulated for their commitment and dedication to the changing environment in recognition of finding savings and efficiencies that will benefit our Shire into the future.

In recognition of the cumulative effect of low world sugar markets and businesses still struggling with the effects of monsoonal flooding in the previous year, overall rates were not increased.

In addition to such relief, and with a view to stimulating economic recovery through job creation, a substantial capital works program to the value of \$16,356,522 was realised.

Notable capital programs achieved include:

- Halifax revitalisation - Heritage lighting main street;
- Baillies Bridge culvert replacement (Baillies Road);
- Dalrymple Creek Bridge rehabilitation (Hawkins Creek Road);
- Macknade Creek Bridge rehabilitation (Old Wharf Road);
- Mount Fox First Bridge culvert replacement (Mount Fox Road) - Bridge Renewals Funding;
- Kerb Entry Stormwater Pit Renewal, Rural Stormwater Renewal Program and Stormwater Drainage Upgrade Program;
- Kerb and Channel Rehabilitation Program, Covell and Fisher Streets;
- Dungeness commercial wharf fender pile replacement;
- Lucinda groynes rehabilitation;
- Pathway Rehabilitation Program - Garbutt Park walkway circuit;
- Pathway Rehabilitation Program - Palm Creek walkway boardwalk (Ingham Primary State School);
- Sir Arthur Fadden Parade and McIlwraith Street pathway;



- Cassidy Beach access road improvements;
- Cul-de-sac works - Marina Parade (Dutton Street end);
- Cul-de-sac works - River Avenue;
- Road Reconstruction Works - Lyons Street and Neilsen Street;
- Transport Infrastructure Development Scheme (TIDS):
  - o Mount Gardiner Road gravel to seal upgrade;
  - o Wallaman Falls Road reseal;
  - o Lannercost Extension Road drainage upgrade; and
  - o Four Mile Road reseal;
- Ingham Water Security Project – Ingham Water Treatment Plant and Como Road bores upgrade.

Council also continued its work towards economic diversification in the fields of agriculture and tourism, attending to the relevant environmental protection studies and applications required to progress approvals. Unfortunately achieving approval to enable change in an environmentally sensitive precinct is a substantial and time consuming challenge, but a challenge that must be met to achieve diversity to attract jobs and wealth for the future sustainability of our district.

More detailed information on Council activities and operations are included in the reports following and I thoroughly recommend your reading so as to be informed of Council activities.

I sincerely thank my fellow Councillors and all staff for their continuation and hard work and dedication towards achieving a better future for our district.

**Ramon Jayo**  
**Mayor**  
**Hinchinbrook Shire Council**



## **COUNCILLOR ANDREW CRIPPS**

**Deputy Mayor elected 14 April 2020**

**Corporate and Financial Services Advisory Portfolio**

0407 741 997

acripps@hinchinbrook.qld.gov.au

*SERVICE TO COUNCIL: ELECTED at COUNCIL BY-ELECTION*

*16 OCTOBER 2018*

It was my pleasure to serve the Hinchinbrook community as a Councillor during 2019-2020 and since April, as Deputy Mayor. I thank the community for their support at the Council elections in March 2020. I would also like to acknowledge the work of Council officers on behalf of residents and ratepayers.

One of Council's most significant tasks each year is the delivery of its Budget. My Portfolio of Corporate and Financial Services works to support the Mayor and Councillors to make informed decisions about allocating funds and setting rates, fees and charges, so Council can deliver outcomes for our community.

The Corporate and Financial Services portfolio also deals with planning, local laws and several other Council functions. With the second half of the 2019-2020 financial year impacted significantly by COVID-19, the community should be aware Council - like the rest of the community - is working through a period of significant financial constraint.

It was a pleasure to represent Council at meetings of the Ingham Show Society and the North Queensland Sports Foundation. I continue to represent Council as representative on the Forrest Beach Progress Association and the Lower Herbert Water Management Authority and have now joined the Local Disaster Management Group.



## **COUNCILLOR MARY BROWN**

**Economic Development Advisory Portfolio**

**Deputy Mayor 30 March 2016 - 14 April 2020**

0409 356 252

mbrown@hinchinbrook.qld.gov.au

*SERVICE TO COUNCIL: ELECTED 30 MARCH 2016*

The impacts and interruptions from the COVID-19 Pandemic that have been experienced globally in 2020, have also been felt in the Hinchinbrook Shire this year and if current predictions are realised, will continue for some considerable time into the future.

Despite these interruptions to planned events, requirements for additional precautions and practice changes for community life in general, there have still been positive achievements and robust planning progressed in the Economic Development Portfolio.

A short summary of activities for the 2019-2020 year follows:

- Major projects, including Dungeness all tidal access, Wallaman Falls Master Plan and Paluma to Wallaman Trails continue to progress in both planning and application stages;
- The CBD Master Plan has progressed, including delivery of new rubbish bins with tourism signage and pot planter refurbishment in Lannercost Street. Herbert Street consultation continues ready for next stage roll out;
- Works for Queensland master projects to deliver improved liveability infrastructure in Ingham, all three beaches, Halifax and Trebonne has commenced and will be completed by June 2021;
- A COVID-19 Recovery Plan has been developed and implementation of actions has commenced, including a "whole of Shire marketing strategy and events program", as well as major regional project engagement to pursue economic opportunities for Shire businesses;
- As COVID-19 restrictions lift, plans continue for roll out of a new Ambassador Program and workshops to support the business community; and
- Changing consumer behaviour has resulted in a request to review the Visitor Engagement Strategy and how Council can achieve best outcomes in utilisation of the TYTO Visitor Information Centre and restaurant facilities.



## **COUNCILLOR ANDREW LANCINI**

### **Utility Services Advisory Portfolio**

0409 342 209

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*SERVICE TO COUNCIL: RE-ELECTED 30 MARCH 2016*

*PREVIOUS TERMS: 6 APRIL 1994 TO 9 MAY 2012*

2019-2020 was a full program. First, planning and design of the Warrens Hill Waste Management Facility cell 1 capping project continued with the Department of Environment and Science seeking an environmental evaluation. A leachate storage tank system was installed at the facility.

Participation in the DrumMuster Program continued where over 200,000 containers have been collected.

A number of other programs undertaken throughout the year include:

- Hard Rubbish Support Program – allowing eligible residents to apply for the removal of bulk waste from their property, targeting the elderly and disadvantaged members of the community;
- Rural Clean-Up Program;
- Easter and Christmas Holiday Bin Program; and
- Community Clean-Up Support.

During the 2019-2020 financial year 3,751.43 tonnes of general waste was recorded as taken by residents and commercial businesses straight to one of the local transfer stations. 1,612.98 tonnes of green waste was taken to one of the transfer stations. A total of 7,266.3 tonnes of waste was landfilled at Warrens Hill Waste Management Facility and a total of 1,406.37 tonnes of mixed materials was recycled.



## **COUNCILLOR DONNA MARBELLI**

### **Community Development Advisory Portfolio**

0408 720 542

dmarbelli@hinchinbrook.qld.gov.au

*SERVICE TO COUNCIL: ELECTED 14 APRIL 2020*

I was very humbled and euphoric to be voted into Council on 28 March 2020. I thank the residents of Hinchinbrook and I will do my utmost working hard and being transparent in my four-year term with Council.

I would like to thank Council staff for their help working with me in a time where most of Australia was in lock down amid a COVID-19 Pandemic.

My skill set is having great public relations with the Hinchinbrook people and visitors to our beautiful district.

I feel very passionate about the community and when I was appointed to the Community Development Advisory Portfolio, I was very keen to get out and start meeting with the public, listening and coming up with ideas to take back to the more experienced Mayor and Councillors to start working on.

I now have associations within the community, non-profit organisations and sports foundations to work for and with. Representing Council is a real honour at the Taylors Beach Progress Association, Human Social Recovery Sub-Group Chairperson, Herbert River Pastoral and Agricultural Association (Show), RADF, Showgrounds Users Advisory, Hinchinbrook Community Support Centre, NQ Sports Foundation, Youth Development Committee, Cemetery Advisory Committee.

My emphasis is around families, youth, elderly, health and wellbeing, community partnerships, art and our wonderful culture being a very important aspect to keep alive in this great part of North Queensland.



## **COUNCILLOR KATE MILTON**

### **Public Spaces and Bio-Security Advisory Portfolio**

0428 180 412

[kmilton@hinchinbrook.qld.gov.au](mailto:kmilton@hinchinbrook.qld.gov.au)

*SERVICE TO COUNCIL: ELECTED 30 MARCH 2016*

2020 WOW what a year!

I think I speak for everyone when I say I will be glad to see the end of this year.

This year I was thankful to be given the opportunity to serve my second term as Councillor for the residents of Hinchinbrook. It is a pleasure to be working with most of the same Councillors as last term along with our new Councillor, Donna Marbelli.

I have been appointed the Portfolio of all things pests and biosecurity, which I enjoy immensely. Our ever-vigilant Biosecurity Team have found another infestation of the dreaded Mikania Vine just below the bridge at Halifax, which they are controlling as well as some new Pond Apple sites on National Park land near Macknade. Biosecurity Team Members at the nursery have cultivated 16,000 native trees for a revegetation project funded by Greening Australia in conjunction with a local landholder. They have also cultivated a further 4,000 tube stock for a Herbert River Improvement Trust rehabilitation project at a major erosion area of Stone River that occurred during the 2019 monsoon event. Staff have also commenced a trial at Hawkins Creek to determine the cost and success rate of controlling Navua Sedge with Sempra on Council road verges. Council are also investigating other control options.

As we all know COVID-19 has put a dampener on a lot of events and activities within the Shire. We have been lucky so far that we have not had any real outbreak here, fingers crossed it will stay that way. It has been a very trying time for all, particularly our staff who have dealt extremely well with all the added cleaning and sanitising of facilities, along with all the restrictions. I would like to commend and thank the staff for all their efforts and professionalism during this trying time.





## COUNCILLOR WALLY SKINNER

### Infrastructure Services Advisory Portfolio

0408 724 324

wskinner@hinchinbrook.qld.gov.au

*SERVICE TO COUNCIL: ELECTED 17 MAY 2012*

Every year seems to be different and have unexpected challenges for Councillors.

Whilst this year we did not have the level of impact we have had in previous years from natural disasters and weather events, we have had a new experience to deal with – COVID-19. That really hit home just as we were being sworn in after the March local government election. A considerable amount of effort and commitment has been placed on our management and staff and they should be congratulated for the way they responded. They have acted in the best interests of the community and we are confident our organisation has the ability and capacity to take whatever measures are necessary to support residents into the future.

Council has also responded to the potential financial impacts of the virus on residents by putting in place measures around Rates and Charges. Hopefully this has been beneficial.

On the capital works front, we are about to embark on significant projects funded out of the Works for Queensland program. This will see public space infrastructure and facility beautification around town and the beaches. The intent is to improve the amenity and liveability of the Shire, and hopefully bring investment and families, thereby boosting our economy. We have also applied for grant funding to replace two important bridges so a busy year ahead.

I believe Councillors and staff can feel well satisfied with their efforts on behalf of our Shire.

Councillor Marc Tack was an elected member of Council from 10 May 2012 until 6 April 2020. The Local Government Election was held on 28 March 2020, with the Poll declared on 7 April 2020.



# 2019-2020 COUNCIL COMMUNITY EVENTS

## JULY

- NAIDOC Flag Raising Ceremony (TCEC)
- Exhibition – 41 Hinchinbrook Art Awards (TRAG)
- Workshops Sally Moroney Tree of Life Dream Catcher (TRAG)
- Workshops Pam Findlay children’s introduction to painting (TRAG)
- I Spy @ TYTO – School Holiday Activity (HSL)
- Silver Beard – Magic Show – School Holiday Activity (HSL)

## AUGUST

- Think Business - Accounting in Business
- Seniors Workshop – Floral Art – Janeen Hulbert (TRAG)
- Seniors Workshop – Pencil Drawing – Barbara Horsley (TRAG)
- Seniors Workshop – Macramé Renee Poppi (TRAG)
- Exhibition – 41st Hinchinbrook Art Awards (TRAG);
- Trainee E-Skills (HSL)
- Genealogy Workshop (HSL)
- Cinderella Spinderella – Children’s Show (HSL)

## SEPTEMBER

- Think Business – Building customer loyalty and spend
- Workshop – Mini Mosaic Linda Bates (TRAG)
- Workshop – Bead making Linda Bates (TRAG)
- Exhibition “Art-Tones” Jane Giles and Tony Williams (TRAG)
- Coding and Robotics (HSL)
- Hogwarts at TYTO (TCEC and HSL)

## OCTOBER

- Think Business – Experience Development Masterclass
- Exhibition - “Art-Tones” (TRAG)
- School Holiday workshops – Nature Printing (TRAG)
- International Fishing Series Awards
- Indigenous Tiny Tots (HSL)
- Silver Beard – Magic Show – School Holiday Activity (HSL)

## NOVEMBER

- Think Business - Legal Safeguard your Business
- Exhibition – Ingham State High School; Josie Barrett Indigenous painting group
- Exhibition – Everglow craft group (TRAG)
- Workshop – Christmas wreaths and Christmas trees using natural materials (TRAG)
- Workshop – Christmas crafts (TRAG)
- North Queensland Sports Awards
- Digital Honour Roll – Interactive Screen Unveil - Mini Museum (HSL)

## DECEMBER

- Christmas in Hinchinbrook
- Santa Claus Hunt (VIC)
- Workshops – Christmas crafts (TRAG)
- Exhibition - “Evolving” Ingham Arts Action Group (TRAG)
- Wearable Art information night and concept development workshop (TRAG)

## JANUARY

- Home Day Care Visit (HSL)
- Summer Reading Club – Presentation Party
- Messy Play – Inaugural (HSL)

## FEBRUARY

- Yoga for Mums and Bubs (TCEC)
- Exhibition – Wanderlust – Flying Arts Touring Exhibition (TRAG)
- Flying Arts workshop – Lino cut and motion picture collage (TRAG)
- Library Lovers (HSL)
- Genealogy Workshop (HSL)

## MARCH

- Think Business - Digital Marketing for Business
- Robo Connect (HSL)
- Tech @ TYTO (HSL)
- Due to COVID-19 restrictions, no exhibitions were held in the month of March

## APRIL

- Due to COVID-19 restrictions, no events were held in the month of April

## MAY

- Due to COVID-19 restrictions, no events were held in the month of May

## JUNE

- Due to COVID-19 restrictions, no events were held in the month of June

## REGULAR EVENTS

The following community events occurred on a regular basis in 2019-2020:

- Movie Magic (TCEC)
- Tea and Trivia (TCEC)
- Hinchinbrook Bird Count (VIC)
- TYTO Wetlands Guided Tours (VIC)
- Sugar Tracks Tours (VIC)
- TYTO Wetlands Nature Walk (VIC)
- Tiny Tots (HSL)
- Story Time (HSL)
- E-Skills (HSL)
- Freestyle Audio (HSL)
- Pilates in the Parklands (TCEC)

TRAG - TYTO Regional Art Gallery  
HSL - Hinchinbrook Shire Library  
VIC - Visitor Information Centre

TYTO - TYTO Parklands  
TCEC - TYTO Conference and Events Centre





**SUPERCCELLARS**  
YOUR TASTE. OUR SPECIALTY.  
POKIES TAB KENO

**SUPERCCELLARS**  
YOUR TASTE. OUR SPECIALTY.

40<sup>th</sup> Anniversary  
**Renco**  
RELIABILITY  
RETRIAL  
**14**  
1979 - 2019  
Celebrating the Originals with an event that captured a Nation.

ANDREW  
BRUCE W



### **ALAN RAYMENT**

**Chief Executive Officer**

As the 2019-2020 year concludes amongst the impacts surrounding the world Pandemic and subsequent issues for the nation and regional communities, it is essential to reflect also on the positive works undertaken throughout the year.

The 2019-2020 year built on the positive outcomes of the 2018-2019 year as Council continued to examine and implement initiatives in order to best serve the community in terms of the following:

- Long term sustainability of the Shire;
- Liveability of the community;
- Environmental impacts; and
- Diversification of industry and economics.

In our ever changing world, sustainability of a local authority both in the short and long term is paramount for its purpose and ability to serve the community.

Accordingly, the need to transform our organisation to an outcome focused enterprise was essential. Often large diverse organisations forget that they need to focus on outcomes and the positive reasons why to do something rather than get caught in the merry-go-round assessing problems.

Council undertook a comprehensive Business Review of its operations. This initiative was essential to continue the journey of a sustainable and outcome focused organisation serving its community effectively.

The review fell into two broad categories:

- Current Organisational Structure; and
- Business Improvement Strategies based on productivity and efficiency improvements.

A number of initiatives were commenced including but not limited to an Organisational Restructure that encompassed changes across the organisation that involved important areas such as Environmental and Waste Services, Cemeteries, Community Services, Strategic Planning, Procurement/Store Services, Regulatory Services and Centralised Administration Support.

The transformation journey is now well advanced with more to do in the coming year.

Areas throughout the organisation made significant improvements with many components such as Warrens Hill Waste Management Facility and infrastructure capital works very noticeable to the community. Other areas such as Finance are not as obvious.

Our Finance Team worked effectively behind the scenes this year to recognise significant changes to the Australian Accounting Standards and increasing their efficiency through transitioning to paperless invoicing and improving the quality of information provided for decision making.

It is pleasing to advise that operational costs were kept static whilst providing services that also incorporated a nil overall 'rates' increase from the 2018-2019 year.

The assessment of Council's business and its operations has also enabled significant budget savings totalling approximately \$2,344,654 from the conclusion of the 2018-2019 year to projected budget estimates for the upcoming 2020-2021 year. A truly important factor that assists the organisation to remain viable whilst maintaining and improving its current level of service.

The budget including operational costs was again supported by a large Grants Program, thus alleviating pressure on the local ratepayer base. There was also an increased program of capital works having invested \$15.69 million for the period, an increase of \$4 million on the 2018-2019 year.

In terms of managing our many different types of assets, such as water, sewerage, roads, community halls, drainage etc, the increased works during the year enabled Council for the first time in five years to match the replacement of our community assets with the consumption of our asset base, a key indicator of sustainability.

The year also incorporated other significant changes, such as the impact of the State Government Landfill Levy of \$547,000, introduced to encourage communities to recycle rather than send waste to landfill and the impact of diminishing economic return on Council's investments.



Council also recognised an increase of \$1.7 million in provisions for landfill site rehabilitation as Council continues to address the legacy of uncapped and unmanaged landfill, sites across the Shire.

Overdue and much needed changes were introduced and implemented at Warrens Hill Waste Management Facility. The environmental and compliance issues associated with the Warrens Hill Waste Management Facility pose one of Council's significant corporate risks. To continue the essential improvements commenced in 2019-2020, more resources and work will be undertaken throughout the 2020-2021 year.

Such improvements evident at Warrens Hill is an excellent example of when you acknowledge the issues of the past and adequately detail a rectification plan. Significant gains can be achieved upon transforming actions to be outcome focused.

One extensive capital works project completed was the Water Security Program implemented throughout the 2018-2019 and 2019-2020 years. Such a project involved providing additional mains water supply from an additional bore south of Ingham and the enhancement of supply dams abutting the Works Depot in Martin Street. Such a project constructed in part with external Government funding will future proof the water needs for Ingham. Excellent work was carried out by staff and local contractors in coordinating and constructing this essential community aspect.

Capital Works projects also underpinned significant works throughout 2019-2020 and a change in how projects were budgeted, designed and managed. As a result, it is pleasing to report that for the first time in many years an 88% completion rate was achieved of Capital Projects scheduled to be completed by June 2020. A truly excellent result that indicated the outcome/action focus of our workforce. A further 17 projects scheduled to be completed over multiple years are well advanced and progressing with the scheduled completion date of June 2021. Elements of the major projects are detailed predominantly in the Infrastructure Utility Services section of the Annual Report.

Another important and strategic aspect initiated and completed in 2019-2020 was the compilation, consultation and adoption of a Masterplan Visioning Study that provided a Community and Infrastructure Enhancement Project Plan.

Whilst work undertaken in compiling plans are often met with a sense of scepticism for simply becoming dust collectors, it is important that this document actually incorporates previous studies and has identified real projects for future implementation. The creation of the Plan has already paid dividends as Council has been successful in identifying and securing funding for the following projects for completion in 2020-2021 financial year due predominantly from the work and projects being identified in the Master Plan Visioning Study:

1. Dungeness Carpark Enhancement and Extension;
2. Taylors Beach Foreshore Development and Roadworks;
3. Forrest Beach Foreshore Development and Roadworks; and
4. Lucinda Upgrades and Foreshore Development at Borello Park and Lions Park.

If utilised consistently the document will continue to prove to be an effective tool for strategic development, planning and action of infrastructure works for many years.

The 2019-2020 Annual Report would not be complete without reference to the world wide Pandemic known as COVID-19 that created havoc for Nations across the world.

Although our community was spared a major outbreak, the imposed National and State restrictions impacted our region, our organisation and community detrimentally.

Despite the impediments and required closure of various public facilities, it is pleasing to report that staff positions were maintained by utilising impacted staff throughout our broad ranging organisation and continuing to provide appropriate levels of service for the community. The period of March to June was challenging and intense but our organisation came through the period more resilient and diverse.

During the year it was essential that Council began to transform its operation in order to become an outcome focused organisation serving and meeting the expectations of its community. Equally important was to plan to build its capacity as a multi-faceted organisation to achieve its focus. The 2019-2020 year achieved this and it is important to understand that the journey needs further time to mature and to be fully implemented. It has been an extremely proactive year that will set the foundation for Council and its community for many years.

The upcoming 2020-2021 will be another exciting year with many strategic projects to be rolled out that will have all major areas of Council working together to achieve an excellent outcome. An example of such initiative is the implementation of road and community projects in accordance with our Masterplan Visioning Study and Infrastructure Enhancement Project Plan.

*Coming together is a beginning. Keeping together is progress. Working together is success. Henry Ford, Ford Motor Company*

**Alan Rayment**  
**Chief Executive Officer**  
**Hinchinbrook Shire Council**



# EXECUTIVE MANAGEMENT TEAM

## DIRECTOR CORPORATE AND FINANCIAL SERVICES

## DIRECTOR COMMUNITY DEVELOPMENT SERVICES

### RESPONSIBILITIES

- Strategic Financial Management and Planning
- Information Technology and Communication Services
- Customer Services and Administration Support
- Records Management
- Finance and Asset Accounting
- Budget Management
- Treasury, Insurance and Governance
- Town Planning
- Building and Regulatory Services
- Land Dealings and Leasing
- Environmental Health Services
- Business Licensing
- Animal Management
- Local Laws
- Human Resources and Payroll
- Workplace Health and Safety
- Statutory Compliance

- Economic Development Projects
- TYTO Precinct
- Cemeteries
- Community Services
- Arts and Culture
- Library Services
- Community Events and Activities
- Community Development
- Tourism and Business Development
- Aged and Youth Development
- Facility Hire

### HIGHLIGHTS

- The Queensland Audit Office assessment of Council's overall financial sustainability found to be low risk
- Queensland Audit Office recognition by green traffic light of timeliness, quality of financial statements and effectiveness of internal controls
- Implementation of a paperless accounts payable function improving efficiencies and enabling timely payments to suppliers
- Maintaining operations and continuance of Capital Works Program with no overall rate rise
- Implementation of direct debit automation, improving efficiencies enabling more timely debt collection processes
- Rate incentives and initiatives implemented to promote debt recovery including a general rate concession for new residential dwellings and timely rate payment incentive scheme
- Recognising value from implementing improvements based on internal audit program
- Enhancements to Council's electronic information system, Enterprise Content Management (ECM) to simplify processes for digitising and storing information
- Improvements in records management training, to assist employees to better understand records management and comply with public sector recordkeeping responsibilities

- Formation of Youth Development Advisory Committee
- Continued compliance with State Library of Queensland Service Level Agreement
- Significant progress on digitisation of Special History Collection
- Development of five year Marketing Strategy and Action Plan 2021-2025 document
- Development of Seniors Lifestyle Directory in collaboration with Ageing In Place Advisory Committee
- Successful completion of Lannercost Street CBD Revitalisation Stage One capital works project including Hinchinbrook Way Historical Walk
- Successful public consultation and development of Hinchinbrook Shire Visioning Study Masterplan
- Successful awarding and commencement of development of the Wallaman Falls and Broadwater Ecotourism Masterplan
- Hinchinbrook Way Wayfinding Signage Project stage one successfully completed in TYTO area
- TYTO Wetlands walking track wayfinding signage project successfully complete
- Minor internal refurbishment and modernisation of Visitor Information Centre

### CHALLENGES

- Management of ever-changing IT environment
- Ongoing management of budgetary pressures
- Attracting and retaining suitably skilled staff to fill positions
- Separation of staff across locations as a result of COVID-19
- While volume of records and transactions require capture and storage increases, resourcing is not keeping pace
- Due to automation of processes in ECM such as use of connected content and increase in usage of ECM system, it became obvious that continuous auditing of the system would be necessary to ensure quality of information being stored

- Cemetery record keeping
- COVID-19 impact on events and operations
- Adequately resourcing operational requirements



# EXECUTIVE MANAGEMENT TEAM

## DIRECTOR INFRASTRUCTURE AND UTILITY SERVICES

## OFFICE OF THE MAYOR AND CEO

### RESPONSIBILITIES

- Roads and Drainage
- Water and Sewerage Services
- Waste Management Services
- Survey, Design and Technical Support
- Assets and Geospatial Information Services
- Plant Management
- Parks and Gardens
- Biosecurity

- Mayor and CEO Support
- Executive Support
- Administration Assistance
- Media and Communications
- Corporate Branding
- Legal Services
- Elected Members Support
- Strategic Human Resources
- Strategic Workplace Health and Safety
- Statutory Compliance
- Representation to Government - State and Federal

### HIGHLIGHTS

- Bridge Rehabilitation Program (Dalrymple Creek Bridge, Macknade Creek Bridge, Baillies Bridge culvert replacement)
- Mount Fox First Bridge culvert replacement (Mount Fox Road) - Bridge Renewals Funding
- Dungeness Commercial Wharf fender pile replacement
- Roll out of automatic water meter project, funded by Department of Local Government, Racing and Multicultural Affairs (DLGRMA)
- Rehabilitation of Lucinda groynes
- Water Security Project – Upgrade of Ingham Water Treatment Plant and Como Road bore field
- Pathway rehabilitation program (Palm Creek, Garbutt Park walkway) and footpath connectivity project (Sir Arthur Fadden Parade – Building Our Regions Funding)
- Completed all projects funded under 2019-2020 Transport Infrastructure Delivery Scheme
- Ongoing delivery of Disaster Recovery Funding Arrangement Works

- Comprehensive Business Review of Council operations
- Number of business improvement strategies based on productivity and efficiency improvements made
- Compilation, consultation and adoption of Masterplan Visioning Study providing a Community and Infrastructure Enhancement Project Plan as an effective tool for strategic development, planning and infrastructure
- Continuation of Hinchinbrook Business Community Resilience Project
- Disaster Management Dashboard rollout
- Election of 2020-2024 term of Council
- Adoption of Council's Strategic Risk Register
- Managing Council's Strategic Projects such as:
  - Dungeness Car Park Approval and Dungeness Marine Access
  - Aquaculture Development Areas
  - Forrest Beach – Town Centre/Caravan Park Activation Scoping and Sewer Strategy
- Warrgamay People Native Title Claim
- Finalisation and production of Hinchinbrook Multi-Lingual Emergency Action Guide
- Formulation of Hinchinbrook Recovery Economic and Human Social Sub-Groups to implement COVID-19 Recovery Plan

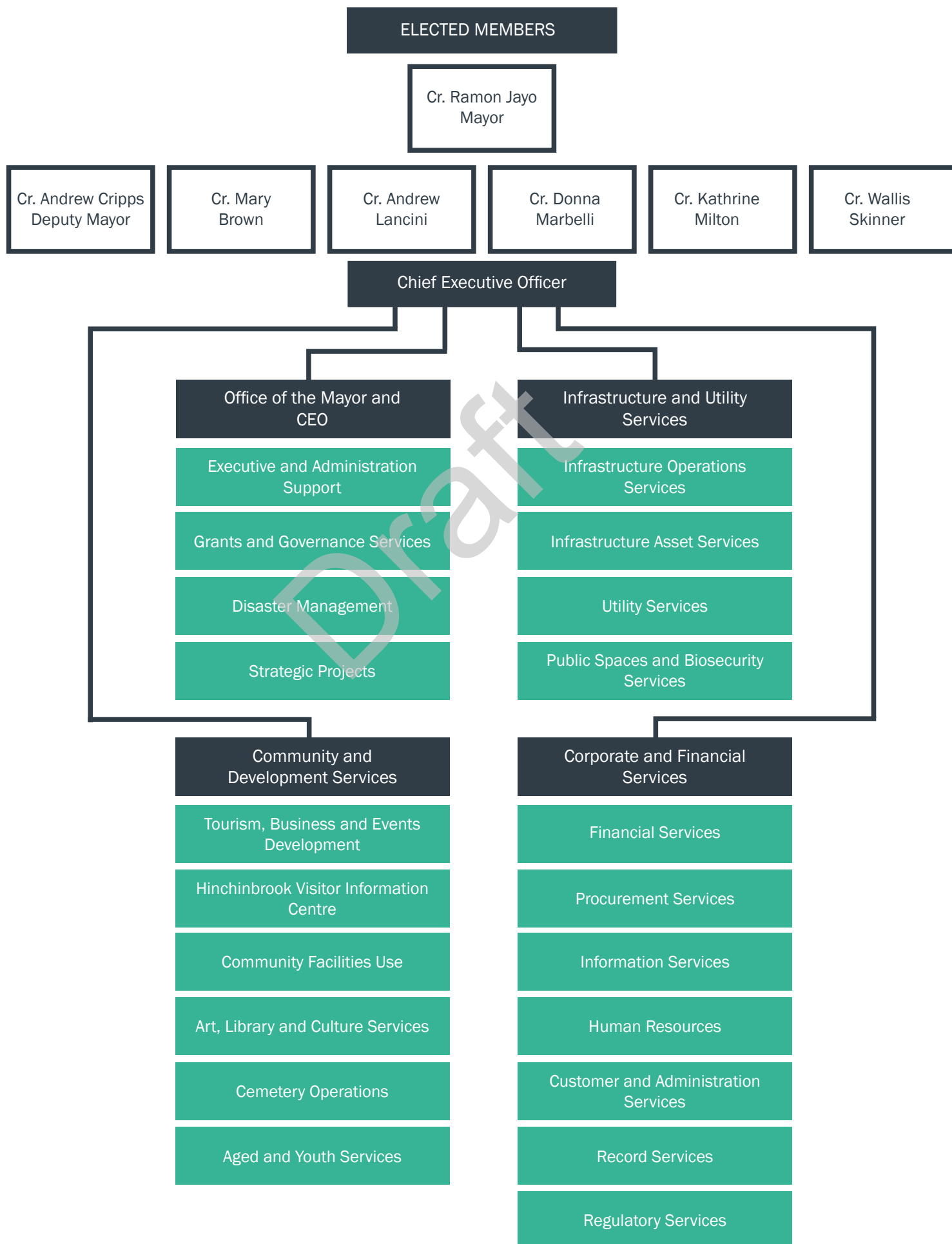
### CHALLENGES

- Significant Disaster Recovery Funding Works following four separate declared disasters in last two years totalling as much as \$30M of funding submissions to State and Federal Governments
- Impacts of COVID-19 – on workplace routines and structure, and incorporating pandemic planning and risk management strategies into workplace
- Difficulty in attracting and retention of key professional and skilled staff

- COVID-19 world-wide Pandemic imposed restrictions impacted organisation through closure of various public facilities, increased organisational and community area cleaning regimes, increased community messaging on education for health messages and government requirements/guidelines, implementation of staff segregation and social distancing, and telecommunication and logistical issues for staff work from home arrangements
- Strategic Projects legislative constraints
- Community education and engagement in economic development and diversification



# ORGANISATIONAL STRUCTURE





# REPORTING SYSTEM

## Corporate Plan 5 Year

Outlines strategic directions to be pursued during the five year period, 2014-2020.



## Operational Plan 12 Month

Outlines how strategic directions from the Corporate Plan will be achieved during the financial year.



## Budget 12 Month

Funding allotted for delivery of Operational Plan objectives and financial performance during financial year.

Council's 2019-2020 Annual Report demonstrates our desire to improve our commitment to accountability and transparency. The report provides an overview of our activities, actions and outcomes from the period of 1 July 2019 through to 30 June 2020.

Reported items link back to Council's 12 month Operational Plan and five year Corporate Plan. The Community Financial Report for this year commences on page 83.

As a resident, ratepayer, investor, business or community member you have an interest in understanding what Council is achieving. This report aims to give you that information in a user friendly format while fulfilling our legislative responsibilities to govern and deliver in an open and transparent manner.

Some of the information in this report is what Council is required to present, some is ancillary information that may be of interest and some is clearly provided for the feel good factor, to celebrate what we are and who we are as an organisation and as a community.







**CORPORATE AND  
OPERATIONAL PLAN OUTCOMES**

Draft



## STRATEGIC DIRECTION ONE

### FISCALLY RESPONSIVE AND RESPONSIBLE MANAGEMENT OF PUBLIC INFRASTRUCTURE AND ASSETS

Hinchinbrook Shire Council builds, owns and funds the maintenance of infrastructure that it sees as a benefit to the community. In some areas Council is the only entity that will perform the function of providing public infrastructure. Council provides public infrastructure on the basis that it is an asset to the community, that the community values the provision of this infrastructure and that the infrastructure provides a contribution to the community that is tangible, vital and essential.

Council is committed to supplying infrastructure in an efficient and coordinated manner that provides consistent delivery of services and is seen as value for money by the users of such infrastructure. Further, Council considers infrastructure provision with regard to the impacts on the natural environment, the value add of the amenity to existing infrastructure, and health and safety of the community.

Council will ensure a coordinated and integrated approach to infrastructure planning, implementation, maintenance and renewal. Public infrastructure and assets provided by Council can include:

- Road and drainage network
- Water and sewerage network
- Waste management and transfer station facilities
- Hinchinbrook Aquatic Centre
- TYTO Precinct
- Parks, gardens and reserves with pathways, structures, playgrounds, fitness equipment and picnic facilities
- Marine recreational infrastructure - boat ramps, jetties and fishing platforms
- Buildings, like the Shire Hall, smaller community halls and the Kelly Theatre



## STRATEGIC DIRECTION ONE

- 1.1 Plan and execute timely preventative maintenance regimes that extend the useful life of roads, water and sewerage network infrastructure in a cost effective manner

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- 1.2 Plan and execute timely preventative maintenance regimes for building assets that extend the useful life in a cost effective manner

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- 1.3 Ensure that proposed extensions to road, water or sewerage networks have a demonstrated social and economic imperative

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- 1.4 Be open to innovative and alternate solutions for the provision of ongoing public infrastructure needs

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- 1.5 Ensure that public infrastructure contributes to lifestyle aspirations of current residents, underpins population attraction and acts as an enabler for economic growth in tourism in particular

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## 1.1 PLAN AND EXECUTE TIMELY PREVENTATIVE MAINTENANCE REGIMES THAT EXTEND THE USEFUL LIFE OF ROADS, WATER AND SEWERAGE NETWORK INFRASTRUCTURE IN A COST EFFECTIVE MANNER

### WATER AND SEWERAGE CONDITION RATINGS

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Continued refinement of long term asset management plans	1.1.1	Review and update Water and Sewerage Condition ratings and unit rates by March 2020	Infrastructure Utility Services

Completed - Water and Sewerage Asset valuation costs completed and being checked.

### CAPITAL WORKS PROGRAM

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Development of a roads hierarchy and associated service levels	1.1.2	Completion of 85% of Capital Works Program referenced as BUD-201920.01	Infrastructure Utility Services

Target Achieved -

- 66 projects actioned and completed of the 75 projects scheduled representing 88% progress.
- A total of \$19,387,000 actual and committed expenditure against a revised budget of \$20,299,000 has been undertaken as at 30 June 2020.

### WORKS RELATING TO DECEMBER 2018 AND FEBRUARY 2019 EVENTS

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Planned preventative maintenance regimes are comprehensive in nature and costed for inclusion in ten year forward budgets	1.1.3	Execution of NDRRA Flood Damage Emergent Works and REPA Construction Projects relating to December 2018 and February 2019 events	Infrastructure Utility Services

On Target - Only two remaining large contracts are yet to be awarded. Betterment projects are progressing well and are due for completion by 30 June 2021.

### MAINTENANCE ANNUAL SCHEDULE REVIEW

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Planned preventative maintenance regimes are comprehensive in nature and costed for inclusion in ten year forward budgets	1.1.4	Review and update of the Infrastructure Maintenance Annual Schedule	Infrastructure Utility Services

Completed- Report presented to June 2020 Council General Meeting detailing the Stormwater Maintenance Plan.

### DRAINAGE MAINTENANCE SCHEDULE

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Planned preventative maintenance regimes are comprehensive in nature and costed for inclusion in ten year forward budgets	1.1.5	Implement Programmed Drainage Maintenance Schedule throughout Shire, including Lucinda, Forrest Beach and Trebonne	Infrastructure Utility Services

On Target - Works are continuing and will align with the document Stormwater Maintenance Plan as presented to the June 2020 Council General Meeting.



## DRAINAGE PROFILE IMPROVEMENTS

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Planned preventative maintenance regimes are comprehensive in nature and costed for inclusion in ten year forward budgets	1.1.6	Complete respective drain profiling improvements associated with the drainage of Dalrymple Road by December 2019	Infrastructure Utility Services

Completed - November 2019.

## SMART WATER METER TECHNOLOGY IMPLEMENTATION

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Planned preventative maintenance regimes are comprehensive in nature and costed for inclusion in ten year forward budgets	1.1.7	Commence roll out phase of Smart Water Meter Technology - Stage 1. Target Completion of Stage 2 by June 2021	Infrastructure Utility Services

On Target - Rollout process has continued and is forecast to be completed by December 2020.

## BRIDGE REHABILITATION

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Planned preventative maintenance regimes are comprehensive in nature and costed for inclusion in ten year forward budgets	1.1.8	Complete the reconstruction and rehabilitation of Mt Fox First Bridge, Baillies Bridge, Kirks Bridge, Macknade Creek Bridge and Dalrymple Creek Bridge	Infrastructure Utility Services

Mt Fox First Bridge - Complete.  
 Baillies Bridge - Complete.  
 Kirks Bridge strengthening works - Complete.  
 Macknade Creek Bridge - Complete.  
 Dalrymple Creek Bridge - Complete.

## LONG TERM ASSET MANAGEMENT PLAN

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Planned preventative maintenance regimes are comprehensive in nature and costed for inclusion in ten year forward budgets	1.1.9	Engage with refinement of long term Asset Management Plans to ensure correct financial reflection of Asset Management Plan activities	Infrastructure Utility Services

On Target - Refinement of long term Asset Management Plan continues and included in 2019-2020 Council Restructure/Business Review.

## ASSET CAPITALISATION

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Planned preventative maintenance regimes are comprehensive in nature and costed for inclusion in ten year forward budgets	1.1.10	Engage internal audit to review asset capitalisation processes and management of lower value portable infrastructure delivery tools	Infrastructure Utility Services

Completed - Asset Capitalisation Audit completed and presented to Audit Committee, at its March 2020 Meeting.



## REVIEW WATER AND SEWERAGE RATING UNITS

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Planned preventative maintenance regimes are comprehensive in nature and costed for inclusion in ten year forward budgets	1.1.11	Undertake review and assessment of water and sewerage units for purposes of service charges by February 2020	Infrastructure Utility Services

Progressing - Water charges review conducted as part of the 2020-2021 budget preparation. A review of sewerage charges will be undertaken in preparation for the 2021-2022 Budget discussions.

## ANNUAL BITUMEN AND RESEAL PROGRAM

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Planned preventative maintenance regimes are comprehensive in nature and costed for inclusion in ten year forward budgets	1.1.12	Complete Annual Bitumen and Reseal Program	Infrastructure Utility Services

Completed - As at 30 June 2020.

## TEMPORARY DESIGN SERVICES

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Planned preventative maintenance regimes are comprehensive in nature and costed for inclusion in ten year forward budgets	1.1.13	Engage temporary design service personnel to progress 2020-2021 proposed capital works projects	Infrastructure Utility Services

Completed - As at 30 June 2020.

## FLOOD MONITORING INFRASTRUCTURE FUNDING

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Planned preventative maintenance regimes are comprehensive in nature and costed for inclusion in ten year forward budgets	1.1.14	Lodge applications under resilience funding program for Orient Road, Atkinson Pocket Road, Seymour Road and Flood Monitoring infrastructure and implement if approved	Infrastructure Utility Services

On Target - Seymour Road, Orient Road and Atkinson Pocket Road - estimate completion by December 2020.

## 1.2 PLAN AND EXECUTE TIMELY PREVENTATIVE MAINTENANCE REGIMES FOR BUILDING ASSETS THAT EXTEND THE USEFUL LIFE IN A COST EFFECTIVE MANNER

### PREVENTATIVE MAINTENANCE PLANS

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Development of preventive maintenance plans for all building assets, including exit strategies for assets deemed surplus to needs	1.2.1	Review, update and refine Building Preventative Maintenance Plans to reflect a 10 year forward program by February 2020, including financial impact	Infrastructure Utility Services

On Target - Refining Maintenance Plans.

### BUILDING PREVENTATIVE MAINTENANCE PLANS

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Development of preventive maintenance plans for all building assets, including exit strategies for assets deemed surplus to needs	1.2.2	Link Building Preventative Maintenance Plans to current and long term financial requirements by April 2020	Infrastructure Utility Services

On Target - Refining Maintenance Plans.





# STRATEGIC DIRECTION ONE

## 1.3 ENSURE THAT PROPOSED EXTENSIONS TO ROAD, WATER OR SEWERAGE NETWORKS HAVE A DEMONSTRATED SOCIAL AND ECONOMIC IMPERATIVE

### WATER SECURITY

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Investigate Water Security options for the Hinchinbrook Shire Water Scheme	1.3.1	Complete and commission the Como Road bores duplication and Ingham Water Treatment Plant upgrade project	Infrastructure Utility Services

Completed - As at 30 June 2020.

### WATER MAIN EXTENSION OPTIONS

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Investigation of access to identified cane expansion areas in collaboration with industry stakeholders	1.3.2	Investigate water main extension options	Infrastructure Utility Services

Completed - As at 30 June 2020.

### COMPLETION OF ROAD CONSTRUCTION PROGRAM

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Investigation of access to identified cane expansion areas in collaboration with industry stakeholders	1.3.3	Completion of 100% of TIDS Road Construction Program	Infrastructure Utility Services

Completed - All projects complete and funding claimed.

## 1.4 BE OPEN TO INNOVATIVE AND ALTERNATE SOLUTIONS FOR THE PROVISION OF ONGOING PUBLIC INFRASTRUCTURE NEEDS

### PREVENTATIVE MAINTENANCE PLANS

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Prior to the end of useful life of current assets review innovative and alternate solutions	1.4.1	• Works for Queensland - foreshore areas and Rotary Park. Complete master-planning, consultation and detailed design for Stage 1	Office of the Mayor and CEO
		• Assess viability of Pump Track design	Infrastructure Utility Services

Completed - Master-planning document complete. Council resolved scope of Stage 1 for 2020-2021. Currently progressing to detailed design and construction with a completion date of 30 June 2021.

Pump track has not been allocated Council funding for 2020-2021.

## 1.5 ENSURE THAT PUBLIC INFRASTRUCTURE CONTRIBUTES TO LIFESTYLE ASPIRATIONS OF CURRENT RESIDENTS, UNDERPINS POPULATION ATTRACTION AND ACTS AS AN ENABLER FOR ECONOMIC GROWTH IN TOURISM IN PARTICULAR

### DREDGING DUNGENESS

Proposed Actions Over 2014-2019	2018-2019 Action Measure		Lead
Maintain access to and improve recreational boating and fishing facilities	1.5.1	Submit development application for Dungeness Dredging Project	Infrastructure Utility Services

Completed - Development application lodged May 2020.





## IMPROVEMENT TO RECREATIONAL BOATING FACILITIES

Proposed Actions Over 2014-2019	2018-2019 Action Measure		Lead
Maintain access to and improve recreational boating and fishing facilities	1.5.2	Forrest Beach Boat Ramp/Cassady Creek Boat Ramp marine access improvement - continue to investigate and develop a shovel ready project to seek funding for	Infrastructure Utility Services

Completed - Report to Council, State can be seen to be generally unsupportive of the proposed boat ramp in this location. Council has provided this correspondence for the information and further consideration of the Forrest Beach Recreational Boating and Tourism Committee (FBRBTC), and welcome further discussions regarding proceeding with this matter as necessary.

## PUBLIC OPEN SPACE HIERARCHY PLAN

Proposed Actions Over 2014-2019	2018-2019 Action Measure		Lead
Development of a parks and reserves hierarchy and associated service levels	1.5.3	Council to adopt Public Open Spaces Maintenance and Hierarchy Plan including levels of service	Infrastructure Utility Services

On Target - Trial of Parks Custodians has organised throughout the June Quarter with a commencement plan to commence in August 2020.

## DUNGENESS COMMERCIAL WHARF

Proposed Actions Over 2014-2019	2018-2019 Action Measure		Lead
Maintain access to and improve recreational boating and fishing facilities	1.5.4	Construction of Dungeness commercial wharf pile replacement	Infrastructure Utility Services

Completed - As at December 2020.

## FORESHORE MAINTENANCE

Proposed Actions Over 2014-2019	2018-2019 Action Measure		Lead
Maintain access to and improve recreational boating and fishing facilities	1.5.5	Implement works for foreshore clearing and maintenance at Lions Park, Lucinda	Infrastructure Utility Services

On Target - Site Survey complete and awaiting final report. Project planned to commence in August 2020.

## IMPROVEMENTS TO RECREATIONAL BOATING FACILITIES

Proposed Actions Over 2014-2019	2018-2019 Action Measure		Lead
Maintain access to and improve recreational boating and fishing facilities	1.5.6	Implement Beach Access for ATV vehicles at Lucinda	Community and Development Services

Completed.



## STRATEGIC DIRECTION TWO

### RESPONSIVE AND RESPONSIBLE MANAGEMENT OF LAND

Hinchinbrook Shire Council seeks to achieve a sustainable, well managed and enviable natural and built environment.

That is a Shire that provides a balance between the development of built infrastructure, demonstrating sound land use principles, while valuing the conservation of our diverse natural resources for the enjoyment of all.

This will be achieved by delivering an enabling Town Planning Scheme, by the development of natural resource management plans, and increasing community awareness of associated issues.

## STRATEGIC DIRECTION TWO

2.1 Delivery of a robust and meaningful Town Planning Scheme

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2.2 Provision of reliable flood data and intelligence

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2.3 Riverine and riparian environment and management

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2.4 Natural resource management

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## 2.1 DELIVERY OF A ROBUST AND MEANINGFUL TOWN PLANNING SCHEME

### TOWN PLANNING SCHEME

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Delivery of a robust and meaningful Town Planning Scheme	2.1.1	Consultation for and development of a new Town Planning Scheme that acts as an enabler for lifestyle aspirations, supports population growth and the realisation of opportunities.  Project completed in 2017	Community and Development Services

Completed - Hinchinbrook Shire Planning Scheme 2017 now in effect.

### REGULARISATION OF LEVEES

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Delivery of a robust and meaningful Town Planning Scheme	2.1.2	Regularisation of Levees  Project completed in 2017	Infrastructure Utility Services

Completed - Project finalised in 2017.

## 2.2 PROVISION OF RELIABLE FLOOD DATA AND INTELLIGENCE

### FLOOD MITIGATION

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Revision of the existing flood study	2.2.1	Complete the detailed design and tender documents for the Dutton Street Bridge	Infrastructure Utility Services

On Target - Full detailed design documentation forecast to be completed by August 2020. Delays in final design packages related to Ergon infrastructure and relocation of power poles and lighting.

### REVISED FLOOD STUDY

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Revision of the existing flood study	2.2.2	Submit applications for funding - installation of automatic water over road signage project	Infrastructure Utility Services

Ongoing - Scoping and cost estimates compiled for Hawkins Creek Road related to frequent closures at Dalrymple Bridge crossing.

## 2.3 RIVERINE AND RIPARIAN ENVIRONMENT AND MANAGEMENT

### FUNDING OF THE HERBERT RIVER IMPROVEMENT TRUST

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Funding of the Herbert River Improvement Trust	2.3.1	Funds allocated and payment to the Herbert River Improvement Trust and Lower Herbert Water Management Authority	Corporate and Financial Services

Ongoing - Payment was made to Herbert River Improvement Trust and Lower Herbert Water Management Authority as per agreed terms.

### ADVOCACY OF THE HERBERT RIVER IMPROVEMENT TRUST AND LOWER HERBERT WATER MANAGEMENT AUTHORITY

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Funding of the Herbert River Improvement Trust	2.3.2	Advocacy support to the Herbert River Improvement Trust and Lower Herbert Water Management Authority with Federal and State representatives	Office of the Mayor and CEO

Ongoing - Council continued to provide advocacy support throughout the year.



## ADVOCACY OF THE HERBERT RIVER IMPROVEMENT TRUST AND LOWER HERBERT WATER MANAGEMENT AUTHORITY

Proposed Actions Over 2014-2019	2018-2019 Action Measure		Lead
Funding of the Herbert River Improvement Trust	2.3.3	Advocacy support to the Herbert River Improvement Trust and Lower Herbert Water Management Authority to obtain appropriate permits for drainage vegetation clearing purposes	Office of the Mayor and CEO

Ongoing - Council provided assistance to both Herbert River Improvement Trust and Lower Herbert Water Management Authority in obtaining appropriate permits for drainage vegetation clearing purposes throughout the year as required.

## 2.4 PROVISION OF RELIABLE FLOOD DATA AND INTELLIGENCE

### VECTOR CONTROL

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Pest and weed management activities	2.4.1	Continuous monitoring and improvement of vector control practices and public education	Infrastructure Utility Services

Ongoing - Monitoring and treatment of urban and village areas continues. Attendance at sites posing a public health risk facilitates educational opportunities.

### HINCHINBROOK BIOSECURITY PLAN

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Pest and weed management activities	2.4.2	Review and implement the Hinchinbrook Local Government Area Biosecurity Plan and define reporting metrics for performance to plan targets by 31 December 2019	Infrastructure Utility Services

Delayed - Review of Biosecurity Plan postponed due to COVID-19 and is scheduled to take place in early September 2020.

### PEST ERADICATION PROJECTS

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Pest and weed management activities	2.4.3	Continue the Hinchinbrook Community Feral Pig Management Program – implement all activities identified in the Hinchinbrook Local Government Area Biosecurity Plan	Infrastructure Utility Services

Ongoing - Hinchinbrook Community Feral Pig Management Program has continued with more than 750 feral pigs controlled during 2019-2020. A review of the program is set to take place following the Biosecurity Plan review in early September 2020.

### PEST MANAGEMENT STRATEGY

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Involvement in catchment management activities	2.4.4	Develop a Strategy to assist in minimising the spread of the Navua Sedge weed species through Hinchinbrook Shire	Infrastructure Utility Services

Ongoing - Navua Sedge action plan will be finalised during Biosecurity Plan review in early September 2020. This plan will contain all actions that will be undertaken by Council and the Shire's stakeholders to minimise the spread of Navua Sedge locally.



## REVEGETATION PROGRAM

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Involvement in catchment management activities	2.4.5	Develop, assist with and carry out re-vegetation projects including promotion of National Tree Day	Infrastructure Utility Services

Ongoing - Planet Ark National Tree Day 2020 cancelled due to impact of COVID-19. Council continues to work with stakeholders to develop and implement re-vegetation projects across the Shire.

## REEF GUARDIAN ACTION PLAN

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Stewardship of the Great Barrier Reef	2.4.6	Implement agreed activities from the Reef Guardian Action Plan	Infrastructure Utility Services

Ongoing - Council's Biosecurity Team continued to implement a number of listed items under the Reef Guardian Action Plan, this included:

- Ongoing coordinated management of feral pigs where 150 feral pigs were controlled, 27 of which were controlled by a coordinated aerial shooting program carried out along the coastal wetlands;
- Rehabilitation projects continue to be maintained at the Mill Weir, Byabra Creek and at the Bambaroo Department of Transport and Main Roads Mahogany Glider Rehabilitation site;
- An additional 14,000 tube stock is also under propagation for a Greening Australia planting in the lower section of Palm Creek.
- TYTO Wetlands and other Council Reserves were also managed for invasive weed species;
- Priority weed species such as Mikania vine, Coastal sites of Singapore daisy, Salvinia and Navua Sedge were controlled during this period;
- Management of Aquatic weeds within the Palm Creek and Cattle Creek project areas continues with financial support from Wilmar and Greening Australia for the Palm Creek system and individual landholders from the Cattle Creek project area; and
- Council continues to support Hinchinbrook Local Marine Advisory Committee.

## PEST MANAGEMENT MITIGATION

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Stewardship of the Great Barrier Reef	2.4.7	Meet Council's obligations under the new <i>Biosecurity Act 2014</i> preventing, responding to and assisting recovery from pests and diseases	Infrastructure Utility Services

Ongoing - Council Officers continue to work with the community to minimise the spread of invasive plants and animals during the year.





## STRATEGIC DIRECTION THREE

### RESPONSIVE AND RESPONSIBLE LOCAL REPRESENTATION

Councillors will provide strong local leadership, underpinned by responsible governance processes, demonstrating respect for the democratic process. Councillors will communicate openly, be accountable for decisions made and be willing to engage with the community.

Council will advocate to State and Federal Governments and agencies to deliver outcomes that address the needs of our community.

Council will create an organisation that is empowered to act and develop an internal capacity to respond and to change. Council will seek to be aware of external factors that impact on Local Government as a whole and on Hinchinbrook specifically.

## STRATEGIC DIRECTION THREE

3.1 Councillor two way engagement with our community

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3.2 Communication with the community

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3.3 Influencing other levels of Government

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3.4 Policy and Procedure

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3.5 Organisational Capacity

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### 3.1 COUNCILLOR TWO WAY ENGAGEMENT WITH OUR COMMUNITY

#### COMMUNITY SHED MEETINGS

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Community Shed Meetings	3.1.1	Hold annual Community Shed Meetings for Mt Fox and Lower Herbert areas	Office of the Mayor and CEO

Completed - Community shed meetings were held for Mt Fox and Lower Herbert between October 2019 and June 2020.

#### COUNCILLOR REPRESENTATION ROLES

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Provide Councillor representation at recognised community group meetings	3.1.2	Facilitate an annual review of Councillor nominations for representational roles	Office of the Mayor and CEO

Completed - Annual review of Councillor nominations for representational roles occurred in April 2020 following election of the new 2020-2024 Council.

#### COMMUNITY PROGRESS ASSOCIATION MEETINGS

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Provide Councillor representation at recognised community group meetings	3.1.3	Support Councillor attendance at community progress association meetings and events	Office of the Mayor and CEO

Ongoing - Councillors continue to attend various community progress meetings on a monthly basis and support numerous community events.

#### 2020-2024 CORPORATE PLAN

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Provide Councillor representation at recognised community group meetings	3.1.4	Consultation and compilation of Council 2020-2024 Corporate Plan	Office of the Mayor and CEO

Council resolved at its November 2019 General Meeting to amend its current 2014-2019 Corporate Plan to extend its period of coverage and any other necessary consequential amendments of a minor nature from 31 December 2019 to 31 December 2020. The extension was to allow the new Council to formally consult with community and prepare and adopt a new 2021-2025 Corporate Plan after being elected prior to 31 December 2020. Extending the life of the existing Corporate Plan by a maximum of 12 months was to establish the new Councillors to have input into the direction of the new Corporate Plan in their first year of service and adjust the rotation of the Corporate Plan to cycle appropriately in association with Council Elections.

### 3.2 COMMUNICATION WITH THE COMMUNITY

#### ANNUAL COMMUNICATION PLAN

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Communications Plan developed and executed	3.2.1	Annual Communication Plan developed and presented to Council	Office of the Mayor and CEO

Ongoing - The annual Communication Plan continues to be reviewed.

#### MEDIA COMMUNICATIONS

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Communications Plan developed and executed	3.2.2	Provide weekly media articles	Office of the Mayor and CEO

Ongoing - Media articles published weekly in the Herbert River Express, on Council's website, and on social media.



## COMMUNICATION PLAN ACTIVITY REPORT

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Further Development of Online Content	3.2.3	Activity and outcome report presented twice a year to Councillors	Office of the Mayor and CEO

Ongoing - Media and Communications activity provided to Councillors via monthly Activity Report.

## MEDIA ARTICLES

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Communications Plan developed and executed	3.2.4	Support Councillor media articles	Office of the Mayor and CEO

Ongoing - Councillor Media articles and opportunities continue to be supported.

## COUNCIL IDENTITY MANUAL

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Communications Plan developed and executed	3.2.5	Review and republish Council Identity Manual by October 2019	Office of the Mayor and CEO

Completed - Council Identity Manual (CIM) approved May 2020 and CIM workshops held with staff and training continues.

## COMMUNITY ENGAGEMENT

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Further development of online content	3.2.6	Continue to develop online functionality through the Hinchinbrook Shire Council website, including Animal Registration (September 2019) and Cemetery Works Requests (March 2020)	Office of the Mayor and CEO

Ongoing - Online functionality continues to be reviewed and developed. Cemetery Works Requests planned to be live in December 2020 and online Animal Registrations will be live for 2021-2022 Registration Renewals.

## WEBSITE REVIEW

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Continued publication of a ratepayers newsletter	3.2.7	Implement a procedure to ensure website content is accurate and up to date	Office of the Mayor and CEO

Ongoing - Procedure developed to ensure accuracy of website content and website content maintained and reviewed by each department. Annual website review commenced.

## FACT SHEETS

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Further development of online content	3.2.8	Ensure accurate and up to date fact sheets are available on Council's website	Office of the Mayor and CEO

Ongoing - Fact Sheets continue to be developed by departments with the approved fact sheets being registered on the Document Register. Further review of fact sheets will occur in annual website review.

## COMMUNITY ENGAGEMENT

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Further development of online content	3.2.9	Increase community engagement through social media platforms including Hinchinbrook Shire Council, Visit TYTO, Hinchinbrook Disaster Information and The Hinchinbrook Way pages	Office of the Mayor and CEO

Ongoing - Council, Hinchinbrook Disaster Information, Visit TYTO and Hinchinbrook Way media platforms continue to increase in the number of likes, quality of posts and amount of engagement. Investigations continue on options for social media management software.



# STRATEGIC DIRECTION THREE

## ONLINE CONTENT

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Further development of online content	3.2.10	Review Council Social Media Channels and develop policy and style guides accordingly	Community and Development Services

Ongoing - Staff access and approvals reviewed with further training carried out. Social Media Guidelines continue to be reviewed and developed.

## CONSOLIDATION OF COUNCIL'S EVENT WEB PAGES

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Further development of online content	3.2.11	Consolidate Council's Event web pages	Community and Development Services

Completed - The consolidation of Council's event pages was completed with the redevelopment of the Hinchinbrook Way events calendar.

## REVIEW COUNCIL WEBSITES

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Further development of online content	3.2.12	Review Council's websites and consolidate/update as required	Office of the Mayor and CEO

Ongoing - Continually reviewing and updating content on Council's websites.

## RATE PAYERS NEWSLETTERS

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Continued publication of a ratepayers newsletter	3.2.13	Compile and distribute two ratepayer newsletters annually	Office of the Mayor and CEO

Completed - Two ratepayer newsletters were published in the 2019-2020 financial year, these included the Budget Summary and the Disaster Newsletter.

## RATEPAYER ANNUAL FINANCIAL NOTIFICATION

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Financial Accountability to Community	3.2.14	Include information for ratepayers regarding the annual audited financial performance of Council and periodic financial performance indicators	Corporate and Financial Services

Ongoing - A Budget Summary flyer and Rates and Charges flyer drafted in preparation for distribution with the first half of financial year Rates Notices.



### 3.3 INFLUENCING OTHER LEVELS OF GOVERNMENT

#### YOUTH DEVELOPMENT STRATEGY

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
On an as identified basis an advocacy role with other levels of government and service providers of programs to address the needs of at risk community members and youth	3.3.1	Review and adopt Youth Development Strategy 2020-2025	Community and Development Services

Ongoing - Council have resourced the progression of this project with creation of an Aged and Youth Services Officer position. A Youth Development Advisory Committee was formed to inform the development of the Youth Development Strategy.

#### COMMUNITY HEALTH SUPPORT

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Support for community health	3.3.2	Review the grant funding service provided to the Hinchinbrook Community Support Centre	Community and Development Services

Completed - The Hinchinbrook Community Support Centre continue to report appropriately on their progress concerning the requirements under the Service Level Agreement.

#### ADVOCACY ROLE - AT RISK COMMUNITY MEMBERS

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Support for community health service providers to address the needs of at risk community members	3.3.3	Continue community activities focused on Seniors	Community and Development Services

Completed - Council continued to host a program of events and activities throughout the year including the Seniors Health and Wellbeing Program and various other events. A number of planned activities and events were impacted by COVID-19 restrictions.

#### ADVOCACY ROLE - YOUTH

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Support for community health service providers to address the needs of at risk community members	3.3.4	Build capacity and influence early childhood health and learning via community programming and partnerships with community organisations	Community and Development Services

Completed - Various community events continue to be delivered under the banner of the State Library First Five Forever Program, such as Tiny Tots, Story Time, and Messy Play. Some programming was halted due to COVID-19 restrictions. Some programs were delivered via live stream during the restrictions. Some activities and events were impacted by COVID-19 restrictions.



## ADVOCACY ROLE – AT RISK COMMUNITY MEMBERS

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Support for community health service providers to address the needs of at risk community members	3.3.5	Host a minimum of two community events with inclusive additions for elderly persons and those living with a disability	Community and Development Services

Completed - The Seniors Health and Wellbeing Program, funded by MOVE IT NQ, ran for a period of three months and included a variety of activities, aimed at physical and mental health and wellbeing.

## STATE GOVERNMENT FORUMS

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Advocate for the delivery of the State's regionalisation agenda specifically as it relates to population growth and regional investment	3.3.6	Participate in State Government forums to influence the regional agenda	Office of the Mayor and CEO

Ongoing - Mayor and Councillors participate in State Government Forums as appropriate.

## LOWER HERBERT ADVOCACY

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Advocate for the delivery of the State's regionalisation agenda specifically as it relates to population growth and regional investment	3.3.7	Continue to advocate for implementation of Wet Tropics Water Plan for Lower Herbert Water Management Authority	Office of the Mayor and CEO

Ongoing - Collaboration carried out as required.

## SOLUTION FOR FLYING FOX POPULATION

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Development of our human resources	3.3.8	Continue to advocate for solutions regarding flying fox populations in urban area	Office of the Mayor and CEO

Completed - Council participated in several meetings with State Government and other agencies to keep informed about research into flying fox roosts in order to identify alternative roost sites. New incursions outside of the declared roost site were dispersed during December 2019 and continue to be monitored with no further influx of flying foxes in great numbers.

## CONFERENCE ATTENDANCE

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Development of our human resources	3.3.9	State and regional LGAQ conference and meeting attendance	Office of the Mayor and CEO

Ongoing - Councillors and Chief Executive Officer attend conferences and relevant meetings as required.

## 3.4 POLICY AND PROCEDURE

### PROCUREMENT POLICY

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Local Buy first preference policy development	3.4.1	Implementation of Procurement Policy with Buy Local preference	Corporate and Financial Services

Ongoing - Review of the Procurement Policy will be undertaken in July 2020 with the intent of further development of a Buy Local preference.



## 2020-2021 BUDGET

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Local Buy first preference policy development	3.4.2	Compilation of 2020-2021 Budget	Corporate and Financial Services

Completed - The 2020-2021 Budget was compiled and adopted on 29 June 2020.

## RATES INCENTIVE PROGRAM

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Local Buy first preference policy development	3.4.3	Rates Incentive Program and community support with implementation of rates concession	Corporate and Financial Services

Completed - The rates incentive program is in operation with a number of residents having now participated in the Program.

## 3.5 ORGANISATIONAL CAPACITY

### APPRENTICES AND TRAINEES

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Review of the organisational structure and resourcing in response to our strategic direction	3.5.1	Continue implementation of apprentices and trainees as identified through Executive Management Team	Office of the Mayor and CEO

Completed - One Human Resource Trainee commenced in March 2020 and commencement of two Business Administration Trainees deferred due to COVID-19 implications.

### BUSINESS IMPROVEMENT INITIATIVES

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Review of the organisational structure and resourcing in response to our strategic direction	3.5.2	Continued support of business improvement initiatives	Office of the Mayor and CEO

Completed - Initiatives implemented through Senior Leadership Team.

### BUSINESS OPERATIONS REVIEW

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Review of the organisational structure and resourcing in response to our strategic direction	3.5.3	Business operations review and implementation	Office of the Mayor and CEO

Ongoing - Business Review was a thorough examination of the organisation. New Organisational Structure adopted at Special Meeting in December 2019. Employees engaged throughout the process and provided a significant number of ideas to improve the organisation and service to the community. Recruitment activity due to the Review continues whilst being disrupted and impacted upon due to need to manage the effects of COVID-19.



# STRATEGIC DIRECTION THREE

## STAFF EMPLOYEE TRAINING

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Development of our human resource	3.5.4	Annual delivery of employee training on an as needs basis <ul style="list-style-type: none"> <li>• Code of Conduct</li> <li>• Customer Service</li> <li>• Workplace Health and Safety</li> </ul>	Corporate Services and Financial Services

Ongoing - Training continues to be conducted on an as needs basis with all new staff undertaking mandatory training as part of their induction process.

## STAFF EMPLOYEE TRAINING

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Development of our human resources	3.5.5	Continued implementation of: <ul style="list-style-type: none"> <li>• Performance appraisals and updating of position descriptions; and</li> <li>• Relevant staff training program</li> </ul>	Corporate and Financial Services

Ongoing - Human Resources completed the issuing of new Contracts of Employment and new Position Descriptions following confirmation of the organisational review.

## CUSTOMER SERVICE

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Development of our human resources	3.5.6	Continue sustainable levels of service and review improved practices and efficiencies in association with the Customer Service Charter	Office of the Mayor and CEO

Ongoing - The Customer Request Management System continues to be refined to include aspects such as number of requests actioned.





### 3.6 WORKPLACE HEALTH AND SAFETY COMMITTEE

#### RISK REGISTER

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Annual review of Hinchinbrook Shire Council Central Risk Register	3.6.1	Executive Management Team to meet annually to review Council wide risks to determine risk control measures. Any outstanding actions to be uploaded into TechOne Safety	Office of the Mayor and CEO

Ongoing - The Executive Management Team meet regularly to review Council-wide risks as they arise. The Executive Leadership Team meet on an annual basis to review all identified risks and control measures taken.

#### SAFETY MANAGEMENT PLAN IMPLEMENTATION

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Safety Management System maintenance	3.6.2	Review of Strategic Safety Plan	Corporate and Financial Services

Completed - The Strategic Safety Plan was reviewed by the Work Health and Safety Coordinator, in consultation with the Safety Committee before the Executive Management Team reviewed and noted the Plan.

#### SAFETY MANAGEMENT PLAN ACTIONS

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Safety Management System maintenance	3.6.3	Strategic Safety Plan status report to be reviewed each quarter by Workplace Health and Safety Officer and Executive Management Team and follow up actions determined and assigned as required	Corporate and Financial Services

Completed - The Strategic Safety Plan Status Report was prepared by the Work Health and Safety Coordinator, in consultation with the Safety Committee, before being submitted to the Executive Management Team for acknowledgment and feedback provided.

#### RECTIFICATION ACTION PLAN

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Safety Management System maintenance	3.6.4	Strategic Safety Plan and Action Plan to be reviewed quarterly by Executive Management Team and follow up actions determined and assigned as required	Corporate and Financial Services

Completed - The Strategic Safety Plan and Action Plan was reviewed by the Executive Management Team on a quarterly basis with feedback provided to the Safety Committee in a timely manner.

#### SAFETY COMMITTEE

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Safety Management System maintenance	3.6.5	Safety Committee Support and Implementation	Corporate and Financial Services

Ongoing - Council's Safety Committee meets on a regular basis throughout the year.



### STRATEGIC DIRECTION FOUR

#### **COUNCIL'S ROLE IN CREATING AN ENVIABLE LIFESTYLE AND CONTRIBUTION TO THE WHOLE OF LIFE LIVEABILITY OF OUR SHIRE**

Notwithstanding the delivery of roads, water and sewerage networks, Council makes many other contributions to our community to endeavour to create a highly desirable environment, where lifestyle, liveability and prosperity are key outcomes. Our community values our relaxed lifestyle and seeks to preserve this in tandem with creating a healthy, vibrant and inclusive place to live.

Arts and culture are an integral part of life for our communities. Council recognises the importance arts and culture plays in our region and is committed to developing and expanding arts and cultural activities that have the capacity to enrich the lives of our residents. Council actively supports arts and cultural groups through its ongoing support for the Regional Arts Development Fund, together with its community assistance program.

Community partnerships are about Council working with residents, community groups and other government agencies to improve the social well-being of the community, making our community a more desirable place to live. It is about partnerships, building capacity, listening to and learning from the community and building the future together.

Council acknowledges the issues of our ageing population and will work to identify strategies to support the needs of older people. We want to recognise the skills and experience of older people to ensure they feel valued and supported in our community. Council sees direct employment opportunities and support service provision for older people as a way to diversify our employment base and assist in the attraction of new residents to Hinchinbrook.

DRAFT



## STRATEGIC DIRECTION FOUR

4.1 Arts and cultural investment

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4.2 Provision of recreation opportunities

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4.3 Community partnership support

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4.4 Living well over 60 with a highly desirable lifestyle

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4.5 Regulatory functions that underpin liveability

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4.6 Educational opportunities that support population attraction

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Draft



## 4.1 ARTS AND CULTURAL INVESTMENT

### VISITATION TO TYTO

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Maximise the use of the TYTO Precinct for the delivery of arts and cultural programs	4.1.1	Manage commercial operation streams based on the destination experience: retail, venue hire, public programs/ events. Review of business models for commercial operations. Increase revenue in appropriate outlets. Increase visitation by 5% per annum	Community and Development Services

Completed - Various exhibitions and workshops held throughout the year at the TYTO Regional Art Gallery, with a number of exhibitions cancelled due to COVID-19 restrictions. Renovations undertaken in the Gallery during closure periods. Visitation impacted due to COVID-19 related closures and restrictions.

### PUBLIC ART STRATEGY

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Maximise the use of the TYTO Precinct for the delivery of arts and cultural programs	4.1.2	Implement a Public Art Strategy with accompanying action plan to enhance urban environments and/or contribute to Authentic Destination Strategies. Implement and manage Strategy Action Plan that complements master planning projects as a priority	Community and Development Services

Ongoing - Public Art installations were considered during development of the Hinchinbrook Shire Visioning Study for inclusion in upcoming capital works projects.

### COUNCIL ART COLLECTION

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Maximise the use of the TYTO Precinct for the delivery of arts and cultural programs	4.1.3	Manage the Hinchinbrook Shire Council Art Collection with relevance to the Acquisition Policy, and make works publicly accessible via exhibition. Increase the number and/or value of works acquired and increase the number of works on display, with one curated show per annum	Community and Development Services

Completed - Cataloging of Council's Art Collection completed with a program implemented to rotate the collection for viewing in Council facilities. Due to COVID-19 related closures, a curated show was unable to be held.

### LIBRARY SPECIAL HISTORY COLLECTION

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Maximise the use of the TYTO Precinct for the delivery of arts and cultural programs	4.1.4	Manage the Hinchinbrook Shire Library Special History Collection inclusive of the 31st Battalion - The Kennedy Regiment. Preservation of Local History via the special collection	Community and Development Services

Ongoing - Significant works undertaken to digitally catalogue the Special History Collection and Kennedy Regiment Collection. These works are partially complete and will continue to be progressed.

### DOUBLE DAW CREATIVE STUDIO

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Maximise the use of the TYTO Precinct for the delivery of arts and cultural programs	4.1.5	Manage Double Daw Creative Studio to respond to the internal and external requirements of the community, promoting innovative and dynamic spaces. Maximisation of use	Community and Development Services

Completed - The Double Daw Creative Studio made available to meet the requirements of the community.



## REGIONAL ARTS DEVELOPMENT FUND

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Continued funding of the Regional Arts Development Fund program	4.1.6	Delivery of the Regional Arts Development Fund programming. Successful application and funding under new funding model. Increased participation and diversification of program reach	Community and Development Services

Completed - A number of Regional Arts Development Fund applications were supported during the year, with all relevant Arts Queensland reporting requirements managed appropriately by Council.

## 4.2 PROVISION OF RECREATION OPPORTUNITIES

### KELLY THEATRE LEASE

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Continued community partnerships for the delivery of services at the Kelly Theatre and the Hinchinbrook Aquatic Centre	4.2.1	Continue engagement with the lessees of the Kelly Theatre including development of usage reporting	Community and Development Services

Completed - Council continued to engage with the Lessees of the Kelly Theatre, with usage reporting now inclusive of dry hire and additional activities.

### KELLY THEATRE SUPPORT

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Continued community partnerships for the delivery of services at the Kelly Theatre the Hinchinbrook Aquatic Centre	4.2.2	Support the Theatre through advertising which promotes the region	Community and Development Services

Completed - Council continued to support the Theatre through advertising with the development of Hinchinbrook marketing material run before screenings.

### KELLY THEATRE UPGRADE

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
School holidays program featuring children/youth activities	4.2.3	Kelly Theatre Stage 1 - Works for Queensland program	Infrastructure Utility Services

On Target - Installation of the Solar Panels is complete. Remaining budget allocated to the amenities refurbishment in accordance with Works for Queensland Master Plan.

### HINCHINBROOK AQUATIC CENTRE

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Continued community partnerships for the delivery of services at the Kelly Theatre and Hinchinbrook Aquatic Centre.	4.2.4	Continue engagement with the lessees of the Hinchinbrook Aquatic Centre including development of usage reporting	Community and Development Services

On Target - Engagement with Hinchinbrook Aquatic Centre Lessees continued throughout the year with detailed usage reporting provided to Council.



# STRATEGIC DIRECTION FOUR

## COMMUNITY PARTNERSHIP

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Continued community partnerships for the delivery of services at the Kelly Theatre and Hinchinbrook Aquatic Centre	4.2.5	Storage shed construction and heat exchange replacement	Infrastructure Utility Services

On Target - Storage shed project cancelled. Heat Exchange - Procurement phase complete. Due to 12 week lead-time project will be completed by October 2020.

## SCHOOL HOLIDAY PROGRAM

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
School holidays program featuring children / youth activities	4.2.6	Publish school holiday program featuring children/youth activities for the 5-10 year age group: <ul style="list-style-type: none"> <li>• Build capacity via the delivery of community programming during the April, July and September school holiday periods;</li> <li>• Delivery of Inflight Program; and</li> <li>• Increase participation by 5% across each holiday program</li> </ul>	Community and Development Services

Ongoing - Council continued to provide children with a variety of school holiday activities which focus on TYTO Wetlands and Parklands. Some activities and events were impacted by COVID-19 restrictions.

## SCHOOL HOLIDAY PROGRAM

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
School holidays program featuring children / youth activities	4.2.7	Publish school holidays program featuring children/youth activities for the 10-15 year age group: <ul style="list-style-type: none"> <li>• Build capacity via the delivery of community programming during the April, July and September school holiday periods; and</li> <li>• Increase participation by 5% across each holiday program</li> </ul>	Community and Development Services

Ongoing - Council continued to provide children with a variety of school holiday activities which focus on TYTO Wetlands and Parklands. Some activities and events were impacted by COVID-19 restrictions.

## COMMUNITY ACTIVITY GRANTS

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Continued support for Hinchinbrook based events that provide both economic returns by way of visitation and opportunities for participation by the community	4.2.8	Continued support for Hinchinbrook based events that provide economic returns by way of visitation and opportunities for participation by the community: <ul style="list-style-type: none"> <li>• Community Activity Grants Program; and</li> <li>• Increased participation, diversification and ROI per event</li> </ul>	Community and Development Services

Completed - Four (4) rounds of Community Activity Grants were released, supporting various events and activities within the Shire.



## REGIONAL EVENTS

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Continued support for Hinchinbrook based events that provide both economic returns by way of visitation and opportunities for participation by the community	4.2.9	Host key regional events: <ul style="list-style-type: none"> <li>• Opera Queensland: A Night with the Opera;</li> <li>• Camerata - QLD Chamber Orchestra;</li> <li>• Shut Up and Skate;</li> <li>• Christmas in Hinchinbrook;</li> <li>• THINK Business;</li> <li>• Seniors Morning Tea;</li> <li>• NQ Sportstar Awards;</li> <li>• Festival of Small Halls;</li> <li>• Tasman Turtle Picnic Day;</li> <li>• Host Find Your Future Career Expo; and</li> <li>• International Fishing Series</li> </ul>	Community and Development Services

Completed - Various key regional events were held throughout the year including, but not limited to:

- Opera Queensland: A Night with the Opera;
- Christmas in Hinchinbrook;
- THINK Business;
- Seniors Morning Tea;
- NQ Sportstar Awards; and
- International Fishing Series.

A number of events were cancelled or rescheduled due to COVID-19 restrictions.

## MOTOR SPORT PRECINCT

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Continued support for Hinchinbrook based events that provide both economic returns by way of visitation and opportunities for participation by the community	4.2.10	Undertake planning and development for Motor Sport Precinct	Community and Development Services

Progressing - Council commenced application process with Department of Natural Resources Mines and Energy to change Reserve from Town Purposes to Recreation.

## INGHAM AERODROME

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Continued support for Hinchinbrook based events that provide both economic returns by way of visitation and opportunities for participation by the community	4.2.11	Undertake planning and development for aerodrome hangar development	Community and Development Services

Completed - Project has been developed to a shovel ready status and submitted for grant funding. As yet, funding has not yet been secured.

## EVENTS TO ATTRACT TOURISTS

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Continued support for Hinchinbrook based events that provide both economic returns by way of visitation and opportunities for participation by the community	4.2.12	Develop and implement strategy to attract new regionally significant events to the Shire	Community and Development Services

Completed - Council developed the Marketing Strategy and Action Plan 2021-2025 document, defining strategies and measurable actions to attract significant events and activities to the Shire among other things.



## 4.3 COMMUNITY PARTNERSHIP SUPPORT

### COMMUNITY PARTNERSHIP SUPPORT

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Continue to provide funding for community groups to deliver on the wider social welfare agenda	4.3.1	Manage Service Level Agreement (SLA) with Hinchinbrook Community Support Centre. Fulfilment of SLA key performance indicators	Community and Development Services

Completed - The Hinchinbrook Community Support Centre fulfilled the requirements under the Service Level Agreement.

### COMMUNITY PARTNERSHIP SUPPORT

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Continue to provide funding for community groups to deliver on the wider social welfare agenda	4.3.2	Implementation of the Parkland Wetland Circuit Connector - Stronger Communities Program	Community and Development Services

Completed - This project was completed within the allocated funding amount.

## 4.4 LIVING WELL OVER 60 WITH A HIGHLY DESIRABLE LIFESTYLE

### AGEING IN PLACE STRATEGY

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Advocate for adequate local facilities and services to support older residents, particularly those that allow them to live longer in their own homes	4.4.1	Action Hinchinbrook Shire Council Ageing in Place Strategy. Position Hinchinbrook as Australia's most desirable place to retire. Areas to address include transport, outdoor space and building, housing, social participation, communication and information. To be actioned as identified on a needs basis via the Ageing in Place Committee Ten Year Strategy	Community and Development Services

Progressing - The Ageing in Place Advisory Committee held regular meetings throughout the year to identify and action matters, including the development of the Senior's Lifestyle Directory.

### AGEING IN PLACE STRATEGY

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Self assess Hinchinbrook against the World Health Organisation Checklist of Essential Features of Age Friendly Cities	4.4.2	Production of a Seniors Lifestyle Directory containing information on a range of services, facilities and activities available to Seniors residing in the Hinchinbrook Shire. Ensure information is accessible to older residents with production and distribution of 2,500 directories	Community and Development Services

Completed - The Seniors Lifestyle Directory was published and distributed through relevant outlets, and continues to be updated as appropriate.

### AGEING IN PLACE STRATEGY

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Plan to address shortcomings	4.4.3	Items actioned as budgeted under Ageing in Place Committee 10 year strategy	Community and Development Services

Various items were actioned under the guidance of the Ageing in Place Advisory Committee, including but not limited to:

- Development and distribution of Seniors Lifestyle Directories; and
- Preparation and distribution of Seniors tote bags.







## 4.5 REGULATORY FUNCTIONS THAT UNDERPIN LIVEABILITY

### RESPONSE TO ANIMAL COMPLAINTS

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Provide meaningful Animal Control Services	4.5.1	Respond to complaints in a timely manner and execute appropriate actions	Corporate and Financial Services

Ongoing - Procedures are continuously reviewed to ensure improved response rates and streamlined responses to complaints.

### RE-HOME UNWANTED ANIMALS – WELFARE ORGANISATION PARTNERSHIP

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Provide meaningful Animal Control Services	4.5.2	Continue to partner with animal welfare organisations to attempt to re-home unwanted animals	Corporate and Financial Services

Ongoing - Council partners with animal welfare organisations and uses social media to rehome unwanted animals.

### APPROVED INSPECTION PROGRAM

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Provide meaningful Animal Control Services	4.5.3	Conduct an approved inspection program focused on dog registrations throughout the Shire. 75% of Shire residential areas to be door knocked to check dog registration details by 31 December 2019	Corporate and Financial Services

Ongoing - Council Officers successfully completed an inspection program and continue working to educate the community on how registering their dog contributes to responsible pet ownership across the Shire.

### BUSINESS LICENCES

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Provide meaningful business licensing activities	4.5.4	Food Licencing Administration. 100% of licenced food business inspections completed within a 12 month period	Corporate and Financial Services

Ongoing - Council continues to work with local businesses to ensure all licenced food businesses are inspected on an annual basis with 100% compliance.

### BUSINESS LICENCING COMPLIANCE

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Provide meaningful business licensing activities	4.5.5	Continue to provide opportunities for business owners to meet their compliance responsibilities	Corporate and Financial Services

Completed - Interested business owners were provided an opportunity to attend education workshops ensuring they can meet their compliance responsibilities.



## BUSINESS LICENCING COMPLAINTS

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Provide meaningful business licensing activities	4.5.6	Respond to complaints in a timely manner and execute appropriate actions that safe guard the public interest. Undertake appropriate legal actions against non-compliant activities	Corporate and Financial Services

Ongoing - Procedures are continuously reviewed to improve response rates to complaints and appropriate actions taken against non-compliant activities.

## REGULATORY AND ENFORCEMENT ACTION

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Provide timely building regulatory functions and enforcement action as necessary	4.5.7	Respond to complaints in a timely manner and execute appropriate actions that safe guard the public interest. Undertake appropriate legal actions against non-compliant activities	Corporate and Financial Services

Ongoing - Council Officers ensure complaints are dealt with in a timely fashion with the appropriate actions taken against non-compliant activities.

Ongoing - Process in hand, complaints dealt with according to timeframes.

## CEMETERY DATABASE REVIEW

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Cemetery Services	4.5.8	Complete Cemetery Database. External facing search function and mapping database completed by December 2019	Corporate and Financial Services

Progressing - Data quality check occurring and Council plans to have this and the external facing search function completed in the coming financial year.

## CEMETERY DATABASE DATA QUALITY

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Cemetery Services	4.5.9	Record errors corrected in Council administration database by 30 November 2019	Corporate and Financial Services

Progressing - Data quality checking has been occurring for completion in coming financial year.

## CEMETERY MAINTENANCE

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Cemetery Services	4.5.10	Surface levelling of Old Ingham Cemetery and enhancement of New Ingham Cemetery	Corporate and Financial Services

Ongoing - Cemeteries are maintained as per schedule.

## COMMUNITY ENGAGEMENT

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Environmental Services and Managements	4.5.11	Increase opportunities for community engagement with Environmental Services electronically. Enable online dog registration by 31 March 2020	Corporate and Financial Services

Progressing - This project has been rescheduled as a priority for 2021-2022 Renewal Notices.



## OPERATIONAL PROCEDURE REVIEW

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Environmental Services and Management	4.5.12	Manage the risk to staff when performing daily operational duties. Undertake risk assessments and develop operational procedures for high risk work function areas by 31 December 2019	Corporate and Financial Services

Ongoing - Regulatory staff undertake risk assessments on all activities on a regular basis.

## ENVIRONMENTAL POLICY

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Environmental Services and Management	4.5.13	Develop Council's Environment Policy and Guidelines. Adopt Policy by 30 October 2019	Corporate and Financial Services

Delayed - Environmental Policy and Guidelines to be commenced due to other priorities.

## REGULATORY SERVICES WORKFLOWS

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Configure the Enterprise Software Technology one database for regulatory functions	4.5.14	Develop templates and workflows for TechOne to enable the use of regulatory functions to their full capacity by 30 June 2020	Corporate and Financial Services

Progressing - Workflows are operational and functionality is under review.

## RECYCLING EDUCATION PROGRAM

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Waste Management	4.5.15	Develop a community recycling education program to reduce contamination and increase participation in recycling	Infrastructure Utility Services

Ongoing - Next stage of the Recycle Right campaign set to roll-out September 2020.

## ENVIRONMENTAL COMPLIANCE AUDIT

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Waste Management	4.5.16	Environmental Authority EPPR00206513 Third Party Compliance Audit. Develop action plan to mitigate non-compliances and facilitate resource planning by 31 October 2019	Infrastructure Utility Services

Ongoing - Action plan being reviewed in light of 2020-2021 priorities and available budget.

## WARRENS HILL WASTE MANAGEMENT FACILITY

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Waste Management	4.5.17	Meet requirements of Environmental Evaluation for Warrens Hill Waste Management Facility. 75% completion of action plan from Interim Report 2 by 30 June 2020	Infrastructure Utility Services

On Target - GHD engaged to develop final report which is due back to the Department of Environment and Science (DES) on 30 September 2020.



## NORTH QUEENSLAND REGIONAL WASTE STRATEGY

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Waste Management	4.5.18	Participate in the development of a North Queensland Regional Waste Strategy to mirror the intent of the new State Government Waste Strategy and the NQ Regional Infrastructure Plan with the aim to reduce the amount of waste disposed to landfill and increase resource recovery and recycling in the Shire	Infrastructure Utility Services

On Target - Draft strategy released. Presentation to Council scheduled for 14 July 2020.

## WASTE DISPOSAL LEVY

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Waste Management	4.5.19	Implementation of the Queensland Government Waste Disposal Levy from 1 July 2019	Infrastructure Utility Services

Ongoing - Operational improvements are being undertaken to comply with waste levy legislation.

## WASTE DATA COLLECTION DASHBOARD

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Waste Management	4.5.20	Improve Waste Data Collection - Dashboard Data for Waste Metrics developed and reports set up	Infrastructure Utility Services

Ongoing - Data being populated into LG Sherlock Waste Dashboard.

## 4.6 EDUCATIONAL OPPORTUNITIES THAT SUPPORT POPULATION ATTRACTION

### EARLY LEARNING LITERACY PROGRAMS

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Foster partnership opportunities with vocational and tertiary educational service providers	4.6.1	Fulfill State Library of Queensland Service Level Agreement for the First 5 Forever Early Learning Program in partnership with other agencies to offer early learning literacy programs which build parenting skills, promote reading and prepare children for school. Assist in the facilitation of the development of early learning literacy skills through events. Increase participation by 1.5%	Community and Development Services

Ongoing - Services and programming available to the community for under 5's included Messy Play, Story time, Tiny Tots, and various other interactions with the community and Kindergartens.

### LOCAL SCHOOL PRESENTATION

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Foster partnership opportunities with vocational and tertiary educational service providers	4.6.2	Present Tech Savvy Regional Grant through programming. Increased participation by 10% through local schools	Community and Development Services

Completed - The Robo School's Connect Program was delivered in flight to local schools. Some activities and events were impacted by COVID-19 restrictions.



## STATE LIBRARY OF QUEENSLAND

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Foster partnership opportunities with vocational and tertiary educational service providers	4.6.3	Manage State Library of Queensland Service Level Agreement (SLA) for Regional Library Queensland programming. Meet operational requirements and key performance indicators as per SLA	Community and Development Services

Completed - Council adheres to the SLA by ensuring Council abide by its obligations by providing a free public library service including entry to the library, assistance to use the library facilities and resources, lending, reference and information services, access to the Online Public Access Catalogue from within each library branch, access to electronic resources and library information services, services and programs that promote knowledge, literacy, social inclusion and diversity, and emerging technologies to the community and reciprocal borrowing of library resources.

## REGISTERED TRAINING ORGANISATIONS

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Foster partnership opportunities with vocational and tertiary educational service providers	4.6.4	Investigate learning partnerships with TAFE and Registered Training Organisations	Community and Development Services

Progressing - Investigations undertaken with a view to form partnerships with Registered Training Organisations for inclusion in Council's Ambassador Program and other initiatives.





  
**NO FOOD  
OR DRINK  
IN LIBRARY**  
THANK YOU



## STRATEGIC DIRECTION FIVE

### COUNCIL'S ROLE IN CREATING AND SUPPORTING THE ECONOMIC PROSPERITY OF OUR SHIRE

The identification of opportunities to enhance the economic viability of our community is a key priority for Council. To this end we will implement strategies to achieve a strong and sustainable local economy that supports the growth of new and existing industry and business activities and provide long term employment opportunities for all age groups.

The focus of Council's Disaster Management Program is on minimising the effects of natural disasters on our community, both from an individual harm prevention minimisation perspective and more widely from an economic loss perspective. Council will continue to liaise with emergency service providers and will strive to build resilience and capacity in our communities to survive natural disaster events, to manage the immediate outcomes of such events and to thrive afterwards.

## STRATEGIC DIRECTION FIVE

5.1 Our Ingham CBD is attractive, alive and diverse

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5.2 Support for business diversity and employment growth

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5.3 Tourism development

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5.4 Natural Disaster Management

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5.5 Shire wide branding

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5.6 Hinchinbrook Visitor Information Centre

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## 5.1 OUR INGHAM CBD IS ATTRACTIVE, ALIVE AND DIVERSE

### WAYFINDING SIGNAGE

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
CBD refresh and associated actions	5.1.1	Prepare and deliver a Shire Wide Wayfinding: • Finalise Ingham CBD Wayfinding Style Guide; and • Implement Ingham CBD Wayfinding Signage	Community and Development Services

Completed - The Ingham CBD Wayfinding Style Guide finalised, with the first stage of wayfinding signage installed throughout the TYTO area.

### HALIFAX HISTORICAL VILLAGE

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
CBD refresh and associated actions	5.1.2	Undertake scoping plan for the Halifax Historical Village	Community and Development Services

Completed - Initial scoping for the Halifax Historical Village was undertaken and considered during development of the Hinchinbrook Shire Visioning Study.

### MACROSSAN STREET REVITALISATION

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
CBD refresh and associated actions	5.1.3	Complete installation of lighting to Macrossan Street, Halifax.	Community and Development Services

Completed - The heritage style lighting project in Halifax was finalised within the allocated capital budget.

### CBD REVITALISATION

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
CBD refresh and associated actions	5.1.4	Continue CBD Revitalisation - Lannercost Street: • Finalise installation of Ingham CBD seating, bins and pot plants within Lannercost Street	Community and Development Services

Completed - The heritage style lighting project in Halifax was finalised within the allocated capital budget.

### URBAN STYLE GUIDE

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
CBD refresh and associated actions	5.1.5	Continue Urban Style Guide compilation	Community and Development Services

Progressing - The Urban Style Guide continues to be developed and was considered during development of the Hinchinbrook Shire Visioning Study and all relevant capital works.

### ASSESS LANEWAY ACTIVATION

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
CBD refresh and associated actions	5.1.6	Assess Laneway Activation - Pioneer Lane. Compile Landscape Architectural Plan with emphasis on local artisan works	Community and Development Services

Completed - Laneway activation considered during development of the Hinchinbrook Shire Visioning Study, with concept plans developed.



## HISTORICAL WALK

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
CBD refresh and associated actions	5.1.7	Investigate Historical Walk from Herbert Street Rotary Park to Lannercost Street	Community and Development Services

Completed - The extension of the Historical Walk from Lannercost Street was considered during development of the 2020-2021 CBD Revitalisation Stage Two capital works project.

## 5.2 SUPPORT FOR BUSINESS DIVERSITY AND EMPLOYMENT GROWTH

### PROCUREMENT POLICY - LOCAL PREFERENCE MECHANISM

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Local buy first preference policy development	5.2.1	Continue to review and streamline Council processes interacting with business organisations	Corporate and Financial Services

Ongoing - "Buy Local" continues to be promoted and implemented.

### CREATION OF BUSINESS FRIENDLY ENVIRONMENT

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Implement Economic Development Strategy and focus on short term actions	5.2.2	Define target investment markets, engagement strategies and develop high quality marketing collateral. Production and distribution of Hinchinbrook Investment Prospectus and support video. Annual update and distribution of Hinchinbrook Regional Snapshot	Community and Development Services

Progressing - Council developing the Marketing Strategy and Action Plan 2021-2025 document, defining target audiences and engagement strategies for the distribution of relevant investment marketing collateral.

### AGRICULTURAL DIVERSIFICATION

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Implement Economic Development Strategy and focus on short term actions	5.2.3	Encourage and promote diversification and agricultural land management	Office of the Mayor and CEO

Progressing - Industrial Hemp Workshop held and further investigations occurring in regards to growing of hemp. Agricultural diversification marketing video collateral produced and arrangements being made for launch promotion. Participated in an Agri-business Forum and lodged application for funding for Silos which was initially refused and subsequently relodged under stage 2 applications of Regional Economic Development.

### IRRIGATION INVESTIGATIONS

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Implement Economic Development Strategy and focus on short term actions	5.2.4	Investigate irrigation capabilities and potential weir development sites	Office of the Mayor and CEO

Progressing - Discussions concerning finalisation of Wet Tropics Management Plan with Department of Natural Resources Mines and Energy continuing. Council experiencing difficulty in lodging application for water licences in Lower Herbert Water Management Area. Council working on Expressions of Interest for persons requiring water for irrigation and further negotiations with Department will continue.



## HINCHINBROOK CROPPING REPORT

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Implement Economic Development Strategy and focus on short term actions	5.2.5	Continue to implement strategies from the Hinchinbrook Cropping Report	Community and Development Services

Progressing - Council continued advocacy initiatives for strategies identified in the report, including seeking various funding opportunities for the implementation of strategies.

## PROMOTE DIVERSIFICATION

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Implement Economic Development Strategy and focus on short term actions	5.2.6	Promote diversification in agricultural and tourism product development	Community and Development Services

Completed - High quality video marketing collateral developed for the promotion of agricultural diversity and tourism product development within the region.

## ECONOMIC DEVELOPMENT STRATEGY REVIEW

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Implement Economic Development Strategy and focus on short term actions	5.2.7	Commence review of the Economic Development Strategy to ensure relevance for 2020-2025 Stage 1 of 2. Economic Development Strategy and Action plan to be adopted December 2020 - Stage 2 of 2	Community and Development Services

Completed - Review of the Economic Development Strategy commenced alongside development of the Marketing Strategy and Action Plan 2021-2025.

## MARKETING COLLATERAL

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Implement Economic Development Strategy and focus on short term actions	5.2.8	Create and distribute high quality marketing collateral. Produce and distribute one print/social media story per market for marketing of liveability. Create new resident information packs to feature on Hinchinbrook Shire Council and Hinchinbrook Way websites	Community and Development Services

Completed - Council continues to design and distribute high quality marketing collateral promoting the region through print and social media, in addition to maintaining the currency and quality of the Hinchinbrook Way website.

## SOLAR FEASIBILITY PROJECT

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Implement Economic Development Strategy and focus on short term actions	5.2.9	Solar Feasibility Project - Complete the Site Specific Connection Assessment (SSCA) and Expression of Interest (EOI) for an energy retailer capable of servicing Council, by December 2020	Infrastructure Utility Services

Completed - Summary Report provided to Council - No further action required.

## IDENTIFY AND SUPPORT POTENTIAL BUSINESS OPPORTUNITIES

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Implement Economic Development Strategy and focus on short term actions	5.2.10	Determine the range and suitability of crops and livestock and associated value add opportunities. <i>Crops and Livestock Analysis</i> and Action Plan to be assessed	Community and Development Services

Completed - Alternative Cropping Study was finalised.



## HINCHINBROOK CHAMBER OF COMMERCE

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Funding of the Hinchinbrook Chamber of Commerce, Industry and Tourism	5.2.11	Manage Service Level Agreement (SLA) with Hinchinbrook Chamber of Commerce, Industry and Tourism. Fulfilment of SLA KPI's	Community and Development Services

Completed - Service Level Agreement between Council and the Hinchinbrook Chamber of Commerce, Industry and Tourism was agreed upon, with KPI's successfully achieved.

## 5.3 TOURISM DEVELOPMENT

### EVENTS AT TYTO ACTIVITY PLAN

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Event activity at the TYTO Precinct	5.3.1	Deliver tourism business development workshops and mentoring services. Delivery of funded and non-funded training modules and programs including but not limited to the Think Business Program to small business	Community and Development Services

Completed - Various Think Business workshops and other development opportunities delivered throughout the year. A number of activities and events were impacted by COVID-19 restrictions.

### CONFERENCE AND EVENT DESTINATION

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Event funding support program	5.3.2	Continue the plan to become the premier boutique conference and event destination for the rural Tropical Queensland region through:  Leveraging the collective value of Council and Commercial conferencing facilities:  <ul style="list-style-type: none"> <li>• Increase in product offering to appeal to a larger cross section of the Business Event Industry;</li> <li>• Increase in regional conference and events; and</li> <li>• Maintenance of the currency of event collateral</li> </ul>	Community and Development Services

Completed - High quality marketing collateral developed to market Council venues to prospective conferences and events which was showcased at the Asia-Pacific Incentives and Meetings Expo held at the Melbourne Convention Centre in February 2020. Council also hosted the LAWMAC Conference in August 2019 at the TYTO Conference and Events Centre.

### SUPPORT COMMUNITY EVENTS

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Event activity at the TYTO Precinct	5.3.3	Build capacity through investment and development of the Meetings, Incentives, Conferences and Exhibitions (MICE) Industry:  <ul style="list-style-type: none"> <li>• Increase in product awareness alongside an increase in regional conference and events</li> </ul>	Community and Development Services

Completed - High quality marketing collateral developed to market Council venues to prospective conferences and events. Council was represented as a boutique conference destination at a national Meetings, Incentives, Conferences and Exhibitions (MICE) exhibition.





## WALLAMAN FALLS AND BROADWATER ECOTOURISM MASTERPLAN

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Tourism Development	5.3.4	Plan and deliver major tourism infrastructure improving access to natural attractions.  Undertake <i>Wallaman Falls and Broadwater Ecotourism Master Planning</i>	Community and Development Services

Progressing - The Wallaman Falls and Broadwater Ecotourism Masterplan was progressed through consultation processes to develop a draft for Council consideration.

## TOURISM TRAIL

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Local Disaster Management coordination, awareness raising, planning, service provision and recovery activities	5.3.5	Development of Tourism Trail between Paluma and Wallaman Falls. Work with external stakeholders to secure funding and development	Community and Development Services

Ongoing - Council continues to collaborate and build relationships with external stakeholders to assist with further development of this project.

## TOWNSVILLE ENTERPRISE SERVICE LEVEL AGREEMENT

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Tourism Development	5.3.6	Improve brand presence and alignment with regional and state tourism marketing. Manage Townsville Enterprise Service Level Agreement/Action Plan inclusive of KPI's	Community and Development Services

Ongoing - Council managed the Service Level Agreement with Townsville Enterprise, with successful fulfilment of KPI's. Council worked with Townsville Enterprise to ensure tourism marketing aligned with regional and state campaigns.

## FORREST BEACH RECREATIONAL VEHICLE PARK

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Tourism Development	5.3.7	Maintain currency of Forrest Beach Progress Association Memorandum of Agreement for the operation of the Forrest Beach Recreational Vehicle Park. Facility open from April to October annually. Statistical reporting via monthly seasonal Shire Recreational Vehicle infographic	Community and Development Services

Completed - The Forrest Beach Progress Association continued to provide statistical reporting as required.

## CMCA RECREATIONAL VEHICLE PARK

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Tourism Development	5.3.8	Maintain currency of CMCA Recreational Vehicle Park, Ingham Memorandum of Agreement in 2019. Statistical reporting via monthly seasonal Shire Recreational Vehicle infographic	Community and Development Services

Completed - The CMCA Recreational Vehicle Park continued to provide statistical reporting as required.



## HINCHINBROOK WAY DRIVE

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Tourism Development	5.3.9	Plan and deliver high quality journey based products. Progress and implement Hinchinbrook Way Drive product. Deliver three Drives to compliment current product.	Community and Development Services

Progressing - The Hinchinbrook Way Drive product was considered in the development of the Hinchinbrook Shire Visioning Study to be considered further once Works for Queensland funded projects have been completed.

## HINCHINBROOK'S PUBLIC ART TRAIL

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Tourism Development	5.3.10	Develop and deliver high quality targeted marketing collateral across all media channels highlighting Hinchinbrook's Public Art Trail	Community and Development Services

Completed - Council continued to update and distribute Hinchinbrook Way Destination Guide marketing collateral across the region. Additional high quality marketing material was produced to highlight local artistic talent on showcase through workshops held at the TYTO Regional Art Gallery.

## POTENTIAL LOOKOUT SITE

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Tourism Development.	5.3.11	Investigate the potential of Warrens Hill as a lookout site.	Community and Development Services

Progressing - Potential lookout sites continue to be investigated and considered in future tourism product development.

## 5.4 NATURAL DISASTER MANAGEMENT

### LOCAL DISASTER MANAGEMENT PLAN

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Local Disaster Management coordination, awareness raising, planning, service provision and recovery activities	5.4.1	Local Disaster Management Plan in place, reviewed annually and adopted by Council prior to December 2019. Increase public awareness of natural disaster management.	Office of the Mayor and CEO

Ongoing - Local Disaster Management Plan in place and review deferred due to declaration of Coronavirus Pandemic (COVID-19). Pandemic Business Continuity Plan and Individual Work Area Management Plans implemented in preparation and response to the pending effects of the Pandemic and Public Health Order.

Specific measures and strategies were implemented to minimise disruption of the workforce in order to maintain essential services while protecting the community and staff and to ensure continuation of essential services.





## DISASTER DASHBOARD

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Local Disaster Management coordination, awareness raising, planning, service provision and recovery activities	5.4.2	Implementation of the additional functions to the Guardian platform	Office of the Mayor and CEO

Completed - Guardian platform rolled out on Disaster Dashboard with opt-in email notifications activated and operational on the website. Instructions on registering for opt-in services to be developed and distributed to Local Disaster Management Group.

## 5.5 SHIRE WIDE BRANDING

### SHIRE WIDE BRANDING PROJECT

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Develop and finalise shire wide branding project	5.5.1	Maintain currency of Shire wide branding. Build a comprehensive Media Centre on The Hinchinbrook Way website	Community and Development Services

Completed - The currency of the Hinchinbrook Way branding has been maintained and applied to various marketing initiatives. Council undertook works to update its library of photographic media for inclusion on the Hinchinbrook Way website and other various marketing materials.

### SHIRE WIDE BRANDING PROJECT

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Develop and finalise shire wide branding project	5.5.2	Develop a comprehensive marketing campaign including the following media avenues: <ul style="list-style-type: none"> <li>• Produce high quality print material;</li> <li>• Further development of social media opportunities; and</li> <li>• Production of media advertisement</li> </ul>	Community and Development Services

Completed - Council developed the Marketing Strategy and Action Plan 2021-2025 document, defining target audiences and engagement strategies for the development and distribution of marketing and promotional advertisements.

### HINCHINBROOK WAY WALK

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Develop and finalise shire wide branding project.	5.5.3	Finalise the Hinchinbrook Way Walk: <ul style="list-style-type: none"> <li>• Continue to promote the Hinchinbrook Way Walk; and</li> <li>• Installation of Hinchinbrook Way Statement Signage</li> </ul>	Community and Development Services

Delayed - Wayfinding signage was developed and installed to promote the Hinchinbrook Way Walk. The Hinchinbrook Way Statement Signage Project was put on hold due to budget constraints.





## HINCHINBROOK WAY DRIVE LOOP

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Develop and finalise shire wide branding project	5.5.4	Complete Stage 1 of the Hinchinbrook Way Drive Loop in the Lower Herbert and ForrestBeach areas: <ul style="list-style-type: none"> <li>• Stage 1 - Complete Design Package;</li> <li>• Stage 2 - Implementation to be completed subject to Road Corridor Permit and QTDDIF funding application</li> </ul>	Community and Development Services

Completed - The Hinchinbrook Way Drive was considered during development of the Hinchinbrook Shire Visioning Study, with future relevant projects documented in the study to support future funding applications.

## 5.6 HINCHINBROOK WAY

### TOURISM PARTNER PROGRAM

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Refurbishment of the internal layout to the Visitor Information Centre	5.6.1	Engage and empower local tourism stakeholders. Implementation and management of Hinchinbrook Shire Council Tourism Partner Program	Community and Development Services

Completed - The Tourism Partner Program was reviewed to ensure quality and relevance to the tourism business community.

### TYTO RECREATIONAL VEHICLE AREA

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Refurbishment of the internal layout to the Visitor Information Centre	5.6.2	Management of TYTO Recreational Vehicle area with 5% increase in visitation per annum	Community and Development Services

Completed - Council continued to operate the TYTO RV park. Visitation was impacted due to COVID-19 related closures and restrictions.

### TYTO WETLANDS

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Refurbishment of the internal layout to the Visitor Information Centre	5.6.3	Management of TYTO Wetlands with an increase in tour group patronage by 5% per annum	Community and Development Services

Completed - Council continue to maintain the TYTO Wetlands to appropriate standards. The provision of Council operated Wetland tours was reviewed and ceased, with tour requests directed to local tour operators.

### THE PAPERGROVE

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Refurbishment of the internal layout to the Visitor Information Centre	5.6.4	Management of TYTO Parklands including The Papergrove	Community and Development Services

Completed - Council continue to maintain the TYTO Parklands to appropriate standards.

### VISITOR INFORMATION CENTRE ACCREDITATION

Proposed Actions Over 2014-2020	2019-2020 Action Measure		Lead
Refurbishment of the internal layout to the Visitor Information Centre	5.6.5	Coordinate operations to ensure Visitor Information Centre accreditation criteria is achieved. Maintenance of tourism information accreditation annually	Community and Development Services

Completed - Council continued to operate the Visitor Information Centre in accordance with the criteria of Visitor Information Centre Queensland accreditation.



## VISITOR INFORMATION CENTRE EXPERIENCE

Proposed Actions Over 2014-2019	2018-2019 Action Measure	Lead
Refurbishment of the internal layout to the Visitor Information Centre	5.6.6 Enhance the visitor experience with the core aim to increase revenue, at the Visitor Information Centre through staged refurbishment of building and internal content. Redesign of Visitor Information Centre with staged refurbishment to June 2020	Community and Development Services

Progressing - Concept plans of the Visitor Information Centre refurbishment were completed. Minor internal refurbishment was undertaken to improve the visitor experience and access to relevant information.







The Local Government Regulation 2012 formally requires Council to produce an Annual Report. Council must adopt the Annual Report within one month after the day the Auditor-General gives the Auditor-General's Audit Report about the local government's financial statements for the financial year to the local government.

In addition, Council is required to comply with specific requirements in numerous other pieces of legislation.

Council has complied with this section of the Local Government Regulation 2012 with the Annual Report being adopted by Council at its Special Meeting held on 14 November 2019.

## SIGNIFICANT BUSINESS ACTIVITIES AND COMMERCIAL BUSINESS

Council had the following business activities in 2019-2020, none of which are deemed "significant" and do not form a separate identity:

- Water supply;
- Sewerage;
- Waste management; and
- Building certification.

Council elected not to apply the Code of Competitive Conduct to these business activities during 2019-2020.

## EXECUTIVE REMUNERATION

Section 201 of the *Local Government Act 2009*, requires Council to state the total remuneration packages, in bands, payable during the financial year to senior employees.

The following annual remuneration packages were payable to senior executive management staff as follows:

Annual Remuneration Package Range	Number of Packages
\$100,000 to \$200,000	3
\$200,000 to \$300,000	1

## PUBLIC INTEREST DISCLOSURE

Council has not received any public interest disclosures for the financial year.

## ELECTED MEMBERS' COUNCILLOR EXPENSES REIMBURSEMENT POLICY

Council, pursuant to section 250 of the Local Government Regulation 2012 adopted the following resolution on 30 June 2020 at its General Meeting. A copy of this Policy can be viewed on Council's website (Policies) or inspected at the Council Office.

### 4.10 COUNCILLORS EXPENSES REIMBURSEMENT POLICY

Consideration of Report to Council from Chief Executive Officer dated 11 June 2020 concerning adoption of Councillors Expenses Reimbursement Policy.

Moved                    Councillor Marbelli  
Seconded            Councillor Milton

Resolution – That Council adopt and implement the Councilors Expenses Reimbursement Policy as presented.

Carried 7-0  
300620-34



## ELECTED REPRESENTATIVES

### Remuneration Paid to Elected Members

Remuneration Paid To Councillors 2019-2020						
Councillor	Meeting and Other Representations				Councillor Allowance	Employer Super Contribution
	Council Meetings / Special Meetings / Deputations	Member Meetings	Conferences Professional Development Training	Other		
Ramon Jayo	41	119	35	343	\$106,100.00	\$12,732.00
Andrew Cripps	43	70	14	50	\$54,794.79	\$6,923.32
Mary Brown	46	58	22	68	\$59,465.21	\$7,483.90
Andrew Lancini	44	54	6	21	\$53,049.00	\$6,713.80
Kate Milton	44	29	13	46	\$53,049.00	\$6,713.80
Wally Skinner	42	43	4	24	\$53,049.00	\$6,713.80
Marc Tack	22	39	nil	25	\$40,670.96	\$5,110.46
Donna Marbelli	13	11	5	9	\$11,346.53	\$1,473.74

During the year, Councillors accrued the following expenses in accordance with the *Expenses Reimbursement Policy*:

Councillor	Accommodation/ Travel	Meals	Conferences Professional Development Registration	Communication Allowance	Mileage	Computer Consumables Allowance	Corporate Uniform Allowance
Ramon Jayo	\$4,141.17	\$364.50	\$2,625.00	nil	nil	nil	\$325.00
Andrew Cripps	\$1,173.70	\$60.91	\$1,253.73	\$2,500.00	\$145.00	\$400.00	\$325.00
Mary Brown	\$969.85	\$341.63	\$3077.32	\$2,500.00	nil	\$400.00	\$325.00
Andrew Lancini	\$321.16	nil	\$65.64	\$2,500.00	\$2085.60	\$400.00	\$325.00
Kate Milton	\$122.73	\$10.95	\$465.91	\$2,500.00	nil	\$400.00	\$325.00
Wally Skinner	\$310.00	nil	nil	\$2,500.00	nil	\$400.00	\$325.00
Marc Tack	nil	nil	\$65.64	\$1,916.68	nil	nil	nil
Donna Marbelli	nil	nil	nil	\$534.71	nil	\$400.00	\$325.00

## COUNCILLOR CONDUCT

In accordance with *Section 186* of the Local Government Regulation 2012, the following occurred in 2019-2020 relating to Councillor Conduct:

Section	Legislation	Comment
186 (f)	Local Government Regulation 2012	<p>Complaint referred by resident to Office of Independent Assessor (OIA) concerning Councillor Jayo.</p> <p>It was alleged Councillor Jayo failed to respect a resident by not responding to a text message about a Council issue, despite the resident having recently provided assistance to Council at his own cost to address the issue.</p> <p>Complaint Dismissed – 10 June 2020.</p> <p>The OIA dismissed this matter pursuant to section 150X (a)(ii) of the <i>Local Government Act 2009</i> as the conduct does not raise a reasonable suspicion of inappropriate conduct or misconduct within the meaning of the Act.</p> <p>The OIA consider the conduct of the councillor and noted that Council had unanimously resolved to address to respond to requests for information from residents or refer such requests to the Chief Executive Officer to provide the resident with advice.</p>

## ADMINISTRATIVE ACTION COMPLAINTS

Hinchinbrook Shire Council is committed to upholding excellent standards. Accordingly Council has an Administrative Action Complaints Policy and related Procedures that ensures client complaints are managed in a fair, effective and efficient manner. The Administrative Action Complaints Policy and Procedures are reviewed yearly, during which time the performance in addressing these complaints is assessed. The assessment for 2019-2020 identified that the process is performing satisfactorily.





The following report for the 2019-2020 financial year is in accordance with the provisions of the general complaints process as outlined in the *Local Government Act 2009*:

Administrative Action Complaints	
made to Council during 2019-2020	1
resolved under the complaints management process	0
not resolved under the complaints management process	1
included in the 'not resolved' category above which were made in a previous financial year	0

## OVERSEAS TRAVEL

There was no overseas travel.

## SUPPORTING OUR COMMUNITY

Section 190(1)(g) of the Local Government Regulation 2012 states that Council must include a summary of all concessions for rates and charges granted.

Rates Concessions		
	2018-2019	2019-2020
Pensioner Remission	\$228,770	\$202,215
Not for profit/charitable organisation remission	\$83,952	\$80,448





## GRANTS TO COMMUNITY ORGANISATIONS

Section 189 of the Local Government Regulation 2012 requires Council to report a summary of grants provided to community organisations for the 2019-2020 financial year.

<b>DONATIONS/SPONSORSHIPS - SUPPORT FOR EVENTS AND GRANTS TO COMMUNITY ORGANISATIONS</b>	<b>2019-2020 APPROVED \$</b>
Cutters Ingham Rugby Union - Community Christmas Event	5,000.00
Dementia Australia (Qld) Café Connect - Community Activity Grant	500.00
Herbert River Amateur Swimming Club - Amateur Swimming Carnival	500.00
Herbert River Catchment Landcare Group - Community Activity Grant	1,000.00
Herbert River Jockey Club - Community Activity Grant	8,000.00
Herbert River Men's Shed - Community Grant	994.30
Herbert River Museum Gallery Inc - Annual Financial Assistance 2019-2020	4,000.00
Herbert River Quilters - Community Activity Grant	500.00
Herbet River District Band Inc - Community Activity Grant	500.00
Hinchinbrook Chamber of Commerce - Community Activity Grant 2019-2020	5,000.00
Hinchinbrook Community Support Centre Inc - Annual Financial Assistance 2019-2020	45,000.00
Hinchinbrook Community Support Centre Inc - Community Grants Officer	23,000.00
Hinchinbrook Community Support Centre Inc - Out and About Community Transport	3,000.00
Hinchinbrook Sportsfishing Club - Community Grant Funding	4,200.00
Ingham Bowls Club - Invitation 4's 2019	450.00
Ingham Bridge Club - Hinchinbrook Challenge	1,500.00
Ingham Family History Assoc Inc - Community Activity Grant	1,500.00
Ingham Ladies Bowls Club Inc - Allamanda Fours Bowling Competition	500.00
Ingham Meals on Wheels - Annual Financial Assistance	3,600.00
Ingham Tennis Assoc - Ingham Open Tennis Championships	1,000.00
Lucinda Progress Association - Lucinda Christmas Carols	950.00
Macknade Bowls Club Inc - Mixed Fours Carnival	500.00
Noorla Bowls Club - Community Grant Funding	500.00
NQ Sports Foundation Ltd - Membership	2,778.01
Sporting Donation - Glynis Romano	65.64
Sporting Donation - Joe Pennisi	65.63
Sporting Donation - Luke Rosadi	65.63
Sporting Grant - Kayla Accornero	250.00
Taylors Beach Association - Taylors Beach Fishing Competition	990.00





<b>DONATIONS/SPONSORSHIPS - SUPPORT FOR EVENTS AND GRANTS TO COMMUNITY ORGANISATIONS</b>	<b>2019-2020 APPROVED \$</b>
<b>FESTIVAL CASH SPONSORSHIP</b>	
Australian Italian Festival Assoc Inc - Sponsorship of the Australian Italian Festival	45,000.00
Herbert River Pastoral Association - Ingham Show July - Sponsorship	24,000.00
Ingham Sugar City Rodeo - 2019 Rodeo Sponsorship	4,000.00
Rotary Ingham Maraka Festival - 2019 Sponsorship	15,000.00

## GRANTS TO COMMUNITY ORGANISATIONS

Section 189 of the Local Government Regulation 2012 requires Council to report a summary of grants provided to community organisations for the 2019-2020 financial year.

<b>DONATIONS/SPONSORSHIPS - SUPPORT FOR EVENTS AND GRANTS TO COMMUNITY ORGANISATIONS</b>	<b>2019-2020 APPROVED \$</b>
<b>OTHER ORGANISATIONS</b>	
Herbert River Improvement Trust	243,000.00
Lower Herbert Water Management Authority - 2019-2020	41,815.62
Malanda Beef Plan Group Inc - Contribution Navua Sedge Biological Control	5,000.00
Queensland Museum - Community Pass Membership 2019-2020	6,150.00
Townsville Enterprise - 2020 Agribusiness Forum	1,000.00

<b>REGIONAL ARTS DEVELOPMENT FUND (RADF) GRANTS</b>		
Completed projects for 2019-2020 funding:		
Acrylic Painting Workshops	Crystal Clear Creations Pam Finlay	1,516.36
Adventures in Filmmaking	Hinchinbrook Community Support Centre	590.00
Dreamcatcher Workshops	Sally Maroney Wild Things	460.00
Foundation Art Courses	Kristina Fontana	2,007.00
Indigenous Music Project	Silver Lining Foundation Australia	8,528.18
Plaque Mosaic	QSS Kate Carr	250.00
Screen Printing Workshops	Flying Arts	454.50
Seniors Week Macramé Workshops	Little Pop Macramé Renee Poppi	400.00
TOTAL		\$14,206.04

<b>MAYOR'S DISCRETIONARY FUND</b>	<b>2019-2020 APPROVED \$</b>
Abergowrie State School	478.80
Herbert River Pony Club	445.45
Ingham State High School - Let's get the party started funding	500.00
TOTAL	1,424.25



## LAND AND ROADS

Hinchinbrook Shire Council controls 431km of sealed roads and 268km of unsealed roads. 181km of roads (Transport and Main Roads) is not controlled by Council. Furthermore there is approximately 677km of additional gazetted roads not maintained by Council of which some is formed and/or paved.

Hinchinbrook Shire Council controls 4,361ha of reserve land that is a reserve under the *Land Act 1994*.

## CHANGES TO COUNCIL TENDERS

In accordance with Section 190(e) of the Local Government Regulation 2012, Council is required to report the number of invitations to change tenders during the financial year.

Tenderers were invited to change the following tenders to take into account a change in tender specifications during 2019-2020:

- HSC 19/01 – Disposal of Hinchinbrook Shire Council Fleet
- HSC 19/24 – Wheel Loader (Dry Hire)
- HSC 19/25 – DRFA Program – 19-01 PK04
- HSC 19/28 – Fairford Road Solar Farm Electricity Retailing (EOI)
- HSC 19/29 – Lyons Street Rehabilitation and Drainage Works
- HSC 19/30 – Supply and Delivery of One Tractor with Flail Attachment
- HSC 19/31 – Supply and Construct Kerb and Channel
- HSC 19/32 – First Bridge Replacement
- HSC 19/33 – Supply of Council Uniforms
- HSC 19/35 – DRFA Program 19-01 PK06
- HSC 19/34 – DRFA Program 19-01 PK08
- HSC 19/37 – DRFA Project Management Services Standing Offer Arrangement
- HSC 19/38 – DRFA Program 19-01 PK05 – Package One
- HSC 19/39 – DRFA Program 19-01 PK05 – Package Two
- HSC 19/40 – DRFA Program 19-01 PK10
- HSC 19/41 – DRFA Program 19-01 PK19
- HSC 19/42 – DRFA Program 19-01 PK 11 – Package One
- HSC 19/43 - DRFA Program 19-01 PK 11 – Package Two
- HSC 19/44 – DRFA Program Map Four Road Restoration
- HSC 19/45 – DRFA Program Sealed Road Restoration – Package One
- HSC 19/46 – DRFA Program Sealed Road Restoration – Package Two
- HSC 19/47 - DRFA Program Sealed Road Restoration – Package Three
- HSC 19/48 - DRFA Program 19-01 PK07
- HSC 19/49 – Seymour Road DRFA Restoration and Resilience Works
- HSC 20/01 – Stormwater Relining Project
- HSC 20/02 – Sewerage Pump Station 22 Refurbishment
- HSC 20/03 – Sale of Surplus Plant and Equipment
- HSC 20/04 – Biennial Hire of Plant
- HSC 20/08 – DRFA Program – Sealed Roads Restoration Works – Mixed Areas – Package One
- HSC 20/09 – DRFA Program – Sealed Roads Restoration Works – Mixed Areas – Package Two
-



## COUNCIL REGISTERS

Council is required to include in its Annual Report a list of Registers kept by Council and open to public inspection. Council's response to *Section 190(f)* of the Local Government Regulation 2012, is detailed below:

- Register of Assets
- Register of Asbestos in Buildings
- Register of Burials
- Register of Complaints
- Register of Conflicts of Interest
- Register of Contracts
- Register of Corporate Risks
- Register of Councillor Electoral Gifts
- Register of Councillors' Gifts and Hospitality Benefits
- Register of Councillors' Interests
- Register of Councillors' Membership of Organisations
- Register of Delegations by Chief Executive Officer
- Register of Delegations by Local Government
- Register of Development Applications
- Register of Dogs
- Register of Fees and Charges
- Register of Impounded Animals
- Register of Local and Subordinate Local Laws
- Register of Material Personal Interests
- Register of Mobile Food Vans
- Register of Roads

## JOINT LOCAL GOVERNMENT ACTIVITY

The Local Government Regulation 2012, requires Council to report details of action taken in relation to, and expenditure on, a service, facility or activity:

- supplied by another Local Government under an agreement for conducting a joint government activity; and
- for which the local government levied special rates or charges for the financial year.

Council had no details to report for the year under this section.

## INTERNAL AUDIT

Hinchinbrook Shire Council has established an Internal Audit function in accordance with Section 207 of the Local Government Regulation 2012.

KPMG Enterprise was appointed as Council's Internal Auditor in August 2017 for a three (3) year period. The appointment was extended for a further three (3) years which will run until 30 June 2023.

During 2019-2020 KPMG Enterprise conducted Internal Audit reviews in the following areas:

- Accounts Receivable and Debtor Management;
- Asset Management; and
- Attractive Items.

## AUDIT COMMITTEE

The Committee met in September and October of 2019 and February and May of 2020. Council's Chief Executive Officer and Chief Financial Officer provide management representation at Audit Committee meetings as required.

The Audit Committee oversee the Internal Audit function requesting an update on each audit conducted to be provided at each Audit Committee meeting. Accordingly, the Audit Committee provides an effective and independent risk management structure that adds value to Council through the collaboration of Council representatives, independent specialists and management.



## **COMMITMENT TO PUBLIC SECTOR ETHICS**

Public Sector entities must adhere to the *Public Sector Ethics Act 1994* and must implement a Code of Conduct and conduct training at least every 12 months. The Code details the ethics, principles and obligations required of government employees.

New employees continue to receive Code of Conduct training as part of their corporate orientation. A number of new employees attend an Ordinary Meeting of Council as part of the induction process to fully demonstrate aspects spoken to at the Code of Conduct training.

## **COMPETITIVE NEUTRALITY**

No complaints were received in 2019-2020 concerning this matter.

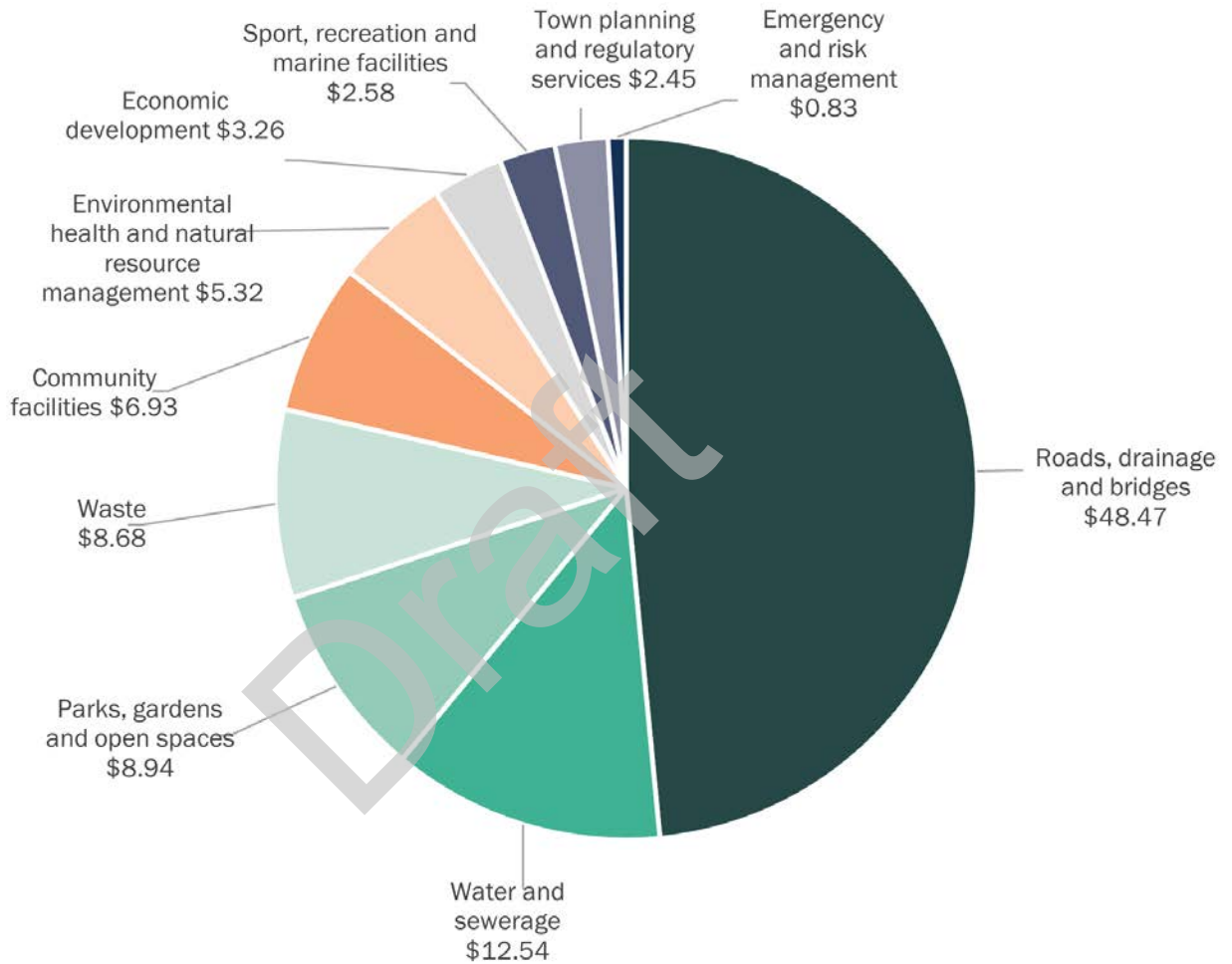
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The Community Financial Report summarises the information contained in Council's 2019-2020 Financial Statements and is intended to enhance the understanding of Council's financial position and performance over the last financial year. For more detailed information, please refer to the Annual Financial Statements from pages 90.

### For every \$100 Council delivers a range of services



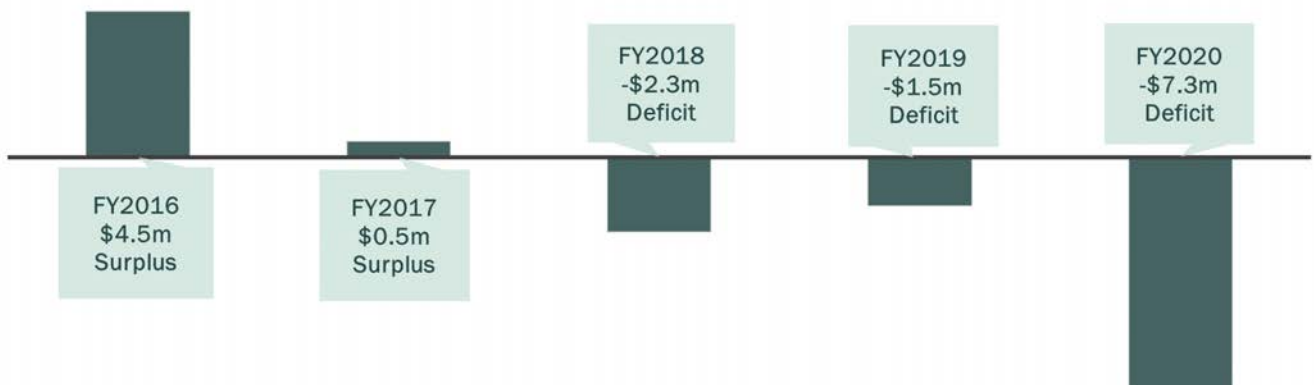
#### OPERATING RESULT

The operating result consists of revenue and expenses relating to Council's operational activities. There is an overall operating deficit of \$7.3 million for 2019-2020.

#### NET RESULT

The net result consists of the operating deficit, in addition to any one-off items such as income and expenses relating to capital investment. There is an overall net deficit of \$1.7 million for 2019-2020.

#### Net Operating Result



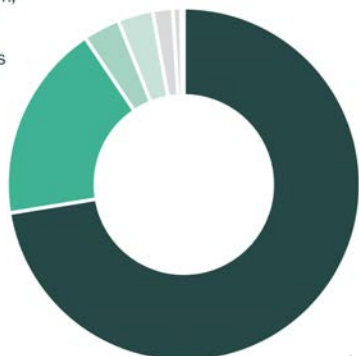


## FINANCIAL PERFORMANCE

### Revenue

\$34.6m Total Operating Revenue

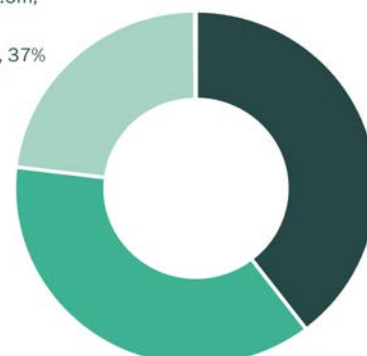
- Rates, levies and charges \$25m, 72%
- Grants, subsidies, contributions and donations \$6.3m, 18%
- Fees and charges \$1.2m, 3%
- Sales revenue \$1.1m, 3%
- Interest received \$0.6m, 2%
- Rental income \$0.3m, 1%
- Other income \$0.1m, 0%



### Expense

\$41.9m Total Operating Expenses

- Materials and services \$16.6m, 40%
- Employee benefits \$15.6m, 37%
- Depreciation \$9.6m, 23%
- Finance costs \$0.0m, 0%



Revenue includes rates, levies, fees and charges to residential and commercial properties relating to services provided by Council. Revenue also includes State and Federal Government grants, developer and other contributions and donations, sales revenue, interest received, rental and other income.

Rates, levies and charges continue to be the major source of income for the delivery of Council services and infrastructure to our community. No overall rate increase was experienced during the 2019-2020 financial year.

Total operating revenue decreased by 5% in comparison to the prior year primarily arising from a reduction in interest received due to prevailing investment market conditions, lower level of rental income, as well as decreased natural disaster operational funding as there were no significant natural disaster events.

Expenses include materials and services, employee benefits, depreciation and finance costs, which are associated with the delivery of services to our community.

The expenses displayed in the above graph relate to operational activities and depreciation.

Depreciation expense represents the value of the use of Council's assets and is an allocation of the consumption over the expected life of the assets.

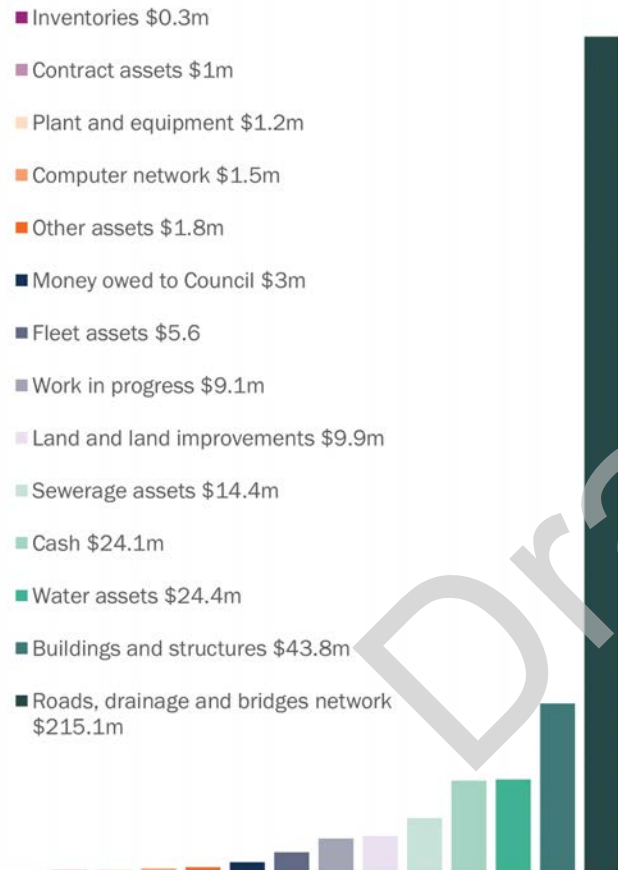
Total operating expenses have increased by 11% in comparison to the prior year due to increased depreciation on assets capitalised during the year, increased natural disaster program delivery costs, and costs associated with the implementation of the new organisational structure.



## FINANCIAL POSITION

### Assets - What the community owns

**\$355.1m Total Assets**

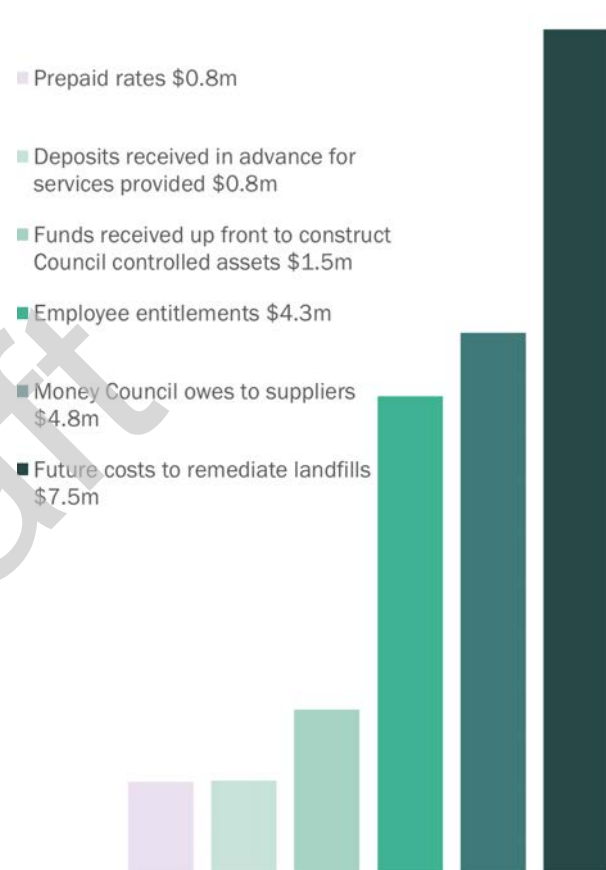


Council's assets include community infrastructure, cash, receivables from customers, fleet assets, computer network, plant and equipment, inventories, contract and other assets.

Infrastructure is Council's largest investment and includes roads, drainage, bridges, buildings and structures, water and sewerage assets, as well as land and improvements which benefit the community.

### Liabilities - What the community owes

**\$19.7m Total Liabilities**



Council's liabilities include prepaid rates, deposits received in advance for services provided, funds received up front to construct Council controlled assets, amounts owed for employee entitlements, amounts owed to suppliers, and provisions for future landfill capping.

The value of Council's liabilities has increased from the prior year by 35% due to the recognition of prepaid rates received as a liability to Council and the recognition of contract liabilities, as a result of the new accounting standards.

Council does not currently have any borrowings.



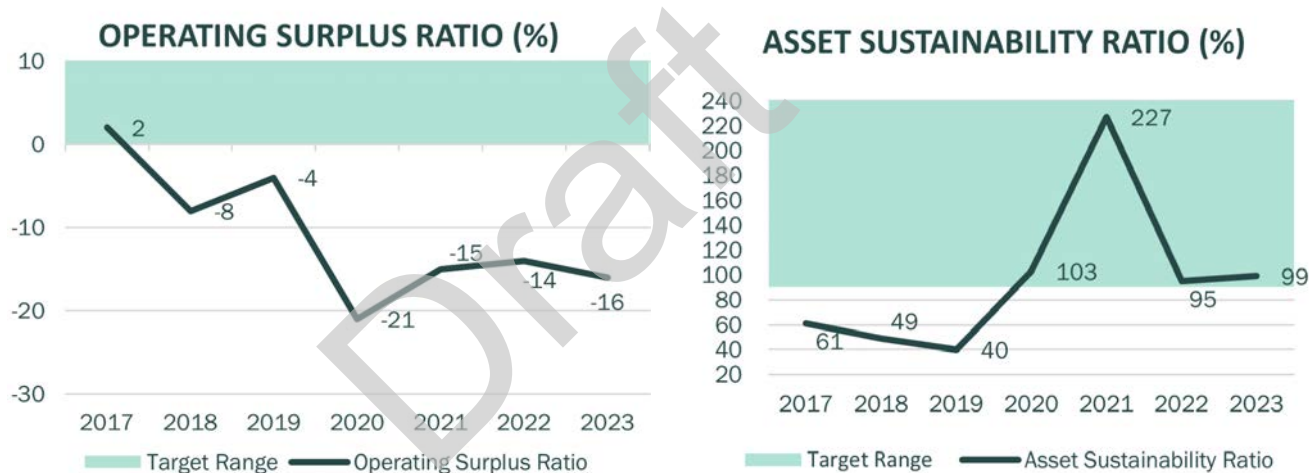


## FINANCIAL SUSTAINABILITY

The below graphs display the 2019-2020 financial results in the context of the long term financial objectives of Council.

Council utilises three measures of financial sustainability as a guide to track future requirements and to make decisions about the efficient allocation of resources to ensure the most effective provision of services. Council strives to ensure that its financial management strategy is prudent and that its long-term financial forecast provides for a sound financial position whilst also being able to meet community's current and future needs.

The graphs below display the trend over the last three years, as well as the future trend for the next three years. The measures of financial sustainability are prepared in accordance with the requirements of the Local Government Regulation 2012 and the Financial Management (sustainability) Guideline 2013. Actual results may vary from the specified target range as a result of Council's current circumstances.



The operating surplus ratio measures the operating surplus each year as a percentage of total operating revenue. The ratio indicates Council's ability to fund ongoing operations over the long term. The target ratio is between 0% and 10%.

A ratio of -21% in 2019-2020 indicates operational costs incurred by Council exceed total operational revenue received. The operating result is adversely affected by repair work activities dealing with natural disaster events from previous years.

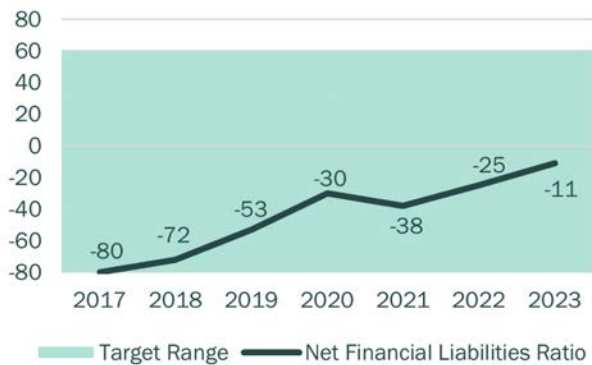
Council recognises the below average (target) operating surplus ratio at present and in future years. Council is reviewing the manner and level of services provided to the community in an effort to improve financial sustainability.

The asset sustainability ratio approximates the extent to which the infrastructure assets managed by Council are being replaced as they reach the end of their useful life. The target ratio is greater than 90%.

A ratio of 103% in 2019-2020 is an indication that Council is responsibly managing community assets through the replacement of assets as they are consumed.



## NET FINANCIAL LIABILITIES RATIO (%)



The net financial liabilities ratio measures the extent to which the net financial liabilities of Council can be serviced by operating revenues. The target ratio is not greater than 60%.

A ratio of -30% in 2019-2020 clearly indicates that Council is more than able to meet future debt obligations.





**HINCHINBROOK SHIRE COUNCIL  
FINANCIAL STATEMENTS  
2019-2020**

Draft



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### **Management Certificate**

### **Independent Auditor's Report**

### **Current Year Financial Sustainability Statement**

### **Certificate of Accuracy - for the Current Year Financial Sustainability Statement**

### **Independent Auditor's Report (Current Year Financial Sustainability Statement)**

### **Unaudited Long Term Financial Sustainability Statement**

### **Certificate of Accuracy - for the Long Term Financial Sustainability Statement**

HINCHINBROOK SHIRE COUNCIL  
**Statement of Comprehensive Income**  
For the year ended 30 June 2020

	Note	2020 \$000	2019 \$000
<b>Income</b>			
<b>Revenue</b>			
<b>Recurrent revenue</b>			
Rates, levies and charges	3(a)	25,034	25,109
Fees and charges	3(b)	1,165	981
Sales revenue	3(c)	1,115	919
Grants, subsidies, contributions and donations	4(a)	6,267	7,767
		<u>33,581</u>	<u>34,776</u>
<b>Capital revenue</b>			
Grants, subsidies, contributions and donations	4(b)	7,004	4,326
Interest received		632	927
Rental income		264	170
Other income		83	373
<b>Total Income</b>		<u>41,564</u>	<u>40,573</u>
<b>Expenses</b>			
<b>Recurrent expenses</b>			
Employee benefits	5	(15,640)	(15,653)
Finance costs		(47)	(72)
Materials and services	6	(16,597)	(12,848)
Depreciation	12(a)	(9,624)	(9,157)
		<u>(41,908)</u>	<u>(37,731)</u>
<b>Capital expenses</b>	7	(1,307)	(1,762)
<b>Total expenses</b>		<u>(43,215)</u>	<u>(39,493)</u>
<b>Net result</b>		<u>(1,651)</u>	<u>1,080</u>
<b>Other comprehensive income</b>			
<b>Items that will not be reclassified to net result</b>			
Increase/(decrease) in asset revaluation surplus	16	(1,449)	30,805
<b>Total other comprehensive income for the year</b>		<u>(1,449)</u>	<u>30,805</u>
<b>Total comprehensive income for the year</b>		<u><u>(3,100)</u></u>	<u><u>31,885</u></u>

*Rounding differences may apply.*

*The above statement should be read in conjunction with the accompanying notes and the Significant Accounting Policies.*

*The comparatives have not been restated on adoption of AASB 15/ 1058 and AASB 16 and therefore the comparative information is presented using the previous standards relating to revenue and leases.*

HINCHINBROOK SHIRE COUNCIL  
Statement of Financial Position  
As at 30 June 2020

	Note	2020 \$000	2019 \$000
<b>Current assets</b>			
Cash and cash equivalents	8	24,112	28,116
Receivables	9	3,006	3,923
Inventories		284	447
Contract assets	10	1,034	-
Other assets	11	1,755	1,311
<b>Total current assets</b>		<b>30,192</b>	<b>33,797</b>
<b>Non-current assets</b>			
Property, plant and equipment	12	324,957	320,166
<b>Total non-current assets</b>		<b>324,957</b>	<b>320,166</b>
<b>Total assets</b>		<b>355,148</b>	<b>353,962</b>
<b>Current liabilities</b>			
Payables	13	5,640	3,394
Provisions	14	7,413	4,364
Contract liabilities	10	2,307	-
Other liabilities	15	-	467
<b>Total current liabilities</b>		<b>15,359</b>	<b>8,225</b>
<b>Non-current liabilities</b>			
Provisions	14	4,342	6,387
<b>Total non-current liabilities</b>		<b>4,342</b>	<b>6,387</b>
<b>Total liabilities</b>		<b>19,701</b>	<b>14,612</b>
<b>Net community assets</b>		<b>335,447</b>	<b>339,350</b>
<b>Community equity</b>			
Asset revaluation surplus	16	172,557	174,006
Retained surplus		162,889	165,344
<b>Total community equity</b>		<b>335,447</b>	<b>339,350</b>

*Rounding differences may apply.*

*The above statement should be read in conjunction with the accompanying notes and Significant Accounting Policies.*

*The comparatives have not been restated on adoption of AASB 15 / 1058 and AASB 16 and therefore the comparative information is presented using the previous standards relating to revenue and leases.*



HINCHINBROOK SHIRE COUNCIL  
Statement of Changes in Equity  
For the year ended 30 June 2020

	Retained Surplus	Asset Revaluation Surplus Note 16	Total
	\$000	\$000	\$000
Balance at 1 July 2019	165,344	174,006	339,350
Adjustment on initial application of AASB 15 / AASB 1058	(803)	-	(803)
Restated balance at 1 July 2019	164,541	174,006	338,547
Net result	(1,651)	-	(1,651)
Other comprehensive income for the year			
Revaluation of property, plant and equipment	-	248	248
Change in value of rehabilitation of land	-	(1,697)	(1,697)
Total comprehensive income for the year	(1,651)	(1,449)	(3,100)
Balance at 30 June 2020	162,889	172,557	335,447
Balance at 1 July 2018	164,264	143,201	307,465
Net result	1,080	-	1,080
Other comprehensive income for the year			
Revaluation of property, plant and equipment	-	30,781	30,781
Change in value of rehabilitation of land	-	24	24
Total comprehensive income for the year	1,080	30,805	31,885
Balance at 30 June 2019	165,344	174,006	339,350

*Rounding differences may apply.*

*The above statement should be read in conjunction with the accompanying notes and Significant Accounting Policies.*

*The comparatives have not been restated on adoption of AASB 15 / 1058 and AASB 16 and therefore the comparative information is presented using the previous standards relating to revenue and leases.*



HINCHINBROOK SHIRE COUNCIL  
**Statement of Cash Flows**  
 For the year ended 30 June 2020

	Note	2020 \$000	2019 \$000
<b>Cash flows from operating activities:</b>			
Receipts from customers		42,664	37,419
Payments to suppliers and employees		(31,576)	(26,891)
Interest received		632	927
<b>Net cash inflow (outflow) from operating activities</b>	<b>21</b>	<b>11,720</b>	<b>11,455</b>
<b>Cash flows from investing activities:</b>			
Payments for property, plant and equipment		(15,947)	(11,926)
Proceeds from sale of property, plant and equipment	7	222	206
<b>Net cash inflow (outflow) from investing activities</b>		<b>(15,725)</b>	<b>(11,720)</b>
<b>Net increase (decrease) in cash and cash equivalent held</b>		<b>(4,004)</b>	<b>(266)</b>
<b>Cash and cash equivalents at beginning of the financial year</b>		<b>28,116</b>	<b>28,382</b>
<b>Cash and cash equivalents at end of the financial year</b>	<b>8</b>	<b>24,112</b>	<b>28,116</b>

*Rounding differences may apply.*

*The above statement should be read in conjunction with the accompanying notes and Significant Accounting Policies.*

*The comparatives have not been restated on adoption of AASB 15 / 1058 and AASB 16 and therefore the comparative information is presented using the previous standards relating to revenue and leases.*



## HINCHINBROOK SHIRE COUNCIL Notes to the Financial Statements For the year ended 30 June 2020

### 1 Significant accounting policies

#### (a) Basis of preparation

Hinchinbrook Shire Council is constituted under the *Queensland Local Government Act 2009* and is domiciled in Australia.

These general purpose financial statements are for the period 1 July 2019 to 30 June 2020 and have been prepared in compliance with the requirements of the *Local Government Act 2009* and the *Local Government Regulation 2012*.

These financial statements comply with Australian Accounting Standards and Interpretations issued by the Australian Accounting Standards Board (AASB). Council is a not-for-profit entity for financial reporting purposes and complies with Australian Accounting Standards as applicable to not-for-profit entities.

These financial statements have been prepared under the historical cost convention except for certain classes of property, plant and equipment which are measured at fair value.

#### Recurrent/capital classification

Revenue and expenditure are presented as "recurrent" or "capital" in the Statement of Comprehensive Income on the following basis:

Capital Revenue includes grants and subsidies received which are tied to specific projects for the replacement or upgrade of existing non-current assets and/or investment in new assets. It also includes any non-cash contributions (usually infrastructure assets) which may have been received from developers.

The following transactions are classified as either "Capital Income" or "Capital Expenses" depending on whether they result in accounting gains or losses:

- disposal of non-current assets
- discount rate adjustments to restoration provisions

All other revenue and expenses have been classified as "recurrent".

#### (b) New and revised Accounting Standards adopted during the year

Hinchinbrook Shire Council adopted all standards which became mandatorily effective for annual reporting periods beginning on 1 July 2019, the standards which had an impact on reported position, performance and cash flows were those relating to revenue.

Refer to the change in accounting policy note 22 for transition disclosures for AASB 15 *Revenue from Contracts with Customers* and AASB 1058 *Income of Not-for-profit Entities*.

#### (c) Standards issued by the AASB not yet effective

The AASB has issued Australian Accounting Standards and Interpretations which are not effective at 30 June 2020, these standards have not been adopted by Council and will be included in the financial statements on their effective date. The standard expected to have an impact for Council when effective is:

	Effective date
AASB 2018-7 Amendments to Australian Accounting Standards - Definition of Material	1 July 2020

#### (d) Estimates and judgements

Council make a number of judgements, estimates and assumptions in preparing these financial statements. These are based on the best information available to Council at the time, however due to the passage of time, these assumptions may change and therefore the recorded balances may not reflect the final outcomes. The significant judgements, estimates and assumptions relate to the following items and specific information is provided in the relevant note:

- Revenue - Note 3
- Valuation and depreciation of property, plant and equipment - Note 12
- Provisions - Note 14
- Contingent liabilities - Note 18
- Financial instruments and financial risk management - Note 24



## HINCHINBROOK SHIRE COUNCIL

### Notes to the Financial Statements

### For the year ended 30 June 2020

(e) Capital and operating expenditure

Direct labour and an appropriate proportion of overheads incurred in the acquisition or construction of assets are treated as capital expenditure. Assets under construction are not depreciated until they are completed and commissioned, at which time they are reclassified from work in progress to the appropriate property, plant and equipment class. Routine operating maintenance and repair costs to maintain the operational capacity and existing useful life of the non-current asset is expensed as incurred, while expenditure that relates to extension or replacement of a major component of an asset to maintain its service potential is capitalised.

Expenditure incurred in accordance with Natural Disaster Relief and Recovery Arrangements on road assets is analysed to determine whether the expenditure is capital in nature. The analysis of the expenditure requires Council to review the nature and extent of expenditure on a given asset.

(f) National Competition Policy

Council has reviewed its business activities and elected not to apply the Code of Competitive Conduct to those activities during the year ended 30 June 2020.

(g) Rounding and comparatives

Any minor differences between calculated balances in the financial statements and the related notes are due to rounding.

The financial statements are in Australian dollars and have been rounded to the nearest \$1,000, or where that amount is \$500 or less, to zero.

Comparative information is generally restated for reclassifications, errors and changes in accounting policies unless permitted otherwise by transition rules in a new Accounting Standard.

(h) Taxation

Council is exempt from income tax, however council is subject to Fringe Benefits Tax, Goods and Services Tax ('GST') and payroll tax on certain activities. The GST recoverable from the ATO is shown as a current asset and the GST payable to the ATO is shown as a current liability.

(i) Impacts from the COVID-19 pandemic

Council has assessed the impact of the COVID-19 pandemic on its financial statements for the current year, and further impacts are expected to continue into 2020-21. Council undertook the following key actions during the current year in response to the COVID-19 pandemic, some of which will also impact the financial results for the 20-21 financial year:

- Food licence renewal fees were waived for the 2020-2021 financial year to provide community support to local businesses affected by the COVID-19 pandemic.
- Backflow annual licence and inspection fees were waived for the 2020-2021 financial year to provide community support to local businesses affected by the COVID-19 pandemic.
- Established and implemented a financial hardship policy to cover all financial hardship circumstances, including those affected by COVID-19.
- Councillor's also declined an increase in remuneration for the 2021 financial year.

The impact of these measures is not material to the 2019-20 financial statements of Council and is not expected to be material for the 2020-21 financial year.

**HINCHINBROOK SHIRE COUNCIL**  
**Notes to the Financial Statements**  
**For the year ended 30 June 2020**

**2 Analysis of results by function**

**(a) Components of Council functions**

From July 2019, the corporate structure for the Council was updated to better reflect Council's functions. In addition to the reclassification of some programs and assets across functions, there has also been a consolidation of some of the previously reported council functions. The activities relating to the Council's components, along with details of any function consolidations reported on in Note 2 (b) are as follows:

**Corporate and Financial Services**

The goal of this function is to facilitate the business of Council in a timely and professional manner and to ensure that the financial resources of Council are effectively and efficiently utilised. The program includes activities related to rating, financial control and reporting, information technology, regulatory services, procurement, human resources, record management, customer services, administration services, risk management, workplace health and safety, team planning, building certifications, environmental health and compliance functions. This function comprised the Corporate Services and Building Certification functions reported in the comparative results to 30 June 2019.

**Corporate Governance**

The objective of this function is to provide executive support across Council in order to achieve optimal economic outcomes for the community. Activities included in this function relate to operational planning, grant management, governance services, elected member support, as well as legal and administrative support. The Corporate Governance function also provides community counter disaster and emergency management services.

**Community and Development Services**

The goal of this function is to encourage the development of a sound and diverse economic base for the Shire and to facilitate the creation of, and access to, business and tourism opportunities. The Community and Development function aims to promote the utilisation of Council and community facilities in order to cater for the social and cultural needs of the community. This function includes art, library and cultural services, support for festivals and events, in addition to aged and youth services, facility hire, and cemeteries.

**Infrastructure Services**

The goal of this function is to enhance and maintain the quality of life of people in the Shire by the provision of infrastructure services, and strategic infrastructure maintenance and development. This function also includes activities related to public spaces and biosecurity services, with the aim to enhance and maintain sustainable environmental management practices within the community. The Infrastructure Services function is also responsible for natural disaster reconstruction management and recovery programs.

**Waste**

The goal of this function is to develop, maintain and promote an environmentally sustainable waste management system. The function includes activities that relate to environmental waste compliance, waste operations, recycling and strategic management of landfill sites.

**Water**

The goal of this function is to ensure sustainable management of the Shire's water resources to provide safe and reliable water services. This function includes activities related to water connections, reticulation, storage and treatment.

**Sewerage**

The goal of this function is to provide and ensure safe and reliable, environmentally sustainable sewerage systems. The function includes activities related to sewerage treatment and trade waste disposal.

**HINCHINBROOK SHIRE COUNCIL**  
**Notes to the Financial Statements**  
**For the year ended 30 June 2020**

(b) Income and expenses defined between recurring and capital, and assets at written down value are attributed to the following functions:

Functions	Gross program income			Total income	Gross program expenses			Total expenses	Net result from recurrent operations			Assets
	Recurrent 2020 \$000	Capital 2020 \$000	Other		Recurrent 2020 \$000	Capital 2020 \$000	Other		2020 \$000	2020 \$000	2020 \$000	
Corporate and Financial Services	2,247	17,544	29	19,819	(6,929)	-	(6,928)	12,862	12,891	31,477		
Corporate Governance	120	-	-	120	(1,865)	-	(1,865)	(1,745)	(1,745)	266		
Community and Development Services	49	239	21	309	(3,212)	-	(3,212)	(2,924)	(2,903)	605		
Infrastructure Services	3,844	1,111	5,191	10,166	(22,715)	(1,493)	(24,207)	(17,760)	(14,042)	278,165		
Waste	-	2,984	48	3,032	(2,940)	316	(2,624)	44	408	1,098		
Water	-	3,861	1,692	5,555	(2,353)	(126)	(2,479)	1,508	3,076	28,800		
Sewerage	8	2,553	-	2,563	(1,895)	(4)	(1,899)	666	665	14,737		
<b>Total</b>	<b>6,267</b>	<b>28,293</b>	<b>6,980</b>	<b>41,564</b>	<b>(41,908)</b>	<b>(1,307)</b>	<b>(43,215)</b>	<b>(7,348)</b>	<b>(1,651)</b>	<b>355,148</b>		

Functions	Gross program income			Total income	Gross program expenses			Total expenses	Net result from recurrent operations			Assets
	Recurrent 2019 \$000	Capital 2019 \$000	Other		Recurrent 2019 \$000	Capital 2019 \$000	Other		2019 \$000	2019 \$000	2019 \$000	
Corporate Services	1,918	17,639	383	5,151	(4,932)	(5)	(5,291)	14,625	(140)	58,541		
Corporate Governance	83	9	-	2,136	(2,417)	-	(2,375)	(2,324)	(239)	-		
Development, Planning and Environmental Services	278	631	308	5,040	(5,320)	-	(4,813)	(4,411)	227	16,425		
Waste Management	-	2,804	34	2,838	(2,102)	(1,271)	(3,127)	703	(289)	1,098		
Engineering Services	5,472	908	1,829	18,897	(18,987)	(474)	(20,030)	(12,608)	(1,133)	236,167		
Building Certification	-	115	-	115	(120)	-	(123)	(5)	(7)	-		
Water	-	3,824	4	3,828	(2,128)	(12)	(2,160)	1,697	1,668	26,006		
Sewerage	15	2,549	2	2,567	(1,725)	-	(1,573)	839	993	15,725		
<b>Total</b>	<b>7,767</b>	<b>28,480</b>	<b>2,559</b>	<b>40,573</b>	<b>(37,731)</b>	<b>(1,762)</b>	<b>(39,493)</b>	<b>(1,484)</b>	<b>1,080</b>	<b>353,962</b>		



## HINCHINBROOK SHIRE COUNCIL Notes to the Financial Statements For the year ended 30 June 2020

Revenue	2020	
	AASB 15 \$000	AASB 1058 \$000
Revenue recognised at a point in time		
Rates, levies and charges	-	25,034
Grants, subsidies, contributions and donations	-	2,745
Fees and charges	1,165	-
Sales revenue	242	-
Other income	-	83
	<u>1,407</u>	<u>27,863</u>
Revenue recognised over time		
Sales revenue	873	-
Rental income	264	-
Grants, subsidies, contributions and donations	3,546	6,980
	<u>4,683</u>	<u>6,980</u>
<b>Total</b>	<u>6,090</u>	<u>34,843</u>

Revenue stated above relates only to amounts relevant to AASB 15 *Revenue from Contracts with Customers* and AASB 1058 *Income of Not-for-profit Entities* effective for annual reporting periods beginning on 1 July 2019. Total income as reported on the Statement of Comprehensive Income incorporates all revenue standards.

	2020 \$000	2019 \$000
(a) Rates, levies and charges		
General rates	16,655	16,742
Rural Fire Brigade special charge	(11)	23
Forrest Beach water special charge	6	6
Waste management levy - separate charge	1,018	1,019
Water base charge	2,305	2,304
Water consumption charge	1,475	1,440
Sewerage	2,541	2,538
Cleansing charge	1,354	1,350
	<u>25,343</u>	<u>25,422</u>
Less: concessions	(309)	(313)
<b>Net rates, levies and charges</b>	<u>25,034</u>	<u>25,109</u>

2020 accounting policy: Rates and annual charges are recognised as revenue when the council obtains control over the assets comprising these receipts which is the beginning of the rating period to which they relate. Prepaid rates are recognised as a financial liability until the beginning of the rating period.

2019 accounting policy: Rates are recognised as revenue at the start of the rating period. If a ratepayer pays their rates before the start of the rating period, they are recognised as revenue in the year in which they have been received.



**HINCHINBROOK SHIRE COUNCIL**  
**Notes to the Financial Statements**  
**For the year ended 30 June 2020**

	2020 \$000	2019 \$000
(b) Fees and charges		
Animal registration fees	58	45
Application fees	182	166
Cemetery fees	142	109
Facility hire	31	73
Licence and registration fees	30	36
Waste disposal fees	586	396
Other fees and charges	136	157
	<u>1,165</u>	<u>981</u>

2020 accounting policy: Revenue arising from fees and charges is recognised when or as the performance obligation is completed and the customer receives the benefit of the goods / services being provided.

The performance obligation relates to the specific services which are provided to the customers and generally the payment terms are within 30 days of the provision of the service or in some cases, the customer is required to pay on arrival, for example caravan parks. There is no material obligation for Council in relation to refunds or returns.

Licences granted by Council are all either short-term or low value and all revenue from licences is recognised at the time that the licence is granted rather than the term of the licence.

Revenue from infringements is recognised on issue of infringement notice after applying the expected credit loss model relating to impairment of receivables for initial recognition of statutory receivables.

2019 accounting policy: Fees and charges are recognised when Council is unconditionally entitled to those funds. Generally this is upon lodgement of the relevant applications or documents, issuing of the infringement notice or when the service is provided.

(c) Sales revenue		
Private and recoverable works	1,095	890
Other sales revenue	20	29
	<u>1,115</u>	<u>919</u>

Sale of goods revenue is recognised when the customer has taken delivery of the goods. Revenue from services is recognised when the service is rendered.

Revenue from private and recoverable works generally comprises a recoupment of material costs together with an hourly charge for use of equipment and employees. This revenue and the associated costs are recognised by reference to the stage of completion of the contract activity based on costs incurred at the reporting date. Where consideration is received for the service in advance it is included in other liabilities and is recognised as revenue in the period when the service is performed.

**HINCHINBROOK SHIRE COUNCIL**  
**Notes to the Financial Statements**  
**For the year ended 30 June 2020**

4 Grants, subsidies, contributions and donations

2020 accounting policy:

*Grant income under AASB 15*

Where grant income arises from an agreement which is enforceable and contains sufficiently specific performance obligations then the revenue is recognised when control of each performance obligation is satisfied. The performance obligations are varied based on the agreement. Payment terms vary depending on the terms of the grant, cash is received upfront for some grants and on the achievement of certain payment milestones for others. Each performance obligation is considered to ensure that the revenue recognition reflects the transfer of control and within grant agreements there may be some performance obligations where control transfers at a point in time and others which have continuous transfer of control over the life of the contract. Where control is transferred over time, generally the input methods being either costs or time incurred are deemed to be the most appropriate methods to reflect the transfer of benefit.

*Grant income under AASB 1058*

Assets arising from grants in the scope of AASB 1058 is recognised at the assets fair value when the asset is received. Council considers whether there are any related liability or equity items associated with the asset which are recognised in accordance with the relevant accounting standard. Once the assets and liabilities have been recognised then income is recognised for any remaining asset value at the time that the asset is received.

*Capital grants*

Capital grants received to enable Council to acquire or construct an item of property, plant and equipment to identified specifications which will be under Council's control and which is enforceable are recognised as revenue as and when the obligation to construct or purchase is completed.

For construction projects, this is generally as the construction progresses in accordance with costs incurred since this is deemed to be the most appropriate measure of the completeness of the construction project as there is no profit margin.

Where assets are donated or purchased for significantly below fair value, the revenue is recognised when the asset is acquired and controlled by the Council.

2019 accounting policy:

Grants, subsidies and contributions that are non-reciprocal in nature are recognised as revenue in the year in which Council obtains control over them. Council did not have any reciprocal grants.

	2020 \$000	2019 \$000
(a) Recurrent		
Contributions	199	197
State government grants and subsidies	564	393
Commonwealth government grants and subsidies	68	1,059
NDRRA subsidy	3,241	4,234
General purpose grants	2,195	1,883
	<u>6,267</u>	<u>7,767</u>
Capital		
Contributions	14	29
Contributed assets	10	1,767
State government grants and subsidies	2,696	2,203
NDRRA subsidy	3,233	-
Roads to Recovery subsidy	378	-
TIDS subsidy	672	328
	<u>7,004</u>	<u>4,326</u>

Capital revenue includes grants and subsidies received which are tied to specific projects for the replacement or upgrade of existing non-current assets and/or investment in new assets.





**HINCHINBROOK SHIRE COUNCIL**  
**Notes to the Financial Statements**  
**For the year ended 30 June 2020**

	Note	2020 \$000	2019 \$000
<b>5</b>			
Employee benefits			
Total wages and salaries		11,451	11,723
Councillors' remuneration		466	438
Annual, sick and long service leave entitlements		1,880	2,343
Superannuation	19	1,506	1,523
		<u>15,303</u>	<u>16,027</u>
Other employee related expenses		1,108	559
		<u>16,411</u>	<u>16,586</u>
Less : Capitalised employee costs		(771)	(933)
		<u>15,640</u>	<u>15,653</u>

Councillor remuneration represents salary, and other allowances paid in respect of carrying out their duties.

	2020 No.	2019 No.
<b>Total Council employees at the reporting date:</b>		
Elected members	7	7
Administration, depot and outdoors staff	165	183
Total full time equivalent employees	<u>172</u>	<u>190</u>

The superannuation expense for the reporting period is the amount of the contribution the Council makes to the superannuation plan which provides benefits to its employees. Details of those arrangements are set out in Note 19.

	2020 \$000	2019 \$000
<b>6</b>		
Materials and services		
Internal audit fees	31	64
Audit of financial statements by Auditor General of Queensland	82	69
Communications and information technology	840	784
Consultancies and professional services	2,710	1,130
Contractors and hire expenses	8,212	6,451
Donations and contributions	297	384
Electricity	1,067	1,187
Precept payments	279	274
Insurance	488	411
Memberships, licenses and subscriptions	359	276
Minor equipment and consumables	272	199
Other materials and services	457	472
Raw materials	1,108	1,052
Testing	265	95
Total waste levy payment	547	-
Waste levy refund*	(417)	-
	<u>16,597</u>	<u>12,848</u>

\* The State Government rebated \$417,063 of the state waste levy to mitigate the direct impacts on households.

Total audit fees quoted by the Queensland Audit Office relating to the 2019-20 financial statements are \$84,800 (2019: \$82,500).

<b>7</b>		
Capital expenses		
Gain/(loss) on the disposal of non-current assets		
Proceeds from the sale of property, plant and equipment	222	206
Less: Book value of property, plant and equipment sold	(1,852)	(697)
	<u>(1,630)</u>	<u>(491)</u>
Change in value of landfill restoration provision	323	(1,271)
	<u>(1,307)</u>	<u>(1,762)</u>



## HINCHINBROOK SHIRE COUNCIL Notes to the Financial Statements For the year ended 30 June 2020

	2020 \$000	2019 \$000
8 Cash and cash equivalents		
Cash at bank and on hand	171	335
QTC - Cash Fund	23,941	27,781
Balance per cash flow statement	<u>24,112</u>	<u>28,116</u>

Cash and cash equivalents in the statement of cash flows includes cash on hand, all cash and cheques received but not banked at the year end, deposits held at call with financial institutions, other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value. Council's cash and cash equivalents are subject to a number of internal and external restrictions that limit amounts available for discretionary or future use. These include:

**Externally imposed expenditure restrictions at the reporting date relate to the following cash assets**

Unspent government grants and subsidies - Operating purposes	794	1,238
Unspent government grants and subsidies - Capital purposes	1,471	1,759

**Internally imposed expenditure restrictions at the reporting date**

Amount held for SES funding purposes	30	25
Waste levy refund received in advance	-	417
Total unspent restricted funds	<u>2,296</u>	<u>3,439</u>

**Trust funds**

*Trust funds held for outside parties*

Monies collected or held on behalf of another entity yet to be paid out to or on behalf of that entity	163	193
	<u>163</u>	<u>193</u>

Hinchinbrook Shire Council performs only a custodial role in respect of these monies as Trustee. As these funds cannot be used by Council, they are not brought to account in these financial statements.

### 9 Receivables

**Current**

Rates and utility charges	2,323	2,160
Government grants and subsidies	319	1,532
Other debtors	412	238
Less impairment	(48)	(8)
	<u>3,006</u>	<u>3,923</u>

Receivables are amounts owed to council at year end. They are recognised at the amount due at the time of sale or service delivery or advance. Settlement of receivables is required within 30 days after the invoice is issued.

Debts are regularly assessed for collectability and allowance is made, where appropriate, for impairment. All known bad debts were written-off at 30 June. If an amount is recovered in a subsequent period it is recognised as revenue.

Because Council is empowered under the provisions of the *Local Government Act 2009* to sell an owner's freehold property to recover outstanding rate debt and therefore the expected credit loss is immaterial. Impairment of rates and charges will occur only if arrears are deemed to be greater than the proceeds Council would receive from the sale of the respective property. Council does impair rate receivables where outstanding rates debts apply to leasehold land.

Interest is charged on outstanding rates (9.83% per annum from 1 July 2019, previously 11% per annum). No interest is charged on other debtors. There is no concentration of credit risk for rates and utility charges, fees and other debtors receivable.



**HINCHINBROOK SHIRE COUNCIL**  
**Notes to the Financial Statements**  
**For the year ended 30 June 2020**

**10 Contract balances**

Where the amounts billed to customers are based on the achievement of various milestones established in the contract, the amounts recognised as revenue in a given period do not necessarily coincide with the amounts billed to or certified by the customer.

When a performance obligation is satisfied by transferring a promised good or service to the customer before the customer pays consideration or before payment is due, Council presents the work in progress as a contract asset, unless the rights to that amount of consideration are unconditional, in which case Council recognises a receivable.

When an amount of consideration is received from a customer / fund provider prior to Council transferring a good or service to the customer, Council presents the funds which exceed revenue recognised as a contract liability.

		2020 \$000
(a) Contract assets		1,034
(b) Contract liabilities		
Funds received upfront to construct Council controlled assets	1,471	
Deposits received in advance of services provided (caravan park fees, hire fees, performance obligations in grants)	836	
		2,307
Revenue recognised that was included in the contract liability balance at the beginning of the year		
Funds to construct Council controlled assets	682	
Deposits received in advance of services provided (caravan park fees, hire fees)	482	
		1,164

**(c) Significant changes in contract balances**

The contract assets and liabilities have arisen on adoption of AASB 15 and AASB 1058. Previously the revenue was recognised on receipt and therefore there was no effect on the statement of financial position.

	2020 \$000	2019 \$000
11 Other assets		
Water charges not yet levied	797	619
GST recoverable	692	457
Prepayments	266	235
	1,755	1,311



## HINCHINBROOK SHIRE COUNCIL Notes to the Financial Statements For the year ended 30 June 2020

Contract balances

Where the amounts billed to customers are based on the achievement of various milestones established in the contract, the amounts recognised as revenue in a given period do not necessarily coincide with the amounts billed to or certified by the customer.

When a performance obligation is satisfied by transferring a promised good or service to the customer before the customer pays consideration or before payment is due, Council presents the work in progress as a contract asset, unless the rights to that amount of consideration are unconditional, in which case Council recognises a receivable.

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(a) Contract assets	1,034
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Funds received upfront to construct Council controlled assets	1,471
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	2,307
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	1,164

(c) Significant changes in contract balances

The contract assets and liabilities have arisen on adoption of AASB 15 and AASB 1058. Previously the revenue was recognised on receipt and therefore there was no effect on the statement of financial position.

	2020 \$000	2019 \$000
1 Other assets		
Water charges not yet levied	797	619
GST recoverable	692	457
Prepayments	266	235
	1,755	1,311

**HINCHINBROOK SHIRE COUNCIL**  
**Notes to the Financial Statements**  
**For the year ended 30 June 2020**

12 Property, plant and equipment

(a)

	Land and land improvements		Buildings and structures		Fleet assets		Roads, drainage and bridges network		Water		Sewerage		Computer network		Plant and equipment		Work in progress		Total		
	2020	2020	2020	2020	2020	2020	2020	2020	2020	2020	2020	2020	2020	2020	2020	2020	2020	2020	2020	2020	
	Fair value	Fair value	Fair value	Fair value	Cost	Fair value	Fair value	Fair value	Fair value	Fair value	Fair value	Cost	Cost	Cost	Cost	Cost	Cost	Cost	Cost	Cost	
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	
Basis of measurement	12,848	61,546	8,635	43,771	29,913	5,499	2,688	9,967	481,951												
Asset values																					
Opening gross value as at 1 July 2019																					
Additions	811	1,386	1,447	1,973	754	276	307	15,947													
Completed assets transferred from work in progress	38																				
Contributed assets	(234)		(1,019)	(425)	(81)	(562)															
Disposals	6	(151)			451																
Revaluation adjustment																					
Work in progress transferred to materials & services																					
Closing gross value as at 30 June 2020	13,489	62,781	9,063	45,319	30,586	5,213	2,995	9,136	503,955												
Accumulated depreciation																					
Opening balance as at 1 July 2019	(3,213)	(17,745)	(3,269)	(20,397)	(15,692)	(3,695)	(1,654)		(171,785)												
Depreciation provided in period	(429)	(1,170)	(766)	(843)	(579)	(616)	(184)		(9,624)												
Depreciation on disposals	44		608	325	77	549			2,470												
Revaluation adjustment		(56)							(58)												
Accumulated depreciation as at 30 June 2020	(3,598)	(18,973)	(3,427)	(20,915)	(16,193)	(3,762)	(1,838)		(178,998)												
Total written down value as at 30 June 2020	9,871	43,808	5,636	24,404	14,393	1,451	1,157	9,136	324,957												
Land: Not depreciated.																					
Improvements:																					
6 - 100	3	185	4	25	5	80	3	25	3	70											
Range of estimated useful life in years																					
Additions by asset class comprise:																					
Renewals	428	294	1,363	96	421	11	39		9,712												
Other additions	126	409	58	3,792	16	99	293		6,234												
Total additions	554	703	1,421	3,888	437	110	332		15,947												



(c) Recognition and measurement

**Capitalisation thresholds**

Items of plant and equipment with a total value of less than \$5,000, and infrastructure assets and buildings with a total value of less than \$10,000 are treated generally as an expense in the year of acquisition. All other items of property, plant and equipment are capitalised.

**Acquisition of assets**

Acquisitions of assets are initially recorded at cost. Cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition, including freight, architect's fees, engineering design fees and all other establishment costs.

Direct labour and materials and an appropriate proportion of overheads incurred in the acquisition or construction of assets may also be included in their cost.

Property, plant and equipment received in the form of contributions are recognised as assets and revenues at fair value.

All asset acquisitions are accounted for in work in progress and when completed are transferred from work in progress to the relevant asset class.

Assets that have been identified as a result of new information having been obtained are recognised as a revaluation adjustment against the asset revaluation surplus in the year that they are identified.

**Land under roads**

Land under roads acquired before 30 June 2008 is recognised as a non-current asset where Council holds title or a lease over the

Land under the road network within the Council area that has been dedicated and opened for public use under the *Land Act 1994* or the *Land Title Act 1994* is not controlled by Council but is controlled by the State pursuant to the relevant legislation. Therefore this land is not recognised in these financial statements.

(d) Depreciation

Land is not depreciated as it has an unlimited useful life. Depreciation on property, plant and equipment assets is calculated on a straight-line basis so as to write-off the net cost or revalued amount of each depreciable asset, less its estimated residual value, progressively over its estimated useful life to the Council. Management believe that the straight-line basis appropriately reflects the pattern of consumption for all Council assets.

Assets are depreciated from the date of acquisition or, in respect of internally constructed assets, from the time an asset is completed and commissioned ready for use.

Where assets have separately identifiable components, these components are assigned useful lives distinct from the parent asset to which they relate. Any expenditure that increases the originally assessed capacity or service potential of an asset is capitalised and the new depreciable amount is depreciated over the remaining useful life of the asset to the Council.

The depreciable amount of improvements to or on leasehold land is allocated progressively over the estimated useful lives of the improvements to the Council or the unexpired period of the lease, whichever is the shorter.

Depreciation methods, estimated useful lives and residual values of property, plant and equipment assets are reviewed at the end of each reporting period and adjusted where necessary to reflect any changes in the pattern of consumption, physical wear and tear, technical or commercial obsolescence, or management intentions. The condition assessments performed as part of the annual valuation process for assets measured at written down current replacement cost are used to estimate the useful lives of these assets at each reporting date.

(e) Impairment

Each non-current physical and intangible asset and group of assets is assessed for indicators of impairment annually. If an indicator of possible impairment exists, Council determines the asset's recoverable amount. Any amount by which the asset's carrying amount exceeds the recoverable amount is recorded as an impairment loss. The recoverable amount of an asset is the higher of its fair value less costs to sell and its value in use.

An impairment loss is recognised immediately in the Statement of Comprehensive Income, unless the asset is carried at a revalued amount. When the asset is measured at a revalued amount, the impairment loss is offset against the asset revaluation surplus of the relevant class to the extent available.

Where an impairment loss subsequently reverses, the carrying amount of the asset is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset in prior years. A reversal of an impairment loss is recognised as income, unless the asset is carried at a revalued amount, in which case the reversal of the impairment loss is treated as a revaluation surplus increase.

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(f) **Valuation**

Non-current physical assets measured at fair value are revalued, where required, so that the carrying amount of each class of asset does not materially differ from its fair value at the reporting date. This is achieved by comprehensively revaluing these assets at least once every five years with interim valuations using a suitable index, being otherwise performed on an annual basis where there has been a material variation in the index. Ongoing monitoring of asset conditions through work programs, maintenance schedules and onsite observations allows any material change in asset conditions to be recognised. In a year of formal revaluation the valuer physically sights a representative sample of the asset class being revalued and makes assessments of the condition of the assets at the date of inspection.

Any revaluation increment arising on the revaluation of an asset is credited to the asset revaluation surplus, except to the extent it reverses a revaluation decrement for the class previously recognised as an expense. A decrease in the carrying amount on revaluation is charged as an expense to the extent it exceeds the balance, if any, in the revaluation surplus relating to that asset class.

On revaluation, accumulated depreciation is restated proportionately with the change in the carrying amount of the asset and any change in the estimate of remaining useful life.

In accordance with AASB 13 fair value measurements are categorised on the following basis:

- Fair value based on quoted prices (unadjusted) in active markets for identical assets or liabilities (level 1)
- Fair value based on inputs that are directly or indirectly observable for the asset or liability (level 2)
- Fair value based on unobservable inputs for the asset and liability (level 3)

The fair values of the assets are determined using valuation techniques which maximise the use of observable data, where it is available, and minimise the use of entity specific estimates. If all significant inputs required to fair value an asset are observable, the asset is included in level 2. If one or more of the significant inputs is not based on observable market data, the asset is included in level 3. This is the case for Council infrastructure, which are of a specialist nature for which there is no active market for similar or identical assets. These assets are valued using a combination of observable and unobservable inputs.

The following table lists Council's assets with fair value measurements of level 2 and 3 in accordance with AASB 13. Council does not have any assets or liabilities measured at fair value which meet the criteria for categorisation as level 1.

The table presents the Council's assets measured and recognised at fair value at 30 June 2020.

At 30 June 2020	Note	Level 1	Level 2	Level 3
		\$000	\$000	\$000
<b>Recurring fair value measurements</b>				
Land and land improvements	12(a)	-	3,398	6,473
Buildings and structures	12(a)	-	-	43,808
Road, bridges and drainage network	12(a)	-	-	215,101
Water infrastructure	12(a)	-	-	24,404
Sewerage infrastructure	12(a)	-	-	14,393
		-	3,398	304,179

There were no transfers between levels 1 and 2 during the year, nor between levels 2 and 3. Council's policy is to recognise transfers in and out of the fair value hierarchy levels as at the end of the reporting period.

(i) **Valuation techniques used to derive fair values**  
**Specific valuation techniques used to value Council assets comprise:**

**Land and land improvements**

Land and land improvements were comprehensively revalued by independent valuer, APV Valuers and Asset Management effective 30 June 2019. A desktop review was performed over this class as at 30 June 2020, however no indexation was applied. Level 2 valuation inputs were used to value land in freehold title where comparable sales data exists. The property is compared to recently sold properties which are of a similar type. This comparison is adjusted to take in to consideration the characteristic of the land, such as size, zoning, topography and configuration. The most significant inputs into this valuation approach are price per square metre.

Level 3 valuation inputs have been utilised for land improvements where limited or no active market exists. Unobservable inputs have been utilised in assessing the fair value, which requires extensive professional judgement in determining estimates of residual value, pattern of consumption and its relationship to the remaining service potential of the depreciable amount.

## **HINCHINBROOK SHIRE COUNCIL**

### **Notes to the Financial Statements**

#### **For the year ended 30 June 2020**

#### **Buildings and structures**

The fair value of buildings and structures were also determined by independent valuer, APV Valuers and Asset Management effective 30 June 2019. A desktop review was performed as at 30 June 2020 with no indexation applied. Where there is a market for Council building assets, fair value has been derived using a combination of sales direct comparison approach and capitalisation of income approach. Fair value has been derived from sales prices of comparable properties after adjusting for differences in key attributes such as property size, and taking into account current rental yields, vacancy rates and price per square metre.

Specialised buildings, as well as some non-specialised properties without sufficient evidence to support a market approach, were valued using the cost approach. The approach estimated the replacement cost for each building by componentising the buildings into significant parts with different useful lives, taking into account a range of factors, such as the average cost of construction, pattern of consumption and asset condition.

While the unit rates based on square metres could be supported from market evidence (level 2) other inputs (such as estimates of useful life, pattern of consumption and asset condition) required extensive professional judgement and impacted significantly on the final determination of fair value. As such these assets were classified as having been valued using level 3 valuation inputs.

#### **Infrastructure assets**

All Council infrastructure assets were fair valued using written down current replacement cost. This valuation comprises the asset's current replacement cost (CRC) less accumulated depreciation calculated on the basis of such cost to reflect the already consumed service potential of the asset. Desktop reviews were conducted over each infrastructure asset class, and no adjustment was made as at 30 June 2020.

CRC was measured by reference to the lowest cost at which the gross future economic benefits of the asset could currently be obtained in the normal course of business. Where existing assets were over designed, had excess capacity, or were redundant an adjustment was made so that the resulting valuation reflected the cost of replacing the existing economic benefits based on an efficient set of modern equivalent assets to achieve the required level of service output within the council's planning horizon.

The unit rates (labour and materials) and quantities applied to determine the CRC of an asset or asset component were based on a "Greenfield" assumption meaning that the CRC was determined as the full cost of replacement with a new asset including components that may not need to be replaced, such as earthworks. The CRC was determined using methods relevant to the asset class as described under individual asset categories below.

#### **Roads, drainage and bridges network**

##### **Roads**

##### ***Current replacement cost***

Council categorises its road infrastructure into urban and rural roads and then further sub-categorises these into sealed and unsealed roads. All roads are then componentised into formation, pavement and seal (where applicable). Council assumes that environmental factors such as soil type, climate and topography are consistent across each segment. Council also assumes a segment is designed and constructed to the same standard and uses a consistent amount of labour and materials.

Following condition assessments performed by independent consultants, Pavement Management Services (PMS) (sealed roads) and Civil Project Services (unsealed roads) effective 30 June 2019, CRC was calculated by reference to the revised asset linear and area specifications, applying unit rates derived from Council's first principles exercise and recent projects, also performed as at 30 June 2019.

The first principles calculation developed a unit rate for sealed road components based on a typical reconstruction project within the Hinchinbrook region, taking into consideration the average size of a project (length and width), distance from Council's Works Depot, and pavement type and depth. Various sources were used to obtain unit rates, including a number of standing offer arrangements for materials and plant.

The first principles exercise was performed by independent consultants, Langtree Consulting. The methodology applied in undertaking the calculation, including design and construction procedures, was verified by Council's Designer and Works Manager.

The unit rate for unsealed roads is based on undertaking a gravel resheet for the purpose of renewing the asset. Gravel resheeting is the process of applying a layer of gravel (usually 150mm) to a section of unsealed road. The process requires the loosening of the existing surface, spreading the new gravel and compaction. Council undertake an annual gravel resheeting program, which has been used to derive an average unit rate for these roads.

##### ***Accumulated depreciation***

In determining the level of physical obsolescence, remaining useful lives were calculated based on condition assessments. The condition profiles were provided by independent consultants after onsite inspections of the Hinchinbrook Shire Council road network.





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**Drainage infrastructure**

*Current replacement cost*

A full revaluation of drainage infrastructure was undertaken by independent valuers, Langtree Consulting, effective 30 June 2019. A desktop review was performed as at 30 June 2020, with no indexation applied. Drainage infrastructure consists of rural pipes and culverts as well as urban stormwater assets. Unit rates were developed based on first principle estimation methodology.

Consistent with roads, Council assumes that environmental factors such as soil type, climate and topography are consistent across each segment and that a segment is designed and constructed to the same standard and uses a consistent amount of labour and materials.

Where drainage assets are located underground and physical inspection is not possible, the age, size and type of construction material, together with current and planned maintenance records are used to determine the fair value at reporting date.

*Accumulated depreciation*

In determining the level of physical obsolescence, drainage assets were disaggregated into significant components which exhibited different useful lives. Estimates of expired service potential and remaining useful lives were determined on a straight line basis based on industry standard practices and past experience, supported by maintenance programs.

Estimated useful lives are disclosed in note 12(a).

**Bridges**

An internal review of Council's bridge assets is undertaken by Council's qualified engineering staff annually with the calculation and application, in the event of a material change in value, of unit rates obtained from the average unit rate for bridgeworks completed during the year and after consideration of the road and bridge construction index. No adjustments were required as at 30 June 2020.

In 2017, Langtree Consulting was engaged to further componentise Council's bridge network, to better reflect the useful lives of each asset component. This also allowed for a more accurate CRC to be applied to each component.

Consistent with roads, Council assumes that environmental factors such as soil type, climate and topography are consistent across each bridge and that a bridge is designed and constructed to the same standard and uses a consistent amount of labour and materials.

**Water and Sewerage Infrastructure**

*Current replacement cost*

An internal review of Council's water and sewerage infrastructure fair values is undertaken by Council's qualified engineering staff annually. Where a material change in cost driver values is assessed the assets are revalued using unit rates obtained from the average unit rate for water and sewerage construction works completed during the year and after consideration of the non-residential building construction index. The assets are disaggregated to component level to ensure a reliable measure of cost and service capacity and deterioration of estimated life. Where water and sewerage infrastructure assets are located underground and physical inspection is not possible, the age, size and type of construction material, together with current and planned maintenance records are used to determine the fair value at reporting date. A revaluation adjustment was recorded as at 30 June 2019 for both water and sewerage asset classes, based on an index of 8% for both classes. A desktop review was conducted as at 30 June 2020 with no additional adjustment recorded.

*Accumulated depreciation*

In determining physical obsolescence, assets were either subject to a site inspection or an assessment to determine remaining useful life. Where site inspections were conducted (i.e. for active assets above ground), the assets were allocated a condition assessment, which was used to estimate remaining useful life as tabled below.

Condition rating	Condition description	Description explanation	Remaining useful life %
1	As new/ excellent	Asset "as new"	95% of useful life
2	Good	Asset is reliable, asset operates as intended and its appearance and structural integrity is up to the standard expected of an operating asset.	75% of useful life
3	Fair	Asset is reliable and operates as intended, but its appearance and structural integrity are questionable.	50% of useful life
4	Poor	Asset still operates, but does not meet intended duty or does not appear sound.	25% of useful life
5	Unserviceable	Asset is not functioning/ needs immediate attention.	5% of useful life

Where site inspections were not conducted (i.e. for passive assets and active assets for which no site inspections were undertaken), the remaining useful life was calculated on an age basis after taking into consideration current and planned maintenance records.

For wastewater gravity mains the assumption that the pipes will be relined was adopted. The fair value for sewer gravity mains was determined as follows:

- For all pipes, replacement cost was determined based on replacement by trench excavation, useful life was determined as the pipe useful life plus the reline useful life, and the pipe fair value was based on age.
- Where pipes have been relined, the total pipe useful life was determined as the pipe age when the reline occurred plus the reline life.
- The relining of pipes was valued at reline rates and depreciated over the reline life. The reline fair value was based on age.

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	2020 \$000	2019 \$000
13 Payables		
Current		
Trade creditors and accruals	4,811	3,394
Prepaid rates	829	-
	<u>5,640</u>	<u>3,394</u>

Trade creditors are recognised upon receipt of the goods or services ordered and are measured at the agreed purchase/contract price net of applicable discounts other than contingent discounts. Amounts owing are unsecured and are generally settled on 30 day terms.

14 Provisions		
Current		
Annual leave	1,943	1,980
Long service leave	1,981	2,227
Rostered days off	78	88
Time in lieu	27	69
Warren's Hill landfill site restoration	3,384	-
	<u>7,413</u>	<u>4,364</u>
Non-current		
Ingham landfill site restoration	2,693	2,859
Taylor's Beach landfill site restoration	818	908
Forrest Beach landfill site restoration	461	514
Lucinda landfill site restoration	149	189
Warren's Hill landfill site restoration	-	1,697
Long service leave	221	220
	<u>4,342</u>	<u>6,387</u>

Liabilities are recognised for employee benefits in respect of services provided by the employees up to the reporting date. The liability is calculated using the present value of remuneration rates that will be paid when the liability is expected to be settled and includes related on-costs.

As Council does not have an unconditional right to defer settlement of the annual leave beyond twelve months after the reporting date, annual leave is classified as a current liability. This methodology was applied for the first time as at 30 June 2019.

Sick leave taken in the future will be met by future entitlements and hence no recognition of sick leave has been made in these financial statements.

The following information for the Ingham, Taylor's Beach, Forrest Beach and Lucinda landfill sites is based on an estimate to undertake remediation works at these closed landfill sites. Council is continuing monitoring and testing of these sites. The remediation works are expected to occur over the next 10 years, with Council continuing to investigate options for remediation works.

2020					
Landfill site restoration	Ingham	Taylor's Beach	Forrest Beach	Lucinda	Total
	\$000	\$000	\$000	\$000	\$000
Balance at beginning of financial year	2,859	908	514	189	4,470
Decrease in provision due to unwinding of discount	(22)	(2)	(1)	(1)	(26)
Decrease in provision due to change in timing and discount rates	(143)	(88)	(52)	(39)	(322)
Balance at end of financial year	<u>2,693</u>	<u>818</u>	<u>461</u>	<u>149</u>	<u>4,122</u>
2019					
Landfill site restoration	Ingham	Taylor's Beach	Forrest Beach	Lucinda	Total
	\$000	\$000	\$000	\$000	\$000
Balance at beginning of financial year	2,036	638	360	132	3,165
Increase in provision due to unwinding of discount	22	7	4	1	34
Increase in provision due to change in timing and discount rates	801	264	150	56	1,271
Balance at end of financial year	<u>2,859</u>	<u>908</u>	<u>514</u>	<u>189</u>	<u>4,470</u>



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	2020 \$000	2019 \$000
Warren's Hill landfill site restoration		
Balance at beginning of financial year	1,697	1,703
Increase/(decrease) in provision due to unwinding of discount	(10)	18
Increase/(decrease) in provision adjusted to Asset Revaluation Surplus	1,697	(24)
<b>Balance at end of financial year</b>	<b>3,384</b>	<b>1,697</b>

This is the present value of the estimated cost of restoring the landfill site to a useable state at the end of its useful life. The costs above relate to the two active cells at Warren's Hill. The projected cost is \$3.4m and this cost is expected to be incurred in stages for each cell.

A provision is made for the cost of restoration of assets and other future restoration costs where it is probable Council will be liable, or required, to incur such a cost on the cessation of use of the facility. This liability is provided in respect of landfill sites.

The provision is measured at the expected cost of the work required discounted to current day values using an appropriate rate. The current Commonwealth Government bond rate is considered an appropriate rate. The calculation of the provision requires assumptions such as the application of environmental legislation, site closure dates, available technologies and engineering cost estimates. These uncertainties may result in future actual expenditure differing from amounts currently provided. Because of the long term nature of the liability, the most significant uncertainty in estimating the provision is the costs that will be incurred. The provision recognised for landfill sites is reviewed at least annually and updated based on the facts and circumstances available at the time.

Some landfill sites are located on State reserves which Council does not control. The cost of the provisions for restoration of these is therefore treated as an expense in the year the provision is first recognised. Changes in the provision not arising from the passing of time are treated as an expense or income.

Changes to the provision resulting from the passing of time (the unwinding of the discount) are treated as a finance cost.

**Long service leave**

Balance at beginning of financial year	2,447	2,312
Long service leave entitlement arising	227	437
Long service entitlement extinguished	(103)	(62)
Long service entitlement paid	(369)	(240)
<b>Balance at end of financial year</b>	<b>2,202</b>	<b>2,447</b>

A liability for long service leave is measured as the present value of the estimated future cash outflows to be made in respect of services provided by employees up to the reporting date. The value of the liability is calculated using current pay rates and projected future increases in those rates and includes related employee on-costs. The estimates are adjusted for the probability of the employee remaining in Council's employment or other associated employment which would result in Council being required to meet the liability. Adjustments are then made to allow for the proportion of the benefit earned to date, and the result is discounted to present value. The interest rates attaching to Commonwealth Government guaranteed securities at the reporting date are used to discount the estimated future cash outflows to their present value.

Where employees have met the prerequisite length of service and Council does not have an unconditional right to defer this liability beyond twelve months, long service leave is classified as a current liability.

**15 Other liabilities**

Waste levy refund received in advance	-	417
Other revenue received in advance	-	50
	-	<b>467</b>

**HINCHINBROOK SHIRE COUNCIL**  
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16	Asset revaluation surplus	2020 \$000	2019 \$000
Movements in the asset revaluation surplus were as follows:			
Balance at beginning of financial year		174,006	143,201
<i>Net adjustment to capital non-current assets at end of period to reflect a change in fair value:</i>			
Buildings and structures		(209)	7,542
Road, drainage and bridge network		452	19,430
Water		-	1,722
Sewerage		-	784
Land and land improvements		5	1,303
Change in value of rehabilitation of land		(1,697)	24
Movements total		(1,449)	30,805
Balance at end of financial year		172,557	174,006

**Asset revaluation surplus analysis**

*The closing balance of the asset revaluation surplus comprises the following asset categories:*

Land and land improvements	3,019	4,711
Buildings and structures	19,927	20,136
Road, drainage and bridge network	133,851	133,399
Water	8,823	8,823
Sewerage	6,937	6,937
	172,557	174,006

The asset revaluation surplus comprises adjustments relating to changes in value of property, plant and equipment that do not result from the use of those assets. Net incremental changes in the carrying value of classes of non-current assets since their initial recognition are accumulated in the asset revaluation surplus.

Increases and decreases on revaluation are offset within a class of assets.

Where a class of assets is decreased on revaluation, that decrease is offset first against the amount remaining in the asset revaluation surplus in respect of that class. Any excess is treated as an expense.

When an asset is disposed of, the amount in the surplus in respect of that asset is retained in the asset revaluation surplus and not transferred to retained surplus.

**17 Commitments for expenditure**

**Contractual commitments**

Contractual commitments at balance date but not recognised in the financial statements are payable as follows:

Contract for refuse disposal in place until 30 June 2021. Payment per annum subject to various indices. Value of contract presented is based on payment for 2019/20.	794	740
	794	740

**Capital commitments**

Commitment for the construction of the following assets contracted for at the reporting date but not recognised as liabilities:

<i>Property, plant and equipment</i>		
Road, drainage and bridge network	142	-
Buildings	21	-
Water	612	-
Other	1,260	-
	2,035	-
These expenditures are payable as follows:		
Within one year	1,879	-
One to five years	156	-
Later than five years	-	-
	2,035	-



**HINCHINBROOK SHIRE COUNCIL**  
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	2020 \$000	2019 \$000
<b>18</b>		
<b>Contingent liabilities</b>		
Details and estimates of maximum amounts of contingent liabilities are as follows:		
<u>Local Government Workcare</u>		
Hinchinbrook Shire Council is a member of the Queensland local government worker's compensation self-insurance scheme, Local Government Workcare. Under this scheme the Council has provided an indemnity towards a bank guarantee to cover bad debts which may remain should the self insurance licence be cancelled and there was insufficient funds available to cover outstanding liabilities. Only the Queensland Government's workers compensation authority may call on any part of the guarantee should the above circumstance arise.		
The Council's maximum exposure to the bank guarantee is:	<u>314</u>	<u>275</u>
<u>Local Government Mutual</u>		
Hinchinbrook Shire Council is a member of the local government mutual liability self-insurance pool, LGM Queensland. In the event of the pool being wound up or being unable to meet its debts as they fall due, the trust deed and rules provide that any accumulated deficit will be met by the individual pool members in the same proportion as their contribution is to the total pool contributions in respect of any year that a deficit arises.		
As at 30 June 2020 the financial statements reported an accumulated surplus and it is not anticipated any liability will arise.		
<b>19</b>		
<b>Superannuation</b>		
Council contributes to the LGIA super Regional Defined Benefits Fund (the scheme), at the rate of 12% for each permanent employee who is a defined benefit member. This rate is set in accordance with the LGIASuper trust deed and may be varied on the advice of an actuary. The Regional Defined Benefits Fund is a complying superannuation scheme for the purpose of the Commonwealth Superannuation Industry (Supervision) legislation and is also governed by the <i>Local Government Act 2009</i> .		
The scheme is a defined benefit plan, however Council is not able to account for it as a defined benefit plan in accordance with AASB 119 because LGIASuper is unable to account for its proportionate share of the defined benefit obligation, plan assets and costs.		
Any amount by which the scheme is over or under funded may affect future benefits and result in a change to the contribution rate, but has not been recognised as an asset or liability of the Council.		
Technically Hinchinbrook Shire Council can be liable to the scheme for a portion of another local governments' obligations should that local government be unable to meet them. However the risk of this occurring is extremely low and in accordance with the LGIASuper trust deed changes to Council's obligations will only be made on the advice of an actuary.		
The last completed actuarial assessment of the scheme was undertaken as at 1 July 2018. The actuary indicated that "At the valuation date of 1 July 2018, the net assets of the scheme exceeded the vested benefits and the scheme was in a satisfactory financial position as at the valuation date." The Council is not aware of anything that has happened since that time that indicates the assets of the scheme are not sufficient to meet the vested benefits, as at the reporting date.		
No changes have been made to prescribed employer contributions which remain at 12% of employee assets and there are no known requirements to change the rate of contributions.		
The next triennial actuarial review is not due until 1 July 2021.		
The most significant risks that may result in LGIASuper increasing the contribution rate, on the advice of the actuary, are:		
Investment risk - The risk that the scheme's investment returns will be lower than assumed and additional contributions are needed to fund the shortfall.		
Salary growth risk - The risk that wages or salaries will rise more rapidly than assumed, increasing vested benefits to be funded.		
	Note	
Superannuation contributions made to the Regional Defined Benefits Fund	149	95
Other superannuation contributions for employees	<u>1,357</u>	<u>1,428</u>
Total superannuation contributions paid by Council for employees:	<u>5</u> <u>1,506</u>	<u>1,523</u>



## HINCHINBROOK SHIRE COUNCIL Notes to the Financial Statements For the year ended 30 June 2020

	2020 \$000	2019 \$000
20		
Joint arrangement		
<u>Hinchinbrook Community Wetlands</u>		
The Council has a 50% share joint arrangement interest in the Hinchinbrook Community Wetland (an unincorporated body jointly managed by Council and a third party). The principal activity of which is to develop and maintain a local wetland to treat waste water. Council's share of the results and net assets of this body are as follows:		
Ordinary revenues	15	15
Ordinary expenses	(80)	(36)
Net result	<u>(65)</u>	<u>(21)</u>
Sewerage Infrastructure Assets 50% only	<u>579</u>	<u>594</u>
21		
Reconciliation of net result for the year to net cash inflow (outflow) from operating activities		
Net result	(1,651)	1,080
Non-cash operating items :		
Depreciation	9,624	9,157
	<u>7,973</u>	<u>10,238</u>
Investing and development activities :		
Increase/(decrease) in provision to asset revaluation surplus	-	(24)
Net (profit)/loss on disposal of non-current assets	1,630	491
Write-off of work in progress	(35)	-
Property, plant and equipment adjustments	-	30
Contributed assets	(38)	(1,767)
	<u>1,557</u>	<u>(1,270)</u>
Changes in operating assets and liabilities :		
(Increase)/decrease in receivables	916	849
(Increase)/decrease in other assets	(444)	(1,311)
(Increase)/decrease in contract assets	1,845	-
(Increase)/decrease in inventories	163	(55)
Increase/(decrease) in payables	1,457	(1,034)
Increase/(decrease) in contract liabilities	(587)	-
Increase/(decrease) in other liabilities	(467)	467
Increase/(decrease) in provisions	(694)	3,570
	<u>2,190</u>	<u>2,488</u>
Net cash inflow from operating activities	<u>11,720</u>	<u>11,455</u>



## HINCHINBROOK SHIRE COUNCIL

### Notes to the Financial Statements

### For the year ended 30 June 2020

#### 22 Changes in accounting policy

During the year ended 30 June 2020, the Council has adopted AASB 15 *Revenue from Contracts with Customers*, AASB 1058 *Income of Not-for-profit Entities* and AASB 16 *Leases* using the modified retrospective (cumulative catch-up) method and therefore the comparative information for the year ended 30 June 2019 has not been restated and continues to comply with AASB 111 *Construction Contracts*, AASB 117 *Leases*, AASB 118 *Revenue*, AASB 1004 *Contributions* and associated Accounting Interpretations.

All adjustments on adoption of AASB 15, AASB 1058 and AASB 16 have been taken to retained earnings at 1 July 2019.

The impacts of adopting these standards and associated transition disclosures are provided below:

#### Revenue standards - AASB 15 and AASB 1058

The following options have been applied on transition to AASB 15 and AASB 1058:

- Council has not adopted the completed contract expedient and therefore has not excluded revenue which was fully recognised in previous years in accordance with the former accounting standards and pronouncements.

#### Opening contract balances on transition at 1 July 2019

	Balance at 1 July 2019 \$000
<b>Contract assets</b>	
- Under AASB 15	2,534
- Under AASB 1058	345
<b>Total contract assets</b>	<u>2,879</u>
<b>Contract liabilities</b>	
- Under AASB 15	1,149
- Under AASB 1058	2,534
<b>Total contract liabilities</b>	<u>3,683</u>

#### Comparison of affected financial statements lines between AASB 15 / 1058 and previous revenue standards.

The following table shows the amount by which the financial statement line item is affected by the application of AASB 15 and AASB 1058 as compared to the previous revenue standards.

#### Statement of Financial Position at 30 June 2020

	Carrying amount per Statement of Financial Position Dr / (Cr) \$000	Adjustments Dr / (Cr) \$000	Carrying amount if previous standards had been applied \$000
Contract assets	1,034	(1,034)	-
Trade and other payables - prepaid rates	5,640	829	4,811
Contract liabilities	2,307	2,307	-
Retained surplus	162,889	(2,101)	164,991
	<u>171,870</u>	<u>-</u>	<u>169,802</u>

#### Statement of Comprehensive Income for the year ended 30 June 2020

	Balance per Statement of Comprehensive Income Dr / (Cr) \$000	Adjustments Dr / (Cr) \$000	Carrying amount if previous standards had been applied \$000
<b>Revenue - operating</b>			
Rates, levies and charges	25,034	(829)	25,863
Grants, subsidies, contributions and donations	6,267	4,709	10,976
Rental income	264	61	325
<b>Revenue - capital</b>	7,004	(3,599)	3,405
	<u>38,570</u>	<u>342</u>	<u>40,569</u>

The adjustments above relate to the recognition of contract assets and contract liabilities for revenue streams where the revenue is recognised over time rather than on receipt of funding under AASB 1004.

#### Statement of Cash Flows for the year ended 30 June 2020

The adoption of AASB 15 and AASB 1058 has not caused a material change to the Statement of Cash Flows for the year ended 30 June 2020.

**HINCHINBROOK SHIRE COUNCIL**  
**Notes to the Financial Statements**  
**For the year ended 30 June 2020**

**23 Events after the reporting period**

There were no material adjusting events after the balance date that require disclosure.

**24 Financial instruments and financial risk management**

Hinchinbrook Shire Council has exposure to the following risks arising from financial instruments:

- Credit risk
- Liquidity risk
- Market risk

**Risk management framework**

Hinchinbrook Shire Council is responsible for the establishment and oversight of the risk management framework, together with developing and monitoring risk management policies. Council's management approves policies for overall risk management, as well as specifically for managing credit, liquidity and market risk.

The Council's risk management policies are established to identify and analyse the risks faced, to set appropriate limits and controls and to monitor these risks and adherence against limits. The Council aims to manage volatility to minimise potential adverse effects on the financial performance of the Council.

The Council's audit committee oversees how management monitors compliance with the Council's risk management policies and procedures, and reviews the adequacy of the risk management framework in relation to the risks faced by the Council. The Council audit committee is assisted in its oversight role by internal audit. Internal audit undertakes both regular and adhoc reviews of risk management controls and procedures, the results of which are reported to the audit committee.

**Credit risk**

Credit risk is the risk of financial loss if a counterparty to a financial instrument fails to meet its contractual obligations. These obligations arise principally from the Council's investments and receivables from customers.

Exposure to credit risk is managed through regular analysis of credit counterparty ability to meet payment obligations. The carrying amount of financial assets represents the maximum credit exposure.

Investments in financial instruments are required to be made with Queensland Treasury Corporation (QTC) or similar state/commonwealth bodies or financial institutions in Australia, in line with the requirements of the *Statutory Bodies Financial Arrangements Act 1982*.

No collateral is held as security relating to the financial assets held by Hinchinbrook Shire Council.

**Cash and cash equivalents**

The Council may be exposed to credit risk through its investments in the QTC Cash Fund. The QTC Cash Fund is an asset management portfolio that invests with a wide range of high credit rated counterparties. Deposits with the QTC Cash Fund are capital guaranteed.

**Receivables**

In the case of rate receivables, the Council has the power to sell the property to recover any defaulted amounts and therefore generally for rates debtors the credit risk is low. Impairment of rates and charges will occur only if arrears are deemed to be greater than the proceeds Council would expect to receive from the sale of the respective property.

In other cases, the Council assesses the credit risk before providing goods or services and applies normal business credit protection procedures to minimise the risk.

By the nature of the Council's operations, there is a geographical concentration of risk in the Council's area. As the area is largely agricultural based, there is also a concentration in the agricultural industry.



**HINCHINBROOK SHIRE COUNCIL**  
**Notes to the Financial Statements**  
**For the year ended 30 June 2020**

Below is a summary of the Council's exposure to credit risk at period ending 30 June 2020 for which impairment requirements of AASB 9 *Financial Instruments* have been applied:

	2020 \$000	2019 \$000
<b>Other debtors subject to impairment</b>		
Not past due	325	174
Past due 31-60 days	6	1
Past due 61-90 days	1	8
More than 90 days	80	56
<b>Total gross carrying amount</b>	<b>412</b>	<b>239</b>
Loss allowance	(16)	-
	<b>396</b>	<b>239</b>
<b>Rate and utility charge receivables subject to impairment</b>		
Rates and charges gross carrying amount	2,323	2,780
Loss allowance	(33)	(8)
	<b>2,291</b>	<b>2,772</b>
<b>Not subject to impairment</b>		
Government grants and subsidies gross carrying amount	319	1,532
	<b>319</b>	<b>1,532</b>

**Liquidity Risk**

Liquidity risk is the risk that the Council will encounter difficulty in meeting obligations associated with its financial liabilities that are settled by delivering cash or another financial asset.

The Council's approach to managing liquidity is to ensure, as far as possible, that it will have sufficient liquidity to meet its liabilities when they are due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the Council's reputation.

Hinchinbrook Shire Council is exposed to liquidity risk through its normal course of business. The Council does not have any borrowings or external loans, limiting their exposure to liquidity risks.

The Council manages its exposure to liquidity risk by maintaining sufficient cash deposits and undrawn facilities to cater for unexpected volatility in cash flows. Unrestricted access was available at balance date to the lines of credit listed below:

	2020 \$000	2019 \$000
Bank overdraft facility	150	150

**Market risk**

Market risk is the risk that changes in market prices, such as interest rates, will affect the Council's income or the value of its holdings of financial instruments.

**Interest Rate Risk**

Hinchinbrook Shire Council is exposed to interest rate risk through investments with QTC and other financial institutions.

**Sensitivity**

Sensitivity to interest rate movements is shown for variable financial assets and liabilities on the carrying amount at reporting date.

**HINCHINBROOK SHIRE COUNCIL**  
**Notes to the Financial Statements**  
**For the year ended 30 June 2020**

	2020 \$000	2019 \$000
25 Transactions with related parties		
(a) Transactions with key management personnel (KMP)		
KMP includes the Mayor, Councillors, Council's Chief Executive Officer and Directors.		
Compensation paid to KMP:		
Short-term employee benefits	1,505	1,458
Post-employment benefits	80	90
Long-term benefits	33	69
<b>Total KMP compensation</b>	<b>1,618</b>	<b>1,618</b>
Further detail in relation to KMP remuneration is included in the annual report.		

- (b) Transactions with other related parties  
Other related parties include the close family members of KMP and any entities controlled or jointly controlled by KMP or their close family members. Close family members include a spouse, child and dependent of a KMP or their spouse, parents, grandparents, brother and sisters.

Details of transactions between Council and other related parties are disclosed below:

Payment of precept to Associate	243	243
Employee expenses for close family members of KMP	362	374
Fees and charges charged to entities controlled by KMP	-	3
Purchase of materials and services from entities controlled by KMP	94	104
<b>Total transactions with other related parties</b>	<b>699</b>	<b>724</b>

All close family members of KMP were employed through an arm's length process. They are paid in accordance with the Award for the job they perform. The Council employs 165 full time equivalent staff of which 5 are close family members of KMP at reporting date.

The Council purchased the following material and services from entities that are controlled by members of key management personnel. All purchases were at arm's length and were in the normal course of council operations:

- Unleaded petrol and diesel fuel
- Motor vehicle tyres and tyre repairs
- Maintenance materials and labour
- Certificates of inspection
- GPS cameras
- Gravel
- Advisory services - community resilience

- (c) Outstanding balances

The following balances are outstanding at the end of the reporting period in relation to transactions with related parties:

Employee expenses for close family members of KMP	40	24
Entities controlled by KMP	-	-
<b>Total outstanding balances</b>	<b>40</b>	<b>24</b>

No expense has been recognised in the current year or prior year for bad or doubtful debts in respect of amounts owed to related parties.

- (d) Loans and guarantees to/from related parties  
Council does not make loans to or receive loans from related parties. No guarantees have been provided.
- (e) Commitments to/from other related parties  
Council has no outstanding commitments to/from other related parties.
- (f) Transactions with related parties that have not been disclosed  
Most of the entities and people that are related parties of council live and operate within the Hinchinbrook Shire. Therefore, on a regular basis ordinary citizen transactions occur between council and its related parties. It has been determined that the aggregate of any such transactions, which occurred on no different terms to that of the general public, is not material for disclosure in these general purpose financial statements.

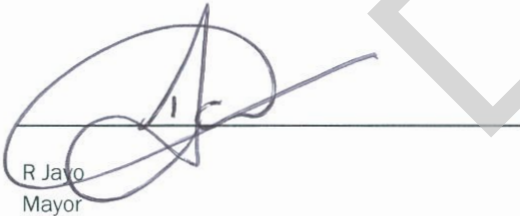


HINCHINBROOK SHIRE COUNCIL  
MANAGEMENT CERTIFICATE  
For the year ended 30 June 2020

These general purpose financial statements have been prepared pursuant to sections 176 and 177 of the *Local Government Regulation 2012* (the Regulation) and other prescribed requirements.

In accordance with section 212(5) of the Regulation we certify that:

- (i) the prescribed requirements of the *Local Government Act 2009* and *Local Government Regulation 2012* for the establishment and keeping of accounts have been complied with in all material respects; and
- (ii) the general purpose financial statements, as set out on pages 1 to 30, present a true and fair view, in accordance with Australian Accounting Standards, of the Council's transactions for the financial year and financial position at the end of the year.



R Jayo  
Mayor

Date: 13 October 2020



J Stewart  
Acting Chief Executive Officer

Date: 13 October 2020

## INDEPENDENT AUDITOR'S REPORT

To the Councillors of Hinchinbrook Shire Council

### Report on the audit of the financial report

#### Opinion

I have audited the accompanying financial report of Hinchinbrook Shire Council (the council).

In my opinion, the financial report:

- a) gives a true and fair view of the council's financial position as at 30 June 2020, and of its financial performance and cash flows for the year then ended
- b) complies with the *Local Government Act 2009*, the Local Government Regulation 2012 and Australian Accounting Standards.

The financial report comprises the statement of financial position as at 30 June 2020, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes to the financial statements including significant accounting policies and other explanatory information, and the certificate given by the Mayor and Acting Chief Executive Officer.

#### Basis for opinion

I conducted my audit in accordance with the *Auditor-General Auditing Standards*, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial report* section of my report.

I am independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the financial report in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code and the *Auditor-General Auditing Standards*.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

#### Other information

Other information comprises financial and non-financial information (other than the audited financial report) in an entity's annual report.

At the date of this auditor's report, the available other information in Hinchinbrook Shire Council's annual report for the year ended 30 June 2020 was the current year financial sustainability statement and long-term financial sustainability statement.

The councillors are responsible for the other information.

My opinion on the financial report does not cover the other information and accordingly I do not express any form of assurance conclusion thereon. However, as required by the Local Government Regulation 2012, I have expressed a separate opinion on the current year financial sustainability statement.

In connection with my audit of the financial report, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report and my knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this information, I am required to report that fact. I have nothing to report in this regard.

### **Responsibilities of the councillors for the financial report**

The councillors are responsible for the preparation of the financial report that gives a true and fair view in accordance with the *Local Government Act 2009*, the Local Government Regulation 2012 and Australian Accounting Standards, and for such internal control as the councillors determine is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

The councillors are also responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless it is intended to abolish the council or to otherwise cease operations.

### **Auditor's responsibilities for the audit of the financial report**

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

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

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for expressing an opinion on the effectiveness of the council's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the council.



- Conclude on the appropriateness of the council's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the council's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. I base my conclusions on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the council to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the council regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

### **Report on other legal and regulatory requirements**

In accordance with s.40 of the *Auditor-General Act 2009*, for the year ended 30 June 2020:

- a) I received all the information and explanations I required.
- b) In my opinion, the prescribed requirements in relation to the establishment and keeping of accounts were complied with in all material respects.



13 October 2020

Sri Narasimhan  
as delegate of the Auditor-General

Queensland Audit Office  
Brisbane



## HINCHINBROOK SHIRE COUNCIL

2019-2020 Current-Year Financial Sustainability Statement

Certificate of Accuracy - for the Current-Year Financial Sustainability Statement

Independent Auditor's Report (Current-Year Financial Sustainability Statement)

Draft



## HINCHINBROOK SHIRE COUNCIL Current Year Financial Sustainability Statement For the year ended 30 June 2020

### Measures of Financial Sustainability

Council's performance at 30 June 2020 against key financial ratios and targets:

	How the measure is calculated	Actual	Target
Operating surplus ratio	Net result (excluding capital items) divided by total operating revenue (excluding capital items)	-21.3%	Between 0% and 10%
Asset sustainability ratio	Capital expenditure on the replacement of infrastructure assets (renewals) divided by depreciation expense.	103%	Greater than 90%
Net financial liabilities ratio	Total liabilities less current assets divided by total operating revenue	-30%	Not greater than 60%

### Note 1 - Basis of Preparation

The current year financial sustainability statement is a special purpose statement prepared in accordance with the requirements of the *Local Government Regulation 2012* and the *Financial Management (sustainability) Guideline 2013*. The amounts used to calculate the three reported measures are prepared on an accrual basis and are drawn from the Council's audited general purpose financial statements for the year ended 30 June 2020.






**HINCHINBROOK SHIRE COUNCIL**  
**Current-year Financial Sustainability Statement**  
**For the year ended 30 June 2020**

**Certificate of Accuracy**  
**For the year ended 30 June 2020**

This current-year financial sustainability statement has been prepared pursuant to Section 178 of the *Local Government Regulation 2012* (the regulation).

In accordance with Section 212(5) of the Regulation we certify that this financial sustainability statement has been accurately calculated.



Mayor  
R. Mayo

Date: 13 October 2020



Acting Chief Executive Officer  
J Stewart

Date: 13 October 2020

Draft



## INDEPENDENT AUDITOR'S REPORT

To the Councillors of Hinchinbrook Shire Council

### Report on the current year financial sustainability statement

#### Opinion

I have audited the accompanying current year financial sustainability statement of Hinchinbrook Shire Council (the council) for the year ended 30 June 2020, comprising the statement, explanatory notes, and the certificate of accuracy given by the Mayor and the Acting Chief Executive Officer.

In accordance with section 212 of the Local Government Regulation 2012, in my opinion, in all material respects, the current year financial sustainability statement of Hinchinbrook Shire Council for the year ended 30 June 2020 has been accurately calculated.

#### Basis of opinion

I conducted my audit in accordance with the *Auditor-General Auditing Standards*, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the current year financial sustainability statement* section of my report.

I am independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the statement in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code and the *Auditor-General Auditing Standards*.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

#### Emphasis of matter – basis of accounting

I draw attention to Note 1 which describes the basis of accounting. The current year financial sustainability statement has been prepared in accordance with the Financial Management (Sustainability) Guideline 2013 for the purpose of fulfilling the council's reporting responsibilities under the Local Government Regulation 2012. As a result, the statement may not be suitable for another purpose. My opinion is not modified in respect of this matter.

#### Other Information

Other information comprises financial and non-financial information (other than the audited financial report) in an entity's annual report.

At the date of this auditor's report, the available other information in Hinchinbrook Shire Council's annual report for the year ended 30 June 2020 was the general purpose financial statements and long-term financial sustainability statement.

The councillors are responsible for the other information.

My opinion on the current year financial sustainability statement does not cover the other information and accordingly I do not express any form of assurance conclusion thereon. However, as required by the Local Government Regulation 2012, I have expressed a separate opinion on the general purpose financial report.

In connection with my audit of the financial report, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report and my knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this information, I am required to report that fact. I have nothing to report in this regard.

### **Responsibilities of the councillors for the current year financial sustainability statement**

The councillors are responsible for the preparation and fair presentation of the current year financial sustainability statement in accordance with the Local Government Regulation 2012. The councillors' responsibility also includes such internal control as the councillors determine is necessary to enable the preparation and fair presentation of the statement that is accurately calculated and is free from material misstatement, whether due to fraud or error.

### **Auditor's responsibilities for the audit of the current year financial sustainability statement**

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

My responsibility does not extend to forming an opinion on the appropriateness or relevance of the reported ratios, nor on the council's future sustainability.

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

- Identify and assess the risks of material misstatement of the statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the council.



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

I communicate with the council regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

13 October 2020

Sri Narasimhan  
as delegate of the Auditor-General

Queensland Audit Office  
Brisbane

Draft



HINCHINBROOK SHIRE COUNCIL

2019-2020 Long-Term Financial Sustainability Statement - Unaudited

Certificate of Accuracy - for the Long-Term Financial Sustainability Statement

Draft



## HINCHINBROOK SHIRE Long-Term Financial Sustainability Statement - Unaudited For the year ended 30 June 2020

Measures of Financial Sustainability	Measure	Target	Actuals at 30 June 2020	30 June 2021	30 June 2022	30 June 2023	30 June 2024	30 June 2025	30 June 2026	30 June 2027	30 June 2028	30 June 2029
Operating surplus ratio	Net operating result divided by total operating revenue	Between 0% and 10%	(21.3%)	(14.7%)	(14.4%)	(13.6%)	(12.6%)	(11.6%)	(10.7%)	(9.7%)	(8.7%)	(7.8%)
Asset sustainability ratio	Capital expenditure on the replacement of assets (renewals) divided by depreciation expense.	Greater than 90%	103%	227%	95%	99%	68%	71%	70%	73%	75%	78%
Net financial liabilities ratio	Total liabilities less current assets divided by total operating revenue	Not greater than 60%	(30%)	(38%)	(25%)	(11%)	(11%)	(11%)	(11%)	(10%)	(10%)	(10%)

### Hinchinbrook Shire Council's Financial

Council measures revenue and expenditure trends over time as a guide to future requirements and to make decisions about the efficient allocation of resources to ensure the most effective provision of services. Council ensures that its financial management strategy is prudent and that its long-term financial forecast shows a sound financial position whilst also being able to meet the community's current and future needs.



**HINCHINBROOK SHIRE COUNCIL**  
**Long-Term Financial Sustainability Statement**  
**For the year ended 30 June 2020**

**Certificate of Accuracy**  
**For the long-term financial sustainability statement prepared as at 30 June 2020**

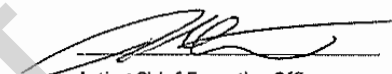
This long-term financial sustainability statement has been prepared pursuant to Section 178 of the *Local Government Regulation 2012* (the regulation).

In accordance with Section 212(5) of the Regulation we certify that this long-term financial sustainability statement has been accurately calculated.



Mayor  
R Jayo

Date: 13 October 2020



Acting Chief Executive Officer  
J Stewart

Date: 13 October 2020

Draft



# HINCHINBROOK SHIRE COUNCIL

## CONTACT COUNCIL

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 [www.hinchinbrook.qld.gov.au](http://www.hinchinbrook.qld.gov.au)

 [HinchinbrookShireCouncil](#)

 [HinchinbrookDisasterInformation](#)

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## Privacy Information

Personal Information provided by a customer to Council is protected in accordance with the requirements of the *Personal Information Protection Act 2004* and the *Right to Information Act 2009*.



## HINCHINBROOK WAY

[www.hinchinbrookway.com.au](http://www.hinchinbrookway.com.au)

 [HinchinbrookWay](#)