



ANNUAL REPORT 2020-2021

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Attached Documents: Annual Financial Statements

Council Banker: Commonwealth Bank of Australia.

Auditor: Lisa Fraser 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 \$34.50 applies for printed copies or refer to Council's website www.hinchinbrook.qld.gov.au to download a PDF version.





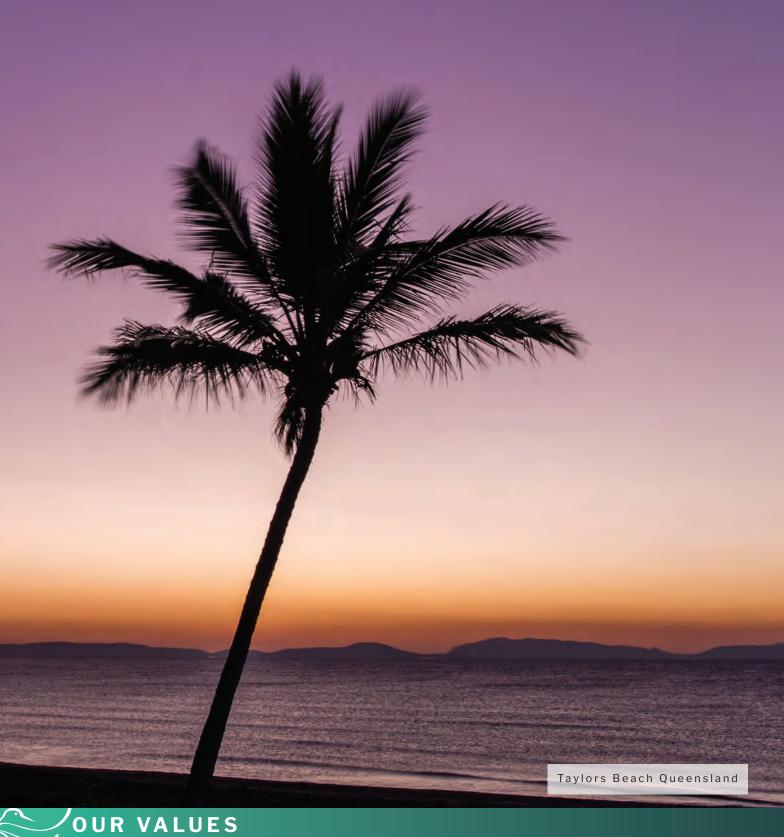
OUR MISSION AND VISION

Mission

To provide leadership in making locally responsive and informed decisions, delivering quality services and facilities to the Hinchinbrook community.

Vision

To strengthen our vibrant regional lifestyle and prosperous economy by growing the population of and opportunities for the Hinchinbrook Shire.



OUR VALUE

INTEGRITY – We will lead our community with integrity and vision. We will embrace change, foster innovation, and be honest and transparent at all times.

PEOPLE FOCUSED – We value our community, our stakeholders and our employees. We will treat all persons with fairness and respect. Council will implement services from a customer perspective.

EXCELLENCE – We will always strive to do our best, to be industry leaders and to look for opportunities in pursuit of continuous improvement.

SUSTAINABILITY – We will be practical, focused, and effective in our delivery of services and programs for the community.



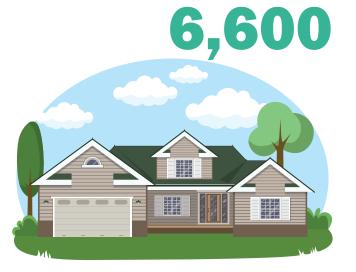


10,805





RATEABLE PROPERTIES



LOCAL GOVERNMENT AREA

2,810KM²

PERSONS PER HOUSEHOLD



POPULATION DENSITY

4.2

PERSONS/KM²

FAMILIES



1,831

AVERAGE TEMPERATURE RANGE

18.8°C - 27.8°C

RATES, LEVIES AND CHARGES REVENUE 2020-2021

\$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

0427 875 607

mayor@hinchinbrook.qld.gov.au

SERVICE TO COUNCIL: ELECTED 30 MARCH 2016

It gives me great pleasure to report that the past financial year saw great gains by Council in achieving its ultimate goal of economic diversification for the district as a necessary measure towards future sustainability.

Much work in planning and progressing economic stimulators in the fields of agriculture, tourism and events has taken place and results are finally, albeit slowly, starting to emerge.

The report comments in detail on all Council activities, operations, and achievements throughout the year, directorate by directorate, and whilst I do not propose to repeat same in detail, I would like to mention a few items of significance to our work. In agriculture, recognition of Hinchinbrook's potential to produce high value commercial crops aside of sugar cane was realised by the State Government embracing Council's 'Grain in the Rain' program.

Grain in the Rain is designed at facilitating alternate grain and pulse crops in the district, such as rice and bean crops, as complimentary crop opportunities to our district's main stay of sugar cane.

Substantial research and development has been enabled by seed funding, delivered through the Department of Agriculture and Fisheries (DAF), and trial crops planted and successfully taken to harvest throughout the year.

Further cropping and transport infrastructure is planned for delivery in forthcoming years, so as to facilitate the establishment of a viable alternate high value industry into the future.

Council's quest for Hinchinbrook to be recognised as a visitor destination of choice received a real boost with significant works undertaken to increase the functionality and attractiveness of many community facilities throughout the district, and particularly in our picturesque beach areas.





I take this opportunity to acknowledge and thank the Queensland State Government for its funding assistance through Works for Queensland towards achieving such improvements.

Our work on visitation has not gone unnoticed with Hinchinbrook this year nominated as a finalist in Queensland's Top Tourism Town Awards in the Top Small Tourism Town Award category. Finalists were chosen by a panel of judges and are then put out for a public vote.

Water security of the reticulated network has now been achieved with completion of the Como Road bore fields and water treatment facility upgrades. Council now has the ability to harvest water from two independent sources, the Herbert River or Como Road, which is a major safeguard given the regularity of natural disaster events to which Hinchinbrook is predisposed.

Council's Community Activity Grants again assisted many of our community organisations to deliver well accepted programs throughout the district. Fourteen groups benefitted from grants totalling \$88,609.

On behalf of Council, I would like to express our thanks and appreciation to the many community and sporting organisations who participated and delivered events for the social, cultural, sporting and economic benefit of our community.

Other notable works included Taylors Beach dredging to maintain safe marine access for the boating community and bridge upgrades to Desjardine Crossing and Old Wharf Road. Council successfully delivered its Capital Works Program amounting to \$23.9 million.

Council successfully disbanded the flying fox roost that had been well established in the Ingham Memorial Gardens for in excess of a decade.

Whilst activity to ensure that the colony is not reestablished is unfortunately continuing at this stage, the relocation of the roost enabled Council to reclaim the gardens as an essential community asset including recommissioning of the fountain in Memorial Gardens.

A highlight of the year was the commencement of the automatic water meter reading initiative designed at enabling residents greater means of water saving and means of instantaneous detection of costly hidden water leaks.

Much more activity occurred throughout the year and more detailed activities on all operations may be found in the following report. I recommend the report to you.

I would like to sincerely thank our Councillors, Chief Executive Officer Kelvin, Directors and all of our Council staff whom work diligently towards achieving our goals for the advancement and sustainability of the Hinchinbrook Shire Council.

The ongoing commitment to service delivery and management in the best interests of our community will stand us all in good stead towards achieving a better future for our district.

Ramon Jayo Mayor

Hinchinbrook Shire Council



ELECTED REPRESENTATIVES



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 Deputy Mayor and Councillor during the 2020-2021 financial year. This period has been a challenge, with Council and the wider community responding to the challenge of the COVID-19 Pandemic and making the many operational changes and adjustments required.

As Corporate and Financial Services Chair, my Portfolio area 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 2020-2021 Budget did not increase the rates or utility charge revenue to Council.

The \$23.9 million Capital Works Program included a number of projects to improve the amenity and liveability of our local communities. Our \$26.2 million Operational Budget ensured the continuity of many of our local services and programs. The Corporate and Financial Services Portfolio also deals with planning, local laws and several other Council functions.

I currently serve as a member of Council's Audit and Risk Committee. I have been pleased to represent Council at the Forrest Beach Progress Association and the Lower Herbert Water Management Authority, as well as serving as Deputy Chair of the Local Disaster Management Group and Chair of the Local Disaster Recovery Group.



COUNCILLOR MARY BROWN

Economic Development Advisory Portfolio
Deputy Mayor 30 March 2016 - 14 April 2020

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SERVICE TO COUNCIL: ELECTED 30 MARCH 2016

The past year has seen a combination of challenges and progression within our local community. The uncertainty caused by the ever changing impacts of COVID-19 on the State, National and World economies has factored into all aspects of our daily lives, however in spite of this, significant progress has continued in our Shire. Our community continues to witness increased real estate activity in the residential, agricultural and commercial markets, with significant investment in tourism assets continuing. Council continues to market the Shire both in the lifestyle, tourism and investment attraction arena, with the ultimate goal being improved population growth and rate payer base.

Some of the key activities undertaken this year, to support this goal were:

- Works for Queensland projects in the communities of Lucinda, Taylors Beach, Forrest Beach, Lower Herbert, Trebonne and in Ingham CBD continue. Works being undertaken include improved pathways, Hinchinbrook Way branded shelter sheds as well as smaller BBQ shelters, art work, irrigation in the park areas and improved tables and seating. Already the local community are embracing these liveability improvements and it is hoped that into the future, these will also attract increased visitation to the Shire.
- The Ingham CBD masterplan of installing new seating, designer rubbish bins and planters in Herbert Street is complete.
- Installation of a "Ninja Park" at the TYTO Precinct and a "Pirate" playground at Taylors Beach have been very well received by the community, with many families enjoying these spaces on a regular basis.
- Undertaking of a "local buy" economic stimulus campaign in the first half of 2021, culminated with a combined family event in May 2021. The traditional Tasman Turtle Picnic day was increased to include an evening of family friendly entertainment that culminated in the draw of major raffle prizes. The entire campaign was very well supported, with local spend being significant and the attendance over the course of the full day of events exceeding expectations. Data collected as a result of this campaign will be invaluable in gaining an understanding of consumer behaviours locally and assisting in the planning of future events and marketing campaigns, to provide economic stimulus to the Shire.
- Investment in marketing campaigns to increase visitation and showcase the Shire have continued, with feedback being received from local business of encouraging visitor numbers over the year.
- Business information and engagement events have been introduced this year, that included additional professional development workshops for local businesses. These events have been very well attended with positive feedback received and acknowledgement of the benefits of this education, for business sustainability.





COUNCILLOR ANDREW LANCINI

Utility Services Advisory Portfolio

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SERVICE TO COUNCIL: RE-ELECTED 30 MARCH 2016

PREVIOUS TERMS: 6 APRIL 1994 TO 9 MAY 2012

In 2020-2021 on-ground works commenced for the Stage 1 capping of the Warrens Hill Landfill and Resource Recovery Centre, as well as the design for an additional landfill cell to be opened once the existing cell is full.

The following waste materials were collected and processed for resource recovery:

- 13,610 chemical containers through the DrumMuster Program;
- 360.5 tonnes of recyclables from Hinchinbrook homes transported to the Materials Recovery Facility in Townsville;
- 6.76 tonnes of electronic waste;
- · 256.24 tonnes of steel recycled;
- · 11,855 litres of mineral oil waste collected; and
- 337 lead acid batteries.

Over 7,000 tonnes of waste was landfilled and 98.75 tonnes of illegally dumped waste collected.

The below support programs were also delivered to facility waste management across the Shire:

- The Hard Rubbish Support Program provided much needed support to 31 eligible households, resulting in the collection of 2.6 tonne of bulk waste (furniture, appliances and a mix of white goods);
- The Rural Clean Up Program 1.12 tonne of steel and 32.26 tonne of general waste collected from rural households in an effort to prepare rural households for the upcoming disaster season;
- Litter Clean Up Events Council, together with Tangaroa Blue, conducted 3 litter audits and clean up events at the Lucinda Jetty, beachfront and Dungeness. Council also supported, and participated in, a major clean up event at the Crystal Creek Campground together with the Townsville Campground Clean Ups Group; and
- Bin Tagging Education Program 2,955 bins were visited across the Shire between October and November 2020. 41% of recycling bins assessed were considered contaminated.



COUNCILLOR DONNA MARBELLI

Community Development Advisory Portfolio

0408 720 542 dmarbelli@hinchinbrook.qld.gov.au

SERVICE TO COUNCIL: ELECTED 14 APRIL 2020

I'm still as passionate for the town as I was when elected in 2020.

I'm proud every day to represent Hinchinbrook Shire residents in my role as Community Development Advisory Councillor.

In the past 12 months we still find ourselves dealing through the pandemic of COVID-19, and sometimes still as everyday people, struggle with the world in which we live.

Amongst these times Council has been able to complete and deliver some wonderful projects that are the Lucinda, Taylors and Forrest Beach foreshores, Rotary Park Playground, TYTO Adventure Playground and the Exercise Circuit in Garbutt Park.

Residents can also now identify alongside other Shires "Change the Ending" on Domestic Violence by the placement of the Red Rose Foundation Red Bench in Rotary Park.

The children whether local or visiting at Taylors Beach can play on the Netball and Basketball Courts in Progress Park, while interacting with each other playing board games on the artwork painted on the courts through a successful RADF grant.

I'm a proud Councillor sitting alongside the hardworking Mayor and fellow Councillors to help deliver some hard decisions and wonderful projects to beautify our small town. The new CEO Kelvin Tytherleigh and the network of Executive and Council staff stand tall in their dedication to the job, that benefits us all and doesn't go unnoticed by residents and visitors.

In finishing, it was so great to see non-profit organisations being able to hold events and activities once again. Let's keep working together as a community to deliver to the world the place we love to call home.



ELECTED REPRESENTATIVES



COUNCILLOR KATE MILTON

Public Spaces and Biosecurity Advisory Portfolio

0428 180 412 kmilton@hinchinbrook.qld.gov.au

SERVICE TO COUNCIL: ELECTED 30 MARCH 2016

The 2020–2021 financial year has been an interesting and productive time for Council.

Many projects have been completed that have been designed to improve liveability and visitation to the Shire. The Dungeness carpark upgrade along with viewing tower will go a long way to alleviating the parking problems at Dungeness. The upgrades at all the beach areas along with the barramundi, turtle and crab sculptures are being enjoyed by locals and tourists alike. The adventure playground equipment installed at TYTO is great for our slightly older youth and the new playground equipment, almost completed, at Rotary Park looks like it's going to be a definite winner.

After a bit of a rough start and some resistance at the beginning of the 2020 year we were able to deter the colony of flying foxes that were trying to move back in town. It has been wonderful not to smell the stench of bat faeces and dead animals from the heat, throughout our beautiful town. People are once again enjoying the beauty of our Botanical Gardens. I would really like to commend Council staff who have endured many very early morning starts, along with some resentment for making noise from community. Their commitment to this job is what has kept the flying foxes away.

The Biosecurity Team has been out protecting our Shire by controlling and identifying new and existing weed species. Navua Sedge as always has been high on the agenda with a few different strategies being implemented to minimise the spread and assist landholders in their efforts to control it. An infestation of Hairy Senna was reported by a vigilant member of the community and was promptly controlled by staff. There are some good results coming through from the Stem Gall Fly releases into Siam Weed and pest pigs are being dealt with.



COUNCILLOR WALLY SKINNER

Infrastructure Services Advisory Portfolio

0408 724 324

wskinner@hinchinbrook.qld.gov.au

SERVICE TO COUNCIL: ELECTED 17 MAY 2012

The last financial year has been a busy one for Council. We have delivered a significant Capital Works Program as well as a large amount of disaster recovery works.

Firstly, the Capital Works which had a dual focus of both ensuring our infrastructure and assets remain serviceable for the community, and also of providing new and attractive options in the hope of stimulating economic activity.

Dungeness Car Park has been expanded to provide for the growing numbers of boat trailers visiting the site. Taylors Beach boat ramp access has again been ensured by Council's annual dredging program. Construction of an amenities block for Forrest Beach RV Park has commenced in the hope of attracting more visitors to the township. This has been driven by the demand for sites by caravan and RV travellers moving around the north. We have also delivered extensive development of the attractions at our beachside communities including additional shelters, pathways and irrigation systems. All this is aimed at encouraging more visitation. Bitumen widening works at Lucinda have reduced the dust problems experienced.

On the disaster recovery front, Council has delivered around \$10.2 million worth of repairs, mainly to roads and drainage infrastructure. This has returned our transport network back to a serviceable condition. The bridge at Waterview Creek, Yuruga was repaired as part of this program. An ageing timber bridge over Palm Creek at Desjardins Crossing has also been replaced.

Residents connected to Council's water supply network are also big winners this year with the roll-out of electronic water meters. This equipment allows immediate identification of concealed leaks and will be an enormous benefit to residents.

All in all, Council staff should be congratulated on their efforts on behalf of the community over the past year, and we look forward to another productive year ahead.





2020-2021 COUNCIL COMMUNITY EVENTS

IUIY

- · NAIDOC Flag Raising Ceremony;
- Movie Magic (TCEC); and
- · Birdlife Art Awards Soft Opening (TRAG).

AUGUST

- · Birdlife Art Awards (TRAG); and
- The Wonder of Wellbeing Author Talk (HSL).

SEPTEMBER

- Kevin McNamara "Fun With Timber" Exhibition (TRAG);
- · Polymer Clay Workshop (TRAG); and
- Basket Weaving Workshop (TRAG).

OCTOBER

- Forrest Beach Family Day COVID-19 Recovery Event (TCEC);
- Snow White and the Seven Cool Dudes Children's Show (HSL); and
- · Ingham State High School Exhibition (TRAG).

NOVEMBER

- Trebonne Family Day COVID-19 Recovery Event (TCEC);
- Light Up Lower Herbert COVID-19 Recovery Event (TCEC); and
- · Garage Sale Trail (TCEC).

DECEMBER

- · Christmas in Hinchinbrook Carols by Candlelight;
- Christmas in Hinchinbrook Late Night Shopping;
- · Christmas in Hinchinbrook Lights Tour; and
- Hinchinbrook Art Awards (TRAG).

JANUARY

- Ingham Art Action "2020... the year that was(n't) Exhibition (TRAG); and
- Elements Art Studio "Altered Book Challenge" (TRAG).

FEBRUARY

- · Hinchinbrook Way Business Social Networking Event;
- Slim Dusty Tribute Show "Dustier than ever" (TCEC);
- Flying Arts Wanderlust Workshops (TRAG);

- Exhibition Wanderlust Flying Arts Touring Exhibition (TRAG);
- Flying Arts workshop Lino cut and motion picture collage (TRAG);
- Library Lovers (HSL); and
- Genealogy Workshop (HSL).

MARCH

 Due to COVID-19 restrictions, no exhibitions were held in the month of March

APRIL

- Youth Week Workshops (TRAG);
- · Youth Week Exhibition (TRAG);
- · Hinchinbrook Way Business Social Networking Event;
- · Looby Film Screening (TRAG); and
- Anthony Lamond Comedy Workshop (TCEC).

MAY

- · Hinchinbrook Way Business Workshop: Social Media;
- Opera Queensland Are you Lonesome tonight (TCEC);
 and
- Tasman's Parkfest.

JUNE

- Hinchinbrook Way Business Workshop: Social Media;
- Business Station Workshops;
- Life Drawing Workshop (TRAG);
- Wearable Robot Art Workshop (TRAG); and
- · Island Fashions QAGOMA Workshop (TRAG).

REGULAR EVENTS

The following community events occurred on a regular basis in 2020-2021:

- Hinchinbrook Bird Count (VIC);
- Story Time (HSL);
- Sensory Storytime (HSL);
- E-Skills (HSL); and
- Seniors Health and Wellbeing Program.



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

TYTO - TYTO Parklands
TCEC - TYTO Conference and Events Centre





KELVIN TYTHERLEIGH Chief Executive Officer

It gives me great pleasure to contribute to the 2020-2021 Hinchinbrook Shire Council Annual Report. It was my honour and privilege to join this organisation in December 2020. I would like to take this opportunity to thank the previous CEO and Acting CEO, for their leadership for the first half of this financial year.

Strategic financial decisions this year will contribute towards the long-term financial sustainability of Council and the region. This included a rates review of rural properties that has ensured a more equitable rates distribution. This review will continue into future financial years as all rates categories are reviewed and where necessary, updated.

Major projects this financial year have focused on liveability and domestic tourism including events. Hinchinbrook is the destination of choice for domestic tourists given our natural and built environment features and lifestyle. Staff, volunteers and contractors have worked in unison to deliver a number of significant community projects. The foreshore communities have been beautified with the addition of art installations, paths, shelters and irrigation. Perhaps even more popular than the foreshore activation has been the Rotary Park playground. These projects have truly activated these spaces. Many of these projects would not have been possible without funding from a variety of State and Federal government agencies and we thank you for your continued support of our community.

Future financial year projects will include the Dutton Street Bridge. This project is closer to reality than ever and thanks to successful grant funding should be constructed next year. This will be a game changer for the community and will stop the town of Ingham being cut in half during weather events.

The Grain in the Rain economic diversification project is developing and is closer to realisation than ever before. The ability for local producers to grow an alternate crop on farrowed land will increase economic activity while improving soil conditions and providing improved environmental outcomes.

Despite all the wonderful features of this community we do face some significant challenges. Increasing complexity in obtaining approvals for essential community works are placing an onerous restriction on Council's operations. Council has been applying for some time to dredge the Dungeness channel and at this time over a quarter of a million dollars has been spent on the application process; so far without approval.

Managing the multiple emergency events will also remain a challenge for the region. Council will continue to play a coordinating role in preparations and post event recovery.

Water security remains a challenge for parts of the region and Council will continue to work towards a weir system for the Stone River to allow for irrigation when necessary.

In addition, there is a greater regulatory emphasis on waste management and recycling. This has seen the continued multi-million dollar works at the Warrens Hill facility. Council will continue to work with the community to increase recycling while reducing overall waste going into landfill.

This region has fantastic community groups who do so much to enhance the liveability of the Shire. Community organisations are always available to assist with community events.

I would like to take this opportunity to thank the Councillors and staff of Hinchinbrook Council. It is an honour and a privilege to work with you and be part of this community and we look forward to being here for many years to come.

Kelvin Tytherleigh Chief Executive Officer Hinchinbrook Shire Council



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DIRECTOR CORPORATE AND FINANCIAL SERVICES

- Strategic Financial Management and Planning;
- Finance and Asset Accounting;
- Treasury, Insurance and Governance;
- **Budget Management**;
- Procurement;
- Customer Services and Administration Support;
- Records Management;
- Information Technology and Communication Services;
- 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; and
- Statutory Compliance.

The Queensland Audit Office assessment of Council's overall financial sustainability found to be moderate

- Queensland Audit Office recognition by effectiveness of internal controls;
- Training and enhancements to Council's electronic records management system, Enterprise Content Management (ECM);
- Development of the 2021-2025 ICT Strategic Plan;
- Development of the Budgeting for Sustainability Framework which guides the development of Council's Budget;
- Water and Sewerage Charge review was undertaken throughout 2020-2021 with alternate fee structures to be implemented;
- Conducted several How to do Business with Council workshops to assist local businesses;
- Development and implementation of the Financial Hardship Policy, supporting property owners in need;
- Implemented the Queensland Treasury Corporation financial planning model to support Council's Long Term Financial Sustainability project; and
- Commenced actions to address the use of sheds as a place of residence in beachside communities.

Continual growth of expectations within the existing resourcing and processing constraints;

- Increased external threats to our IT security;
- Connectivity constraints due to infrastructure bandwidth availability;
- Attracting and retaining suitable qualified staff; and
- The increasing need for Council to achieve financial sustainability whilst continuing to deliver expected service levels.

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EXECUTIVE MANAGEMENT TEAM

DIRECTOR COMMUNITY AND DEVELOPMENT SERVICES

- · Economic Development Projects;
- · TYTO Precinct;
- · Cemeteries;
- Community Services;
- Arts and Culture;
- · Library Services;
- Community Events and Activities;
- · Community Development;
- · Tourism Marketing and Product Development;
- · Local Business support and workshop development;
- · Aged and Youth Development;
- · Facility Hire;
- Ambassador Program;
- TYTO RV Park; and
- · Visitor Information Services.

Youth Development Advisory Committee meetings held quarterly and Youth Strategic Plan drafted;

- · Continued compliance with State Library of Queensland Service Level Agreement;
- · Significant progress on digitisation of Special History Collection;
- Successful completion of five year Marketing Strategy and Action Plan 2021-2025 document;
- Review of Seniors Lifestyle Directory, Edition One August 2019 in collaboration with Ageing in Place Advisory Committee;
- Successful completion of Herbert Street CBD Revitalisation Stage Two capital works project including Hinchinbrook Way Historical Walk;
- Successful public consultation and development of Hinchinbrook Shire Visioning Study Masterplan;
- · Successfully launched the Hinchinbrook Way Business Ambassador Program;
- · Successfully updated and distributed new Hinchinbrook Destination Guide;
- Successfully implemented the Monster Raffle;
- Hinchinbrook Way Wayfinding Signage implemented in various locations throughout the Shire;
- · Hinchinbrook Way Drive beacon signage installed as a part of the foreshore redevelopment projects;
- Minor internal refurbishment and modernisation of Visitor Information Centre, including floor to ceiling vinyl print of Wallaman Falls; and
- · Ingham reached finals of Small Tourism Town Award.

Cemetery record keeping;

- COVID-19 impact on events and operations; and
- Adequately resourcing operational requirements.

HIGHLIGHTS

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EXECUTIVE MANAGEMENT TEAM

DIRECTOR INFRASTRUCTURE AND UTILITY SERVICES

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HIGHLIGHT

- 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; and
- Biosecurity.

Completion of Desjardin Crossing Rehabilitation Works jointly funded by Bridges Renewal Program and Council:

- Delivery of Works for Queensland and Works for Queensland COVID funding consisting of regional parks and foreshore upgrades, construction of Dungeness Viewing Tower and Car Park Expansion Works, Forrest Beach RV Park Amenities and Sewerage Treatment Plant and Kelly Theatre Upgrades;
- Completion of significant projects associated with flood damage recovery from the 2019 Disaster Events under the Queensland Reconstruction Authority (QRA) Reconstruction of Essential Public Assets (REPA) program;
- Completion of \$1.84 million in Betterment projects jointly funded by Queensland Reconstruction Authority and Council:
- Completion of the Hinchinbrook Water Security Project increasing the capacity of the depot water treatment plant to supply water to Ingham and surrounds;
- Refurbishment of Sewerage Pump Station 22 including installation of a new pumping station, switchboards and pumps:
- Commencement of permanent capping works on Cell 1 of the Warrens Hill Landfill and Resource Recovery Centre:
- Rollout of the Automatic Meter Reading Project allowing residents to access their own water meter data;
- Significant progress has been made in completing the relevant environmental and coastal morphology studies required to attain the relevant approvals for Dungeness Dredging Project;
- Successful completion and delivery of the 2020-2021 Transport Infrastructure Development Scheme (TIDS) funded projects;
- Successful completion and delivery of School Transport Improvement Program (STIP) funded projects at Gilroy Santa Maria College and Our Lady of Lourdes primary school;
- Security upgrades to the Martin Street Works Depot including perimeter fencing and automatic security gates;
- Installation of aircraft tiedowns at the Ingham Aerodrome;
- Reinstatement of the Ingham Memorial Gardens fountain;
- Roads to recovery projects achieve kerb and channel and bitumen widening at Fern Street Forrest Beach and Boat Ramp Road Taylors Beach; and
- Completion of asset renewal projects bitumen reseal program, kerb and channel replacement program.

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- Significant Disaster Recovery Funding Works following four separate declared disasters in last two years totalling as much as \$30 million 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; and
- Difficulty in attracting and retention of key professional and skilled staff.



EXECUTIVE MANAGEMENT TEAM

OFFICE OF THE MAYOR AND CEO

ESPONSIBILITIES

- 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; and
- · Representation to Government State and Federal.

Successful delivery of Works for Queensland strategic projects;

- · Progression planning and development efforts towards agricultural diversification;
- Successful marketing campaigns to encourage Shire investment, development and tourism;
- Overall disaster management communication via improvement of Disaster Management Dashboard;
- Grants, subsidies, contributions and donations recognised totaling \$18,739,000;
- Successful consultation with community to inform 2021-2025 Corporate Plan adopted by Council on 15 December 2020;
- Continued advocacy through State and Local Government forums;
- · Improvement of communications with residents using modern media;
- Continuation of several Community Shed Meetings; and
- Meeting resident expectations via continued community engagement.

Financial Sustainability;

- Obtaining grant applications in an increasingly competitive environment;
- · Strategic Projects legislative constraints;
- · Developing new products for economic development and diversification; and
- COVID-19 worldwide Pandemic continued to impose restrictions on the organisation through closure of various public facilities throughout the year, increased organisational and community area cleaning regimes, increased community messaging on education for health messages and government requirements/guidelines.

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ORGANISATIONAL STRUCTURE

ELECTED MEMBERS Cr. Ramon Jayo Mayor Cr. Andrew Cripps Cr. Mary Cr. Andrew Cr. Donna Cr. Kathrine Cr. Wallis **Deputy Mayor** Brown Lancini Marbelli Milton Skinner Chief Executive Officer Office of the Mayor and Infrastructure and Utility **CEO** Services Infrastructure Operations Support Services **Grants and Governance Services** Infrastructure Asset Services **Disaster Management Utility Services Public Spaces and Biosecurity** Strategic Projects Services Community and Corporate and Financial **Development Services** Services Tourism, Business and Events **Financial Services** Development Hinchinbrook Visitor Information Centre Community Facilities Use **Information Services** Art, Library and Culture Services **Customer and Administration** Services Aged and Youth Services **Record Services** Regulatory Services

CORPORATE PLAN 5 YEAR

Outlines strategic directions to be pursued during the five year period, 2014-2021.

OPERATIONAL PLAN 12 MONTH

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

BUDGET 12 MONTH

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

Council's 2020-2021 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 2020 through to 30 June 2021.

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 72.

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.







	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.
1.2	Plan and execute timely preventative maintenance regimes for building assets that extend the useful life in a cost effective manner.
1.3	Ensure that proposed extensions to road, water or sewerage networks have a demonstrated social and economic imperative.
1.4	Be open to innovative and alternate solutions for the provision of ongoing public infrastructure needs.
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.

	STRATEGIC DIRECTION TWO
2.1	Delivery of a robust and meaningful Town Planning Scheme.
2.2	Provision of reliable flood data and intelligence.
2.3	Riverine and riparian environment and management.
2.4	Natural resource management.

	STRATEGIC DIRECTION THREE							
3.1	Councillor two way engagement with our community.							
3.2	Communication with the community.							
3.3	Influencing other levels of Government.							
3.4	Policy and Procedure.							
3.5	Organisational Capacity							

STRATEGIC DIRECTION FOUR

- 4.1 Arts and cultural investment.
- **4.2** Provision of recreation opportunities.
- 4.3 Community partnership support.
- 4.4 Living well over 60 with a highly desirable lifestyle.
- **4.5** Regulatory functions that underpin liveability.
- 4.6 Educational opportunities that support population attraction.

STRATEGIC DIRECTION FIVE

- **5.1** Our Ingham CBD is attractive, alive and diverse.
- **5.2** Support for business diversity and employment growth.
- **5.3** Tourism development.
- 5.4 Natural Disaster Management.
- **5.5** Shire wide branding.
- **5.6** Hinchinbrook Visitor Information Centre.





CORPORATE AND OPERATIONAL PLAN OUTCOMES

STRATEGIC DIRECTION ONE

FISCALLY **RESPONSIVE** RESPONSIBLE AND **MANAGEMENT** 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; and
- Buildings, like the Shire Hall, smaller community halls and the Kelly Theatre.





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.

ASSET MANAGEMENT PLANS

Proposed Actions Over 2014-2021	2020-202	21 Action Measure	Lead		
Continued refinement of long term asset management plans.	1.1.1	Integration of long term asset management plans within the Long Term Financial Plan.	Corporate Services.	and	Financial

Ongoing - The QTC long term financial forecast model has been utilised to prepare the 2021-2022 Financial Year budget. Asset Management Plans are beginning to inform the current and future project works programs which are incorporated into the Long Term Financial Plan.

ASSET CAPITALISATION POLICY

Proposed Actions Over 2014-2021 2020-2		2020-2021 Action Measure Le			
Continued refinement of long term asset management plans.	1.1.2	Implementation of revised Asset Capitalisation Policy.	Corporate Services.	and	Financial

Delayed - The Asset Capitalisation Policy remains incomplete as the water and sewerage elements of the Asset Capitalisation Guidelines (operational policy) are still to be finalised.

ROAD MANAGEMENT POLICY

Proposed Actions Over 2014-2021	2020-202	2020-2021 Action Measure		Lead	
Development of a roads hierarchy and associated service levels.	1.1.3	Completion of hierarchy and service level assessment by 31 December 2020.	Infrastructure Services.	and	Utility

Completed - Road Management Policy was adopted in March 2021 with its implementation occuring in a staged rollout from July 2021 and onwards.

2019 NDRRA FLOOD DAMAGE WORKS

Proposed Actions Over 2014-2021	2020-202	21 Action Measure	Lead		
Planned preventative maintenance regimes are comprehensive in nature and costed for inclusion in ten year forward budgets.		Execution of all remaining 2019 NDRRA Flood Damage Emergent Works and REPA Construction Projects.	Infrastructure Services.	and	Utility

Completed- All works under the 2019 NDRRA and DRFA Programs are now completed.

ANNUAL MAINTENANCE SCHEDULE REVIEW

Proposed Actions Over 2014-2021	2020-202	21 Action Measure	Lead		
Planned preventative maintenance regimes are comprehensive in nature and costed for inclusion in ten year forward budgets.		Review and update the Infrastructure Maintenance Annual Schedule.	Infrastructure and Utility Services.		

Completed - Annual Maintenance Schedule was reviewed in preparation for 2021-2022 Operational Budget.

DRAINAGE PROFILE IMPROVEMENTS

Proposed Actions Over 2014-2021	2020-2021 Action Measure		Lead	
Planned preventative maintenance regimes are comprehensive in nature and costed for inclusion in ten year forward budgets.		Implement Programed Drainage Maintenance Schedule throughout Shire, including Lucinda, Forrest Beach and Trebonne. Provide a completion report to Council of works undertaken.	Services.	ity

Completed - Annual Maintenance Schedule has been completed for 2020-2021 and is now an ongoing program funded by Council's 2021-2022 Operational budget.

SMART WATER METER TECHNOLOGY IMPLEMENTATION

Proposed Actions Over 2014-2021	2020-202	Lead			
Planned preventative maintenance regimes are comprehensive in nature and costed for inclusion in ten year forward budgets.		Complete installation of the Automatic Meter Reading (AMR) Equipment and roll out of project.	Infrastructure Services.	and	Utility

Ongoing - The rollout of the Automatic Meter Reading (AMR) system is nearing completion with over 95% of AMR devices installed. The website portal allowing residents to access their own water meter information has been launched.

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.

LONG TERM ASSET MANAGEMENT PLAN

Proposed Actions Over 2014-2021	2020-2021 Action Measure	Lead	
Planned preventative maintenance regimes are comprehensive in nature and costed for inclusion in ten year forward budgets.	Management Plans to ensure correct financial reflection		

Ongoing - Continuation of the TechOne Strategic Asset Management Module in 2021-2022 with the development of Asset Management Plans to commence in early 2022.

ANNUAL BITUMEN AND RESEAL PROGRAM

Proposed Actions Over 2014-2021	2020-202	2020-2021 Action Measure			
Planned preventative maintenance regimes are comprehensive in nature and costed for inclusion in ten year forward budgets.		Complete Annual Bitumen and Reseal Program.	Infrastructure Services.	and	Utility

Completed - 2020-2021 reseal program has been delivered.

TEMPORARY DESIGN SERVICES

Proposed Actions Over 2014-2021	2020-202	1 Action Measure	Lead
Planned preventative maintenance regimes are comprehensive in nature and costed for inclusion in ten year forward budgets.		Engage temporary design service personnel to complete preliminary design on proposed capital works projects 2021-2022 by March 2021.	·

 $Completed-Temporary\ design\ service\ was\ implemented\ successfully\ to\ enable\ the\ delivery\ of\ the\ 2021-2022\ capital\ program.$

RESILIENCE AND BETTERMENT PROGRAMS

Proposed Actions Over 2014-2021	2020-202	2020-2021 Action Measure			
Planned preventative maintenance regimes are comprehensive in nature and costed for inclusion in ten year forward budgets.		Complete construction of resilience and betterment programs for Orient Road, Atkinson Pocket Road, Seymour Road, Abergowrie Road, Baillies Road, Barbagallos Road, Covells Road, Yuruga Road and Menzies Street.	Services.	and	Utility

Completed - Resilience and betterment programs were completed successfully.

TIDS PROGRAM

Proposed Actions Over 2014-2021	2020-2021 Action Measure	Lead
Planned preventative maintenance regimes are comprehensive in nature and costed for inclusion in ten year forward budgets.	Completion of 100% of TIDS Road Program.	Construction Infrastructure and Utility Services.

Completed - 2020-2021 TIDS program is complete.

CAPITAL WORKS PROGRAM

Proposed Actions Over 2014-2021	2020-2021 Action Measure	Lead
Planned preventative maintenance regimes are comprehensive in nature and costed for inclusion in ten year forward budgets.	referenced as BUD-202020.01.	Infrastructure and Utility Services.

Completed - As per the Financial Performance Report to Council for the period ending 30 June 2021. Actual and Committed Expenditure (\$25,706,000) had reached 85% of the full year budget (\$30,363,000).

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

BUILDING PREVENTATIVE MAINTENANCE PLANS

Proposed Actions Over 2014-2021	2020-202	1 Action Measure	Lead
Development of preventative maintenance plans for all building assets, including exit strategies for assets deemed surplus to needs.		Review, update and refine Building Preventative Maintenance Plans to reflect a 10 year forward program including financial impact by March 2021.	-

Completed - Successfully completed the 2021-2022 Operational budget for each building asset, with the continuation of the process to be implemented as part of a 10 year forward program.

Proposed Actions Over 2014-2021	2020-202	Lead			
Development of preventative maintenance plans for all building assets, including exit strategies for assets deemed surplus to needs.		Link Building Preventative Maintenance Plans to current and long term financial requirements.	Infrastructure Services.	and	Utility

Completed - Successfully completed the 2021-2022 Operational budget for each building asset, with the continuation of the process to be implemented as part of a 10 year forward program.

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

WATER SECURITY

Proposed Actions Over 2014-2021	2020-2021 Action Measure	Lead
Investigate water security options for the Hinchinbrook Shire reticulated water system.	1.3.1 Continue water main extension option investigat progress Orient Road and Warrens Hill Road projec preliminary design stage by 31 March 2021.	·

Completed - Options and costs were provided to residents in the extension areas. A survey of property owners was undertaken with Council then deciding not to proceed as there was not enough support for the projects.

REGIONAL PLAN IMPLEMENTATION COMMITTEE

Proposed Actions Over 2014-2021	2020-2021 Action Measure		Lead
Investigation of access to identified cane expansion areas in collaboration with industry stakeholders.		Continue Councillor representation on the Regional Plan Implementation Committee to address opportunities for cane expansion areas.	,

Ongoing - Council continued its involvement in the North Queensland Regional Plan Working Group and is working to release the 'Invest in Hinchinbrook' Prospectus.

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

WORKS FOR QUEENSLAND

Proposed Actions Over 2014-2021	2020-2021 Action Measure		Lead
Prior to the end of useful life of current assets review innovative and alternate solutions.		Undertake the construction and delivery of 100% of the 2019-2021 Works for Queensland Program.	Office of the Mayor and CEO.

 $Completed - Most \ Works \ for \ Queensland \ projects \ were \ completed \ by \ 30 \ June \ 2021 \ with \ only \ minor \ components \ left \ to \ finalise.$

COVID-19 WORKS FOR QUEENSLAND

Proposed Actions Over 2014-2021	2020-2021 Action Measure		Lead
Prior to the end of useful life of current assets review innovative and alternate solutions.		Undertake the construction and delivery of 100% of the 2020-2021 COVID-19 Works for Queensland Program.	Office of the Mayor and CEO.

Delayed - Dungeness works completed with Forrest Beach RV Park toilet block and sewerage system progressing as at 30 June 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

IMPROVEMENT TO RECREATIONAL BOATING FACILITIES

Proposed Actions Over 2014-2021	2020-202	21 Action Measure	Lead		
Maintain access to and improve recreational boating and fishing facilities.	1.5.1	Continuation of documentation and lodgement of development application for Dungeness and Taylors Beach Dredging Projects and better marine access at Forrest Beach.	Services.	and	Utility

Ongoing - Final coastal modelling and morphology consultant reports are due to be completed in late November 2021 in order to respond to the information requests by the Department of Environment and Science (DES).

PUBLIC OPEN SPACES HIERARCHY PLAN

roposed Actions Over 2014-2021 2020		2020-2021 Action Measure			
Development of a parks and reserves hierarchy and associated service levels.	1.5.2	Council to adopt Public Open Spaces Maintenance and Hierarchy Plan including levels of service.	Infrastructure Services.	and	Utility

Delayed -

- Significant obstacles around available equipment to enable the custodian approach has been overcome in the last six months;
- · Delivery standards for all parks have been drafted and are being used as a guide for Public Spaces staff;
- Major gaps in capacity has prevented the full implementation of the revised custodian structure due to staff shortages;
 and
- · A revision of the parks hierarchy required to rationalise what Council does where, and why?

FORESHORE MAINTENANCE

Proposed Actions Over 2014-2021	2020-202	2020-2021 Action Measure					Lead			
Development of a parks and reserves hierarchy and associated service levels.	1.5.3	Implement maintenance						Infrastructure Services.	and	Utility

Ongoing -

- · Maintenance of the trial site has continued to remove exotic weeds and improve conditions;
- Nursery production of suitable revegetation species well underway. Trial site will be planted once trees are mature enough and predicted favourable weather in sight; and
- · Outcomes of the community consultation pending.

BEACH ACCESS

Proposed Actions Over 2014-2021	2020-2021 Action Measure				
Development of a parks and reserves hierarchy and associated service levels.	1.5.4	Effectiveness of Beach Access for ATV vehicles at Lucinda to be reviewed by October 2020.	Corporate Services.	and	Financial

Completed - Beach Access for ATVs at Lucinda has been reviewed during the year and signage has been altered or erected at key access points to encourage appropriate usage.





CORPORATE AND OPERATIONAL PLAN OUTCOMES

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.



2.1 DELIVERY OF A ROBUST AND MEANINGFUL TOWN PLANNING SCHEME

TOWN PLANNING SCHEME

Proposed Actions Over 2014-2021	2020-202	21 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.		and
		Project completed in 2017.		

Completed - Hinchinbrook Shire Planning Scheme 2017 now in effect.

REGULARISATION OF LEVEES

Proposed Actions Over 2014-2021	2020-20	2020-2021 Action Measure			
Delivery of a robust and meaningful Town Planning Scheme.	2.1.2	Regularlisation of Levees.	Infrastructure	and	Utility
		Project completed in 2017.	Services.		

Completed - Project finalised in 2017.

2.2 PROVISION OF RELIABLE FLOOD DATA AND INTELLIGENCE

FLOOD MITIGATION

Proposed Actions Over 2014-2021	2020-202	Lead			
Revision of the existing flood study.	2.2.1	Continue to source external funding for construction of Dutton Street Bridge.	Infrastructure Services.	and	Utility

Completed - External funding secured for the Dutton Street Bridge project, with tenders to be released in the 2021-2022 financial year.

REVISED FLOOD STUDY

Proposed Actions Over 2014-2021	2020-202	Lead			
Revision of the existing flood study.	2.2.2	Submit funding applications for installation of automatic water over road signage project.	Infrastructure Services.	and	Utility

Completed - External funding secured under the North Queensland Recovery and Resilence Grants for the installation of static flip road closure signage at various locations across the Shire.

2.3 RIVERINE AND RIPARIAN ENVIRONMENT AND MANAGEMENT

FUNDING OF THE HERBERT RIVER IMPROVEMENT TRUST AND LOWER HERBERT WATER MANAGEMENT AUTHORITY

Proposed Actions Over 2014-2021	2020-2021 Action Measure	Lead		
Funding and advocacy of the riverine environment.	2.3.1 Payment of funds allocated to the Herbert River Improvement Trust and Lower Herbert Water Management Authority.			

Completed - Funding has been provided to both the Herbert River Improvement Trust and the Lower Herbert Management Authority.

ADVOCACY OF THE LOWER HERBERT WATER MANAGEMENT AUTHORITY

Proposed Actions Over 2014-2021	2020-2021 Action Measure	Lead
Funding and advocacy of the riverine environment.	2.3.2 Advocacy support to the Lower Herbert Water Management Authority with Federal and State representatives.	Office of the Mayor and CEO.

Completed - Council continued to provide advocacy support throughout the year and a study was completed for James Cook University mangrove removal.

2.3 RIVERINE AND RIPARIAN ENVIRONMENT AND MANAGEMENT

DRAINAGE VEGETATION CLEARING

Proposed Actions Over 2014-2021	2020-202	21 Action Measure	Lead
Funding and advocacy of the riverine environment.	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 continued to provide advocacy support throughout the year by assisting both Herbert River Improvement Trust and Lower Herbert Water Management Authority to obtain appropriate permits for drainage vegetation clearing purposes. The Biosecurity (Natural Assets) Team assisted the River Trust by providing endemic native tubestock to their projects and assisted Neilly Group in delivering these funded projects with labour and advice to improve success.

2.4 NATURAL RESOURCE MANAGEMENT

VECTOR CONTROL

Proposed Actions Over 2014-2021	2020-202	2020-2021 Action Measure			
Natural Asset Management.	2.4.1	Continuous monitoring and improvement of vector control practices and public education, providing a report to Council detailing the practices and undertaking one public education session by 30 June 2021.	Services.	and	Utility

Ongoing -

- Monthly reporting of Vector Control activities to Council via Activity Report;
- Timely response to CRM's;
- · One media release to community on mosquito control and what they can do to assist.;
- · One Briefing to Council on mosquito control; and
- · Initiated conversations with GPOne for a new dasboard for Council on mosquito control activities.

BEST PRACTICE CONTROL MEASURES

Proposed Actions Over 2014-2021	sed Actions Over 2014-2021 2020-2021 Action Measure Lead			
Natural Asset Management.	2.4.2	Publication of Departmental best practice control manuals to public upon release.	Infrastructure Services.	and Utility

Ongoing -

- · Biosecurity Team now has scheduled monthly media releases for biosecurity related matters;
- · Responses provided to regular requests from the public relating to biosecurity matters; and
- · Significant issues reported to Council via monthly Activity Report.

HINCHINBROOK BIOSECURITY PLAN

Proposed Actions Over 2014-2021	2020-202	1 Action Measure	Lead		
Natural Asset Management.		Review and implement the Hinchinbrook Local Government Area Biosecurity Plan (HLGABP) and define reporting metrics for performance to plan targets.			

Completed -

- Review of HLGABP complete; and
- Regular attendance at NAMAC meeting keeps Council abreast and engaged in regional issues relating to Natural Assets Management, including biosecurity matters.

2.4 NATURAL RESOURCE MANAGEMENT

PEST ERADICATION PROJECTS

Proposed Actions Over 2014-2021	2020-2021 Action Measure		Lead	
Natural Asset Management.	2.4.4	Continue the Hinchinbrook Community Feral Pig Management Program (HCFPMP) implement all activities identified in the Hinchinbrook Local Government Area Biosecurity Plan and provide a report to Council detailing outcomes.	,	

Completed -

- · Council has been actively involved in the on ground control of 918 feral pigs in the Hinchinbrook Shire this financial year;
- Council actively involved in lobbying, providing comment and evidence to secure the continued use of 1080 bait in feral pig control;
- Several funding applications submitted to support the control of feral pig and feral pig management in the Hinchinbrook Shire; and
- · Support provided to community members/groups and partners in the control and coordination of feral pig activities.

PEST MANAGEMENT STRATEGY

Proposed Actions Over 2014-2021	2020-2021 Action Measure		Lead		
Natural Asset Management.	2.4.5	Develop a strategy to assist in minimising the spread of the Navua Sedge weed species through Hinchinbrook Shire.		and	Utility

Completed -

- No Slash Zones offered to the community where management is being undertaken;
- Implementation of Council slashing strategy to minimise the spread of Navua Sedge within the Hinchinbrook Shire;
- Chemical control trials undertaken by biosecurity staff to demonstrate the effectiveness of selective herbicides designed to control Navua Sedge;
- Supporting community with advice and information both proactively and in response to request through Council's CRM system;
- Attending regional information sessions and supporting research through DAF and universities; and
- · Working with HCPSL and Infrastructure and Utility Services managers to ensure strategies are in place and understood.

REVEGETATION PROGRAM

Proposed Actions Over 2014-2021	2020-202	21 Action Measure	Lead	
Involvement in catchment management activities.		Develop, assist with and carry out re-vegetation projects including promotion of National Tree Day at least once a year.		nd Utility

Completed - Nursery and Biosecurity staff have planted or provided 22,000 plants to projects/people this financial year to improve the natural capital of the Hinchinbrook Shire through a variety of initiatives including Tasman Turtle Day, and partner funded projects within the Hinchinbrook Shire.

REEF GUARDIAN ACTION PLAN

Proposed Actions Over 2014-2021	2020-202	Lead			
Stewardship of the Great Barrier Reef.	2.4.7	Implement agreed activities from the Reef Guardian Action Plan and provide a report to Council defining the outcomes.		and	Utility

Completed -

Public Spaces and Biosecurity Manager actively involved in the planning and delivery of several actions in the Reef Guardian Action Plan:

- Forrest Beach Clean-up (\$1,000 in kind);
- · Leadership in the Walking the Landscape Workshops for prioritisation of fish connectivity in the Lower Herbert;
- Secured funding to support aquatic weed control to improve connectivity and hydrology;
- Reports of turtle nesting at Lucinda;
- · Represent Council on the Local Marine Advisory Committee; and
- Support Wet Tropics Waterways Partnership and implementation of UWSF.
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2.4 NATURAL RESOURCE MANAGEMENT

BEACH CLEAN-UP ACTIVITIES

Proposed Actions Over 2014-2021	2020-202	2020-2021 Action Measure			Lead		
Stewardship of the Great Barrier Reef.	2.4.8	Council to collaborate with volunteers in beach clean up activities.	Infrastructure Services.	and	Utility		

Ongoing -

Support through Council and Herbert River Catchment and Landcare Group partnerships to clean:

- Forrest Beach;
- · Orpheus Island; and
- · Hinchinbrook Island.

BIOSECURITY

Proposed Actions Over 2014-2021	2020-202	D20-2021 Action Measure Le		Lead		
Biosecurity.	2.4.9	Meet Council's obligations under the new <i>Biosecurity Act 2014</i> minimising, responding to and assisting recovery from pests and diseases. Provide a report to Council defining the outcomes by 30 June 2021.	Services.	and	Utility	

Ongoing -

- · Covered by Hinchinbrook Local Government Area Biosecurity Plan; and
- Working with Biosecurity Queensland and Natural Asset Management Advisory Committee on a number of regional priorities.





CORPORATE AND OPERATIONAL PLAN OUTCOMES

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.



3.1 COUNCILLOR TWO WAY ENGAGEMENT WITH OUR COMMUNITY

COMMUNITY SHED MEETINGS

Proposed Actions Over 2014-2021	2020-202	21 Action Measure	Lead
Community Shed Meetings.	3.1.1	Hold annual Community Shed Meetings for Mount Fox, Abergowrie and Lower Herbert areas.	Office of the Mayor and CEO.

Ongoing - Community Shed Meetings were held for Lower Herbert, Abergowrie and Mount Fox between August and October 2020.

2021-2025 CORPORATE PLAN

Proposed Actions Over 2014-2021	2020-202	21 Action Measure	Lead	
Corporate Plan.	3.1.2	Consultation, compilation and adoption of Council 2021-2025 Corporate Plan by December 2020.	Office of the Mayor and CEO.	

Completed - Consultation was carried out with the community in October/November 2020 and Council adopted the 2021-2025 Corporate Plan on 15 December 2020.

3.2 COMMUNICATION WITH THE COMMUNITY

ANNUAL COMMUNICATION PLAN

Proposed Actions Over 2014-2021	2020-2021 Action Measure	Lead	
Communications Plan developed and executed.	3.2.1 Annual Communication Plan developed and presented to Council by 30 September 2020.	Office of the Mayor and CEO.	

Completed - Corporate Communications Strategy 2021-2023 adopted 15 December 2020 which feeds the annual Communications Plan.

MEDIA COMMUNICATIONS

Proposed Actions Over 2014-2021	2020-2021 Action Measure	Lead	
Communications Plan developed and executed.	3.2.2 Support Councillor media articles.	Office of the Mayor and CEO.	

Ongoing - Weekly Media articles, "Council Connections" published weekly in the Townsville Bulletin and supplied to Wet Tropics Times as well as being published on Council's website and on social media.

COUNCIL IDENTITY MANUAL

Proposed Actions Over 2014-2021	2020-2021 Action Measure	Lead	
Communications Plan developed and executed.	3.2.3 Review and republish Council Identity Manual.	Office of the Mayor and CEO.	

Delayed - Council Identity Manual (CIM) continues to be revised and developed. Workshops held with staff. Working towards finalisation of CIM review.

WEBSITE REVIEW

Proposed Actions Over 2014-2021	2020-202	21 Action Measure	Lead
Further development of online content.	3.2.4	Annual review of Council's website to be undertaken.	Office of the Mayor and CEO.

Ongoing - Online functionality continues to be reviewed, updated and developed.

FACT SHEETS

Proposed Actions Over 2014-2021	2020-2021 Action Measure		Lead
Further development of online content.	3.2.5	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 within the approved fact sheets being registered on the Document Register as part of the document review process.

3.2 COMMUNICATION WITH THE COMMUNITY

COMMUNITY ENGAGEMENT

Proposed Actions Over 2014-2021	2020-202	21 Action Measure	Lead	
Further development of online content.		Increase community engagement through social media platforms including Hinchinbrook Shire Council, Visit TYTO, Hinchinbrook Disaster Information and The Hinchinbrook Way pages.	Development Services.	and

Ongoing - The Hinchinbrook Way Facebook Page improved significantly including a 128.5% increase in consumer reach of 365,947. Content that attracted the most engagement included "A Place to Call Home" video campaigns, images of Zoe Falls, Hinchinbrook fishing and Wallaman Falls. The typical audience attracted to engage in the Hinchinbrook Way Facebook page were people aged between 35-44 and 58% female.

SOCIAL MEDIA

Proposed Actions Over 2014-2021	2020-202	21 Action Measure	Lead	
Further development of online content.	3.2.7	Review Council Social Media Channels and develop policy and style guides accordingly.	Community Development Services.	and

Ongong - Staff access and approvals reviewed with further training carried out. Social Media Policy and Guidelines under review and development.

CONSOLIDATION OF COUNCIL'S EVENT WEB PAGES

Proposed Actions Over 2014-2021	2020-202	21 Action Measure	Lead vent web pages. Community and	
Further development of online content.	3.2.8	Consolidate Council's Event web pages.	Community Development Services.	

Completed - The Hinchinbrook Way Website is now the sole event calendar. The What's On page has been updated to reflect all workshops, events and activities and there is a "submit an event" button available for anyone in the community to upload their events also.

REVIEW COUNCIL WEBSITES

Proposed Actions Over 2014-2021	2020-2021 Action Measure		Lead	
Further development of online content.	3.2.9	Review Council's tourism and community websites and consolidate/update as required.	Community Development Services.	and

Ongoing - Consultants were engaged to analyse and provide search engine optimisation (SEO) services to the Hinchinbrook Way Website. A review of Council's tourism and community websites has been initiated and set to be completed in 2021-2022 financial year.

HINCHINBROOK WAY WEBSITE

Proposed Actions Over 2014-2021	2020-202	21 Action Measure	Lead	
Further development of online content.	3.2.10	Maintain and continue development of the Hinchinbrook Way website including business listings.	Community Development Services.	and

Ongoing - The Hinchinbrook Way Business Ambassador Program was launched April 2021. New member listings provide continuous flow of businesses being added to the online business directory. Community and Development Services staff will continue to work with Information Services in developing ongoing maintenance and updates on the Hinchinbrook Way website.

RATEPAYERS NEWSLETTERS

Proposed Actions Over 2014-2021		2020-202	21 Action Measure	Lead	
	Continued publication of a ratepayers newsletter.	3.2.11	Compile and distribute two ratepayer newsletters annually.	Office of the Mayor and CEO.	

Completed - Two ratepayer newsletters were published in the 2020-2021 financial year, these included the Budget Summary and the Disaster Newsletter.

RATEPAYER ANNUAL FINANCIAL NOTIFICATION

Proposed Actions Over 2014-2021	2020-20	2020-2021 Action Measure		Lead	
Financial Accountability to Community.	3.2.12	Provide information to ratepayers regarding the annual audited financial performance of Council including financial performance indicators.		and	Financial

The 2019-2020 financial performance of Council was communicated to the community through the Annual Report and reported via multiple media channels.

3.2 COMMUNICATION WITH THE COMMUNITY

2021-2022 BUDGET

Proposed Actions Over 2014-2021 2020-		2020-2021 Action Measure			
Financial Accountability to Community.	3.2.13	Preparation of 2021-2022 Budget.	Corporate Services.	and	Financial

Completed - In line with the "Budgeting for Financial Sustainability Framework", the 2021-2022 Budget was adopted at a special meeting on Tuesday 13 July 2021.

LONG TERM FINANCIAL PLAN

Proposed Actions Over 2014-2021 2020-20		2020-2021 Action Measure			
Financial Accountability to Community.	3.2.14	Preparation of 2022-2031 Long Term Financial Plan.	Corporate Services.	and	Financial

Completed - In line with the "Budgeting for Financial Sustainability Framework", the Queensland Treasury Corporation long term financial forecast model has been utilised in the preparation of the 2021-2022 Financial Year Budget.

REVIEW OF WATER AND SEWERAGE CHARGES

Proposed Actions Over 2014-2021	2020-202	21 Action Measure	Lead	
Financial Accountability to Community.	3.2.15	Undertake review and assessment of water and sewerage units for purposes of service charges by March 2021.	·	

Completed - A review has been undertaken of the Water and Sewerage charges during the year with Council working towards implementing the outcomes of the review for the 2022-2023 Budget.



INFLUENCING OTHER LEVELS OF GOVERNMENT

YOUTH DEVELOPMENT STRATEGY

Proposed Actions Over 2014-2021	2020-202	2020-2021 Action Measure Le		
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.		Facilitate meetings of the Youth Development Advisory Committee as per Terms of Reference.	Community Development Services.	and

Ongoing - Regular meetings of the Youth Development Advisory Committee continue to be held, however consistent student participation from local schools has been challenging. The Hinchinbrook Youth Development Strategy has been drafted, with continuing input from the Committee to achieve Actions and Outcomes. The Committee has reached its first anniversary and a review of the Terms of Reference is being considered. Taking meetings to the students during school hours is now being considered as an option to better engage with the local youth.

COMMUNITY INFORMATION SESSIONS

Proposed Actions Over 2014-2021 2020-2021		2020-2021 Action Measure			
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.		Undertake community information sessions concerning understanding land valuations, particularly for the agricultural sector.		and	Financial

Ongoing - Community information sessions will be undertaken in conjunction with the next Shire-wide revaluation.

COMMUNITY HEALTH SUPPORT

Proposed Actions Over 2014-2021	2020-202	21 Action Measure	Lead	
Support for community health service providers to address the needs of at risk community members.		Review the grant funding service provided to the Hinchinbrook Community Support Centre.	Community and Development Services.	

Ongoing - Service Level Agreement with Hinchinbrook Community Support Centre continues to be reviewed as services are delivered and reported.

ADVOCACY ROLE - AT RISK COMMUNITY MEMBERS

Proposed Actions Over 2014-2021	2020-2021 Action Measure		Lead	
Support for community health service providers to address the needs of at risk community members.		Continue community activities focused on seniors.	Community Development Services.	and

Ongoing - The Hinchinbrook Health and Wellbeing Program funded by the North Queensland Sports Foundation MOVEIT Grant commenced in September 2020 and ran until 31 May 2021. Activities were advertised weekly.

ADVOCACY ROLE - YOUTH

Proposed Actions Over 2014-2021	2020-2021 Action Measure		Lead	
Support for community health service providers to address the needs of at risk community members.		Build capacity and influence early childhood health and learning via community programming and partnerships with community organisations.	,	and

Ongoing - Continued partnership with Queensland Health providing a clinical nurse for weekly Storytime sessions, and monthly Sensory Storytime sessions. Sensory Storytime is an adaptation of the pre COVID-19 event of Messy Play, in a COVID Safe environment.

ADVOCACY ROLE - AT RISK COMMUNITY MEMBERS

Proposed Actions Over 2014-2021	2020-2021 Action Measure		Lead	
Support for community health service providers to address the needs of at risk community members.		Host a minimum of two community events with inclusive additions for elderly persons and those living with a disability.		and

Ongoing - The Hinchinbrook Health and Wellbeing Program funded by the North Queensland Sports Foundation MOVEIT Grant commenced in September 2020 and concluded on 31 May 2021. This program engaged local businesses and community members specialising in health and wellbeing activities to deliver two classes per week. Activities varied throughout each month, and were held at varying locations throughout the Shire.

STRATEGIC DIRECTION THREE

3.3 INFLUENCING OTHER LEVELS OF GOVERNMENT

STATE GOVERNMENT FORUMS

Proposed Actions Over 2014-2021	2020-202	21 Action Measure	Lead
Advocate for the delivery of the State's regionalisation agenda specifically as it relates to population growth and regional investment.		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 2014-2021	2020-202	21 Action Measure	Lead
Advocate for the delivery of the State's regionalisation agenda specifically as it relates to population growth and regional investment.		Continue to advocate for implementation of Wet Tropics Water Plan for Lower Herbert Water Management Authority.	,

Ongoing - Collaboration carried out as required.

REGIONAL PLAN IMPLEMENTATION COMMITTEE

Proposed Actions Over 2014-2021	2020-202	21 Action Measure	Lead
Advocate for the delivery of the State's regionalisation agenda specifically as it relates to population growth and regional investment.		Maintain membership of and attendance at the Regional Plan Implementation Committee.	Office of the Mayor and CEO.

Ongoing - Continued involvement in NQ Regional Plan Working Group.

SOLUTION FOR FLYING FOX POPULATION

Proposed Actions Over 2014-2021	2020-2021 Action Measure		Lead		
Advocate for the delivery of the State's regionalisation agenda specifically as it relates to population growth and regional investment.		Continue to advocate for solutions regarding flying fox populations in urban areas.	Infrastructure Services.	and	Utility

Ongoing -

- · Flying Fox Management is currently working well; and
- Additional funding secured by Biosecurity team and Council's Grants Officer (\$55,000).

CONFERENCE ATTENDANCE

Proposed Actions Over 2014-2021	2020-202	21 Action Measure	Lead
Membership of LGAQ and participation in relevant discussions and agendas.	3.3.11	State and Regional LGAQ conferences and meetings 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 20	014-2021	2020-2021 Action Measure			Lead		
Buy local first produced development.	eference policy	3.4.1	Annual Review of Procurement Policy	Corporate Services.	and	Financial	

Completed - Annual review was completed with the updated Procurement Policy adopted annually in accordance with the Local Government Act 2009.

HOW TO DO BUSINESS WITH COUNCIL WORKSHOPS

Propo	Proposed Actions Over 2014-2021				2020-2021 Action Measure		Lead		
Buy develo	local opment.	first	preference	policy	3.4.2	Continue to review and streamline Council processes interacting with business suppliers.	Corporate Services.	and	Financial

Ongoing - 'How to do Business with Council" workshops were undertaken throughout the year and will form part of an ongoing information program.

RATES INCENTIVE PROGRAM

Proposed Actions Over 2014-2021				2020-2021 Action Measure		Lead		
Buy local developmen	first t.	preference	policy	3.4.3	Rates Incentive Program and community support with implementation of rates concession.	Corporate Services.	and	Financial

Completed - Two rates incentive program draws were conducted during the year.

3.5 ORGANISATIONAL CAPACITY

APPRENTICES AND TRAINEES

Proposed Actions Over 2014-2021	2020-202	21 Action Measure	Lead
Review of the organisational structure and resourcing in response to our strategic direction.		Continue implementation of apprentices and trainees as identified through Executive Management Team.	Office of the Mayor and CEO.

Completed - A Procurement Trainee, Community and Development Services Trainee, Two Tourism and Events Trainees, an Apprentice Plumber and a Cadet Designer were employed with Council throughout 2020-2021.

BUSINESS IMPROVEMENT INITIATIVES

Proposed Actions Over 2014-2021	2020-202	21 Action Measure	Lead
Review of the organisational structure and resourcing in response to our strategic direction.		Continued support of business improvement initiatives.	Office of the Mayor and CEO.

Ongoing - Council received a total of \$38,785.00 grant funding from Queensland Small Business Recovery Centre to support the Hinchinbrook Way Business Ambassador Development program that was launched April 2021. The choice of development opportunities is completely dependent on the needs and requests of the businesses at a given time. Business Social Networking events have been hosted throughout the year to give opportunity to businesses to chat, brainstorm and provide feedback on what development opportunities are needed.

STAFF EMPLOYEE TRAINING

Proposed Actions Over 2014-2021	2020-2021 Action Measure			Lead		
Development of our human resources.	3.5.3	Annual delivery of Mandatory Training Program on an as needs basis.	Corporate Services.	and	Financial	

Ongoing - Identified training relating to safety and work performance has been provided throughout the year.

PERFORMANCE APPRAISAL

Proposed Actions Over 2014-2021	2020-2021 Action Measure		Lead		
Development of our human resources.	3.5.4	Implementation of Performance Appraisal process.	Corporate Services.	and	Financial

Completed - Performance Appraisal is being incorporated within the Strategic Workforce Plan identified for completion in the 2021-2022 Operational Plan.

3.5 ORGANISATIONAL CAPACITY

CUSTOMER SERVICE

Proposed Actions Over 2014-2021	2020-2021 Action Measure		Lead		
Development of our human resources.		Continue sustainable levels of service and review improved practices and efficiencies in association with the Customer Service Charter.		and	Financial

Ongoing - In line with the "Budgeting for Financial Sustainability Framework", Service Level Statements were introduced as part of the 2021-2022 Budget and will continue to be developed to enhance the understanding and measurement of Council's services and the expected standard of delivery.

STAFF PROFESSIONAL DEVELOPMENT

Proposed Actions Over 2014-2021	2020-202	1 Action Measure	Lead
Development of our human resources.	3.5.6	Implementation of structured staff professional development program.	Corporate and Financial Services.

Delayed - The implementation of a staff development program is being incorporated within the Strategic Workforce Plan identified for completion in the 2021-2022 Operational Plan.

RISK REGISTER

Proposed Actions Over 2014-2021	2020-202	020-2021 Action Measure		Lead	
Annual review of Hinchinbrook Shire Council Central Risk Register.	3.5.7	Executive Management Team to meet annually to review Council wide risks to determine risk control measures.	Corporate Services.	and	Financial

Delayed - The Executive Management Team meet regularly to review Council wide risks as they arise and are yet to meet to carry out annual review to identify risks and control measures to be taken.

RECTIFICATION ACTION PLAN

Proposed Actions Over 2014-2021	2020-2021 Action Measure		Lead		
Safety Management System maintenance.		Strategic Safety Plan status report to be reviewed each quarter by Workplace Health and Safety Coordinator and Executive Management Team.		and	Financial

Completed - The Strategic Safety Plan was reviewed quarterly by the Executive Management Team throughout 2020-2021.

SAFETY COMMITTEE

Proposed Actions Over 2014-2021	2020-2021 Action Measure		Lead		
Safety Management System maintenance.	3.5.9	Review Safety Committee Support annually.	Corporate Services.	and	Financial

Ongoing - The Safety Committee continued to meet on a quarterly basis throughout 2020-2021.





CORPORATE AND OPERATIONAL PLAN OUTCOMES

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.





4.1 ARTS AND CULTURAL INVESTMENT

VISITATION TO TYTO

Proposed Actions Over 2014-2021	2020-202	21 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.		and

Ongoing - Visitation continued to increase at the Visitor Information Centre however COVID-19 restrictions have impacted visitation statistics in comparison to pre-COVID-19 figures. Council facility bookings and Council run events have also been impacted by COVID-19. An increase of stock at the Visitor Information Centre of both locally sourced products and Hinchinbrook Way branded merchandise has led to a surge in sales in comparison to previous years.

PUBLIC ART STRATEGY

Proposed Actions Over 2014-2021	2020-202	21 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.		and

Ongoing - Public Art Strategy continues to be developed, with a number of public art projects progressed in this quarter, including three stainless steel sculptures, with the first completed, as well as Request for Quote and concept designs completed and awaiting approval for murals on the Council Office building.

COUNCIL ART COLLECTION

Proposed Actions Over 2014-2021	2020-2021 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.		and

Ongoing - Council's Public Art Collection has undergone redistribution throughout facilities within the year. The Open Award Winning piece from the 42nd Hinchinbrook Art Awards - Artwork "Summertime" by Ann Vardanega was acquired and remains on public display within the TYTO Regional Art Gallery until the 43rd Hinchinbrook Art Awards.

LIBRARY SPECIAL HISTORY COLLECTION

Proposed Actions Over 2014-2021	2020-202	21 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.		and

Ongoing - Successful application of State Library Strategic Priorities Grant has enabled planning to begin for storage upgrades to the Special Collections room. These upgrades will ensure the local history collection is stored safely and correctly.

CREATIVE STUDIO

Proposed Actions Over 2014-2021	2020-202	21 Action Measure	Lead	
Maximise the use of the TYTO Precinct for the delivery of arts and cultural programs.		Manage Creative Studio to respond to the internal and external requirements of the community, promoting innovative and dynamic spaces. Maximisation of use.		and

Ongoing - Double Daw Creative Studio continues to be advertised as a hireable space. Internal consultation has commenced in identifying areas required for improvement to technology and useability within Double Daw Creative Studio.

Library Special History Collection

4.1 ARTS AND CULTURAL INVESTMENT

REGIONAL ARTS DEVELOPMENT FUND

Proposed Actions Over 2014-2021	2020-202	21 Action Measure	Lead	
Continued funding of the Regional Arts Development Fund program.		Delivery of the Regional Arts Development Fund programming. Successful application and funding under new funding model. Increased participation and diversification of program reach.	Development Services.	t

Ongoing - Within 2020-2021 there was a total of seven applications received over two rounds of funding, of which six were successful in accordance with Regional Arts Development Fund Policy.

PROVISION OF RECREATION OPPORTUNITIES

KELLY THEATRE LEASE

Proposed Actions Over 2014-2021	2020-202	21 Action Measure	Lead	
Continued community partnerships for the delivery of services at the Kelly Theatre and Hinchinbrook Aquatic Centre.		Continue engagement with the lessees of the Kelly Theatre including development of usage reporting.	Community Development Services.	and

Ongoing - The Kelly Theatre reports activities on a monthly basis as included in the Community and Development Services Activity Report.

KELLY THEATRE SUPPORT

Proposed Actions Over 2014-2021	2020-202	1 Action Measure	Lead
Continued community partnerships for the delivery of services at the Kelly Theatre and Hinchinbrook Aquatic Centre.		Support the Theatre through advertising which promotes the region.	Community and Development Services.

Ongoing - Council advertised appropriate marketing campaigns at the Kelly Theatre which included the Hinchinbrook Getaway campaign.

KELLY THEATRE UPGRADE

Proposed Actions Over 2014-2021	2020-202	21 Action Measure	Lead	
Continued community partnerships for the delivery of services at the Kelly Theatre and Hinchinbrook Aquatic Centre.		Complete the Kelly Theatre Stage 1 - Works for Queensland program.	Community Development Services.	and

Completed - Works were successfully completed.

HINCHINBROOK AQUATIC CENTRE LEASE

Proposed Actions Over 2014-2021	2020-202	21 Action Measure Lead	
Continued community partnerships for the delivery of services at the Kelly Theatre and Hinchinbrook Aquatic Centre.		Continue engagement with the lessees of the Hinchinbrook Aquatic Centre including development of usage reporting.	i

Ongoing - In March 2021 the current lessee surrendered the lease over the Hinchinbrook Aquatic Centre. Council has been managing the facility and recording accurate usage providing more useful data for a potential lessee in the 2021-2022 financial year.

HINCHINBROOK AQUATIC CENTRE HEAT EXCHANGE

Proposed Actions Over 2014-2021	2020-202	21 Action Measure	Lead
Continued community partnerships for the delivery of services at the Kelly Theatre and Hinchinbrook Aquatic Centre.		Complete the installation of the Heat exchange replacement by 30 December 2020.	Infrastructure and Utility Services.

Completed - A new energy efficient heat exchange unit was installed for the 25 metre heated pool.

SCHOOL HOLIDAY PROGRAM

Proposed Actions Over 2014-2021	2020-2021 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: Build capacity via the delivery of community programming during the April, July and September school holiday periods; Delivery of Inflight Program; and Increase participation by 5% across each holiday program.	Community Development Services.	and

Ongoing - School holiday activities were held throughout 2020-2021 that increased skills and encourage creative expression through the TYTO Regional Art Gallery. Workshops experienced good participation as school holiday care centres attended with a significant number of children. Childrens Services was delivered in flight at significant events throughout the year including Under 8's Day.

Proposed Actions Over 2014-2021	2020-202	21 Action Measure	Lead	
School holidays program featuring children/youth activities.	4.2.7	Publish school holiday program featuring children/youth activities for the 10-15 year age group: Build capacity via the delivery of community programming during the April, July and September school holiday periods; Delivery of Inflight Program; and Increase participation by 5% across each holiday program.	Community Development Services.	and

Ongoing - School holiday activities that were held throughout 2020-2021 included:

- · Traveling comedy workshop;
- Youth Week workshops throughout April 2021;
- Adrenaline Games May 2021;
- · Children's activities throughout Christmas in Hinchinbrook events 2020; and
- Polymer Clay and Basket Weaving at the Art Gallery in September 2020 School Holidays.



REGIONAL EVENTS

Proposed Actions Over 2014-2021	2020-202	21 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.		Continued support for the following Hinchinbrook based events that provide economic returns by way of visitation and opportunities for participation by the community: Tasman Turtle's Picnic Day; Find Your Future in Hinchinbrook; Christmas in Hinchinbrook; Seniors Morning Tea; International Fishing Series; Tea and Trivia; Touring Events Program; Life Skills Workshop Series; Youth Week Program; Hinchinbrook Health and Wellbeing Program; Community Activity Grants Program; and Increased participation, diversification and ROI per event.	Community Development Services.	and

Ongoing - Further planning is still underway for upcoming 2021-2022 events. Taking into consideration the current COVID-19 restrictions in Queensland.

- · Christmas in Hinchinbrook;
- · Seniors Morning Tea;
- · Christmas in Hinchinbrook;
- · Life Skills Workshop Series; and
- Tea and Trivia.

2021 events that have occurred:

- · Tasman Turtle's Picnic Day;
- · Opera Queensland;
- Youth Week Program;
- · Hinchinbrook Health and Wellbeing Program;
- North Queensland Fishing Tournament;
- · Touring Events Program; and
- · Find Your Future in Hinchinbrook.



COMMUNITY EVENTS

Proposed Actions Over 2014-2021	2020-202	21 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 community events including: Christmas in Hinchinbrook; Seniors Morning Tea; Tasman Turtle Picnic Day; Host Find Your Future Career Expo; International Fishing Series; Mountain biking; Motorcycle/car rallies; Boat racing; and Fishing competition. 	Community a Development Services.	and

Completed - All events proved to be successful:

- Tasman Turtle's Picnic Day Saturday 22 May 2021;
- · Opera Queensland Thursday 13 May 2021;
- · Youth Week Program Tuesday 6 April Friday 16 April 2021;
- · Hinchinbrook Health and Wellbeing Program September 2020 May 2021;
- North Queensland Fishing Tournament Thursday 29 April Sunday 2 May 2021;
- · Australian Italian Festival Friday 28 May Sunday 6 June 2021;
- · Ingham Show Thursday 24 June and 25 June 2021; and
- Find Your Future in Hinchinbrook Wednesday 29 July 2021.

MOTOR SPORT PRECINCT

Proposed Actions Over 2014-2021	2020-202	21 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.		Undertake planning and development for Motor Sport Precinct.	Office of the Mayor and CEO.

Ongoing - Council made application to the Department of Natural Resources Mines and Energy for conversion of Reserve for Township Purposes to Recreation Reserve on southern side of Ingham Aerodrome for motorsport complex.

INGHAM AERODROME

Proposed Actions Over 2014-2021	2020-2021 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.		Undertake planning and development for aerodrome hangar development.	Office of the Mayor and CEO.

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 2014-2021	2020-2021 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.		Action items identified in the Hinchinbrook Shire Council Marketing Strategy and Action Plan to attract new regionally significant events and activities to the Shire.	_	and

Ongoing - The Marketing Strategy and Action Plan continues to be implemented, with campaigns that include website, social, print, and billboard advertisement.

4.3 COMMUNITY PARTNERSHIP SUPPORT

COMMUNITY PARTNERSHIP SUPPORT

Proposed Actions Over 2014-2021	2020-202	1 Action Measure	Lead
Continue to provide funding for community groups to deliver on the wider social welfare agenda.	1	Manage Service Level Agreement (SLA) with Hinchinbrook Community Support Centre. Fulfilment of SLA key performance indicators.	_

Ongoing - Service Level Agreement with Hinchinbrook Community Support Centre continues to be reviewed as services are delivered and reported.

4.4 LIVING WELL OVER 60 WITH A HIGHLY DESIRABLE LIFESTYLE

AGEING IN PLACE STRATEGY

Proposed Actions Over 2014-2021	2020-202	21 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.		Action Hinchinbrook Shire Council Ageing in Place Strategy. Commence process and consultation in order to position Hinchinbrook as one of 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 Development Services.	and	

Ongoing - Under the advice of the Ageing In Place Committee, a number of key-stakeholder senior focused activities remained postponed due to health risks regarding COVID-19. Planning for the annual Seniors Morning Tea event to be held in Seniors Month (October 2021) has commenced. The Ageing in Place outcomes and service delivery continues to be reviewed under the guidance of the Committee.

The MOVEIT funded Seniors Hinchinbrook Health and Wellbeing program concluded in May 2021. Classes were held across the district, using local instructors of different exercise mediums and proved to be very popular amongst Seniors.

Under the advice of the Ageing in Place Committee, Tea and Trivia morning tea events remained postponed due to the health risks of COVID-19. Review of this position in June, resulted in the decision to proceed with caution with the intention to reintroduce this event in the second guarter of 2021-2022.

SENIORS LIFESTYLE DIRECTORY

Proposed Actions Over 2014-2021	2020-2021 Action Measure Lo		Lead	
Self assess Hinchinbrook against the World Health Organisation Checklist of Essential Features of Age Friendly Cities.			Community Development Services.	and

Ongoing - Review of the Seniors Lifestyle Directory has now been completed with the Second Edition now in its final stages prior to printing and distribution.

AGEING IN PLACE COMMITTEE

Proposed Actions Over 2014-2021	2020-202	21 Action Measure	Lead	
Plan to address shortcomings.		Items actioned as budgeted under Ageing in Place Committee 10 year strategy.	Community Development Services.	and

Ongoing - Budgeted activities have been put on hold under advice from the Ageing In Place Committee due to COVID-19 restrictions impact. The recommencement of activities will be reviewed at a committee meeting expected to be held in August 2021.

4.5 REGULATORY FUNCTIONS THAT UNDERPIN LIVEABILITY

RESPONSE TO ANIMAL COMPLAINTS

Propose	Proposed Actions Over 2014-2021		2020-2021 Action Measure		Lead			
Provide Services	meaningful	Animal	Control	4.5.1	Conduct dog registration and dog ownership education program.	Corporate Services.	and	Financial

Completed - Dog registration and dog ownership education programs were conducted throughout 2020-2021 and will continue in 2021-2022.

ONLINE ANIMAL REGISTRATION

Proposed Actions Over 2014-2021	2020-2021 Action Measure	Lead		
Provide meaningful Animal Control Services.		Corporate and Financial Services.		

Completed - Continual development of the online offering of services continued during the year with inclusion of QR codes and online update of registration information made available.

BUSINESS LICENCING COMPLIANCE

Proposed Actions Over 2014-2021	2020-2021 Action Measure	Lead
Provide meaningful business licensing activities.	4.5.3 Inspection program to be undertaken for 100% licences food businesses.	of Corporate and Financial Services.

Completed - The annual inspection program for food business licences was conducted with 100% of all businesses inspected and re-licenced.

BUSINESS LICENCING COMPLAINTS

Proposed Actions Over 2014-2021	2020-2021 Action Measure		Lead		
Provide meaningful business licensing activities.	4.5.4	Respond to complaints in a timely manner and execute appropriate actions that safeguard the public interest.	Corporate Services.	and	Financial

Ongoing - Complaints and inspection requests continue to be responded to in a timely manner and used as a prompt for potential improvements in process review.

REGULATORY AND ENFORCEMENT ACTIONS

Proposed Actions Over 2014-2021	2020-202	2020-2021 Action Measure L			
Provide timely building regulatory functions and enforcement action as necessary.	4.5.5	Implement proactive and educational information and respond to complaints in a timely manner and execute appropriate actions that safeguard the public interest.		and	Financial

Ongoing - Investigation and regulatory enforcement actions were undertaken in line with *Planning Act 2016* and *Building Act 1975* legislative timeframes. Complaints were responded to in a timely manner and in line with Council's Customer Service Charter.

REGULATORY SERVICES WORKFLOWS

Proposed Actions Over 2014-2021	2020-202	21 Action Measure	Lead		
Provide timely building regulatory functions and enforcement action as necessary.	4.5.6	Develop templates and workflows for TechOne to enable the use of core regulator functions.	Corporate an Services.	d Financial	

Delayed - Work continues on templates and workflows within the TechnologyOne solution with all future development in the solution to be guided by the TechnologyOne Steering Group.

CEMETERY SYSTEMS AND PROCESSES

Proposed Actions Over 2014-2021	2020-202	221 Action Measure Lead
Cemetery Services	4.5.7	Integrate cemetery systems and processes for Enterprise Software (TechOne). Finalise record rectification.

Delayed - Work continues on integrating various cemetery processes within the TechnologyOne solution. The key focus in relation to records remains on the integrity of current information.

4.5 REGULATORY FUNCTIONS THAT UNDERPIN LIVEABILITY

CEMETERY EXTENSION

Proposed Actions Over 2014-2021	2020-202	2020-2021 Action Measure			
Cemetery Services	4.5.8	Investigate option and planning for cemetery extension and provision of new and alternate burial methods.	Corporate Services.	and	Financial

Delayed - The Cemeteries Masterplan is being created to support the future development of all Hinchinbrook cemeteries. The Masterplan has been included as a key activity for the 2021-2022 Operational Plan.

ENVIRONMENTAL POLICY

Proposed Actions Over 2014-2021	2020-202	2020-2021 Action Measure		Lead		
Environmental Services and Management.	4.5.9	Develop and adopt Council's Environment Policy and Guidelines.	Infrastructure Services.	and	Utility	

Delayed - Developed Environmental Guidelines for review by Council.

RECYCLING EDUCATION PROGRAM

Proposed Actions Over 2014-2021	2020-202	020-2021 Action Measure			
Waste Management.	4.5.10	Develop a community recycling education program to reduce contamination and increase participation in recycling. Investigate recycling opportunities and outsourcing of scavenging services.		and	Utility

Ongoing - A successful bin audit survey was undertaken. Response from the public was generally positive and an ongoing media campaign has seen contamination rates in the recycling reduce. Grant applications have been made for the construction of a recycling facility at the Warrens Hill Landfill and Resource Recovery Centre.

NORTH QUEENSLAND REGIONAL WASTE STRATEGY

Proposed Actions Over 2014-2021	2020-20	21 Action Measure	Lead		
Waste Management.	4.5.11	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.		and	Utility

Completed - The North Queensland Regional Waste Strategy was endorsed by Council at the December 2020 General Meeting.

WASTE DISPOSAL LEVY

Proposed Actions Over 2014-2021 2020-2021		2020-2021 Action Measure			
Waste Management.	4.5.12	Continue to meet waste levy legislation.	Infrastructure Services.	and	Utility

Completed - Council continues to meets its obligations under the State's waste levy legislation.

WASTE DATA COLLECTION DASHBOARD

Proposed Actions Over 2014-2021	2020-202	2020-2021 Action Measure			
Waste Management.		Improve Waste Data Collection - Dashboard Data for Waste Metrics developed and reports set up.	Infrastructure Services.	and	Utility

Completed - Improvements to the Mandalay reporting system have been made.



4.6 EDUCATIONAL OPPORTUNITIES TH AT SUPPORT POPULATION ATTRACTION

EARLY LEARNING LITERACY PROGRAMS

Proposed Actions Over 2014-2021	2020-2021 Action Measure	Lead
Foster partnership opportunities with vocational and tertiary educational service providers.		

Ongoing - Inclusion of State Library and First 5 Forever acknowledgment on all promotional materials. Sensory Storytime was introduced as COVID-19 restrictions continue to ease.

STATE LIBRARY OF QUEENSLAND

Proposed Actions Over 2014-2021	2020-202	21 Action Measure	Lead	
Foster partnership opportunities with vocational and tertiary educational service providers.		Manage State Library of Queensland Service Level Agreement (SLA) for Regional Library Queensland programming. Meet operational requirements and key performance indicators as per SLA.		and

Ongoing - Council adheres to the SLA by ensuring Council abide by their obligations, including, but not limited to, the following:

- Council provide 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;
- Council carry out updates to the Hinchinbrook Way Website to incorporate a page for library services providing all required information listed in the SLA:
- · Council process and distribute items between RLQ and IKC points in a timely and cost effective manner;
- Council provide annual reporting to the Library Board;
- Council participate in state-wide and/or targeted initiatives or programs and deliver related programs and/or resources in the manner specified by the Library Board, including the Playtime in the Park program as part of First 5 Forever; and
- · Council enable all staff access to the LMS through the provision of suitable IT equipment and internet connectivity.

HINCHINBROOK WAY AMBASSADOR PROGRAM TRAINING

Proposed Actions Over 2014-2021	2020-2021 Action Measure	Lead
Foster partnership opportunities with vocational and tertiary educational service providers.	, , , , , , , , , , , , , , , , , , , ,	

Ongoing - Council has partnered with a number of organisations to facilitate the Ambassador Program development workshops. Organisations include Socialeyes Media, Business Station, Townsville Enterprise Limited, Institute for Communication Management and Leadership and Precedence.

REGISTERED TRAINING ORGANISATIONS

Proposed Actions Over 2014-2021	2020-2021 Action Measure	Lead
Foster partnership opportunities with vocational and tertiary educational service providers.		Community and Development Services.

Ongoing - Discussions continue with registered training organisations regarding delivering training through the Ambassador Program.

LOCAL HISTORY

Proposed Actions Over 2014-2021	2020-2021 Action Measure	Lead
Foster partnership opportunities with vocational and tertiary educational service providers.	4.6.5 Continue and finalise classification and listing of local historical records to ensure continuity and availability of district archival material.	

Ongoing - Local History staff and volunteers have made progress with cataloging physical materials, while receiving a number of donations throughout the year. Requests from the community continued to be received, which have been supported by Local History Volunteers through the Ambassador Program.



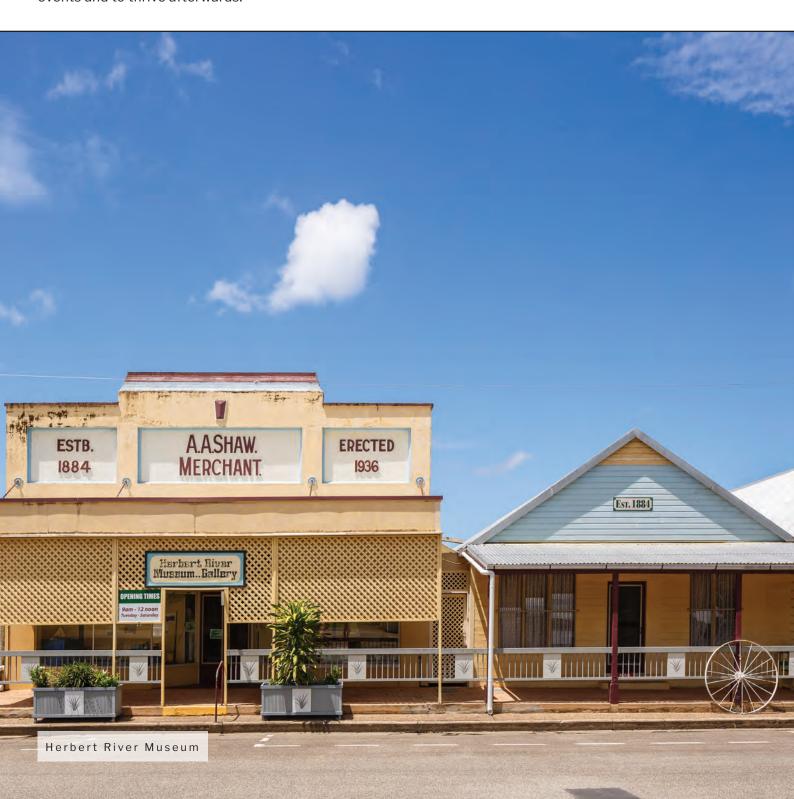
CORPORATE AND OPERATIONAL PLAN OUTCOMES

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.



5.1 OUR INGHAM CBD IS ATTRACTIVE, ALIVE AND DIVERSE

WAYFINDING SIGNAGE

Proposed Actions Over 2014-2021	2020-202	1 Action Measure Lead	
CBD refresh and associated actions.	5.1.1	Continue to assess and implement Shire wide wayfinding signage in alignment with the Hinchinbrook Way Wayfinding Signage style guide. Community and Development Services.	i

Completed - Park signage installation has been completed in various locations around Hinchinbrook.

HALIFAX HISTORICAL VILLAGE

Proposed Actions Over 2014-2021	2020-202	2020-2021 Action Measure		
CBD refresh and associated actions.	5.1.2	Undertake scoping plan for the Halifax Historical Village.	Community Development Services.	and

Delayed - Priority funded projects in Halifax are complete. No budget remains to undertake scoping plan for the Halifax Historical Village.

CBD REVITALISATIOIN

Proposed Actions Over 2014-2021	2020-202	21 Action Measure	Lead	
CBD refresh and associated actions.	5.1.3	Continue CBD Revitalisation. Complete Stage Two - Herbert Street.	Community Development Services.	and

Completed - CBD Revitalisation Project - Stage Two - Herbert Street is complete.

LANEWAY ACTIVATION

Proposed Actions Over 2014-2021	2020-202	1 Action Measure	Lead
CBD refresh and associated actions.		Implement Laneway Activation RADF funded component in alignment with the Hinchinbrook Shire Visioning Study and Master Plan.	,

Ongoing - The Laneway Activation project was reviewed and determined to be altered to include artwork on the back of Council's building. This redesign was identified to allow for infrastructure upgrades to the laneway before design works commence. The amended entrance street art design has been drafted and is awaiting approval.

5.2 SUPPORT FOR BUSINESS DIVERSITY AND EMPLOYMENT GROWTH

CREATION OF BUSINESS FRIENDLY ENVIRONMENT

Proposed Actions Over 2014-2021	2020-2021 Action Measure	Lead
Local buy first preference policy development.	5.2.1 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.	

Completed - The Invest in Hinchinbrook document is now completed with the intention to officially launch the document and distribute to bankers, accountants, real-estate agents and politicians.

AGRICULTURAL DIVERSIFICATION

Proposed Actions Over 2014-2021	2020-2021 Action Measure	Lead
Local buy first preference policy development.		Community and Development Services.

Ongoing - Agricultural Study video produced and arrangements being made for launch promotion.

IRRIGATION INVESTIGATIONS

Proposed Actions Over 2014-2021	2020-202	21 Action Measure	Lead
Implement Economic Development Strategy and focus on short term actions.	5.2.3	Investigate irrigation capabilities and potential weir development sites.	Office of the Mayor and CEO.

Ongoing - Continuing to pursue funding opportunities with State Development to progress feasibility studies into water impoundment on Stone River.

5.2 SUPPORT FOR BUSINESS DIVERSITY AND EMPLOYMENT GROWTH

LAND BANKING, ADVENTURE TOURISM, MOUNTAIN BIKING AND BIO-ENERGY PRODUCTION

Proposed Actions Over 2014-2021	2020-2021 Action Measure	Lead
Implement Economic Development Strategy and focus on short term actions.		Community and Development Services.

Ongoing - Staff have continued to work with relevant parties to develop and promote adventure tourism related products such as waterfall, trails and mountain biking trails.

HINCHINBROOK CROPPING REPORT

Proposed Act	ions Over 2014	4-2021	2020-202	21 Action Measure	Lead	
Implement Strategy and f	Economic focus on short	Development term actions.		Continue to implement strategies from the Hinchinbrook Cropping Report.	Community Development Services.	and

Ongoing - A marketing prototype has been created for bird watching, mountain bike trails and Mount Fox. These can now be reviewed and determined how the products can be further developed and promoted.

PROMOTE DIVERSIFICATION

Proposed Act	ions Over 201	4-2021	2020-202	21 Action Measure	Lead	
Implement Strategy and f	Economic ocus on short	Development term actions.	5.2.6	Promote diversification in agricultural and tourism product development.	Community Development Services.	and

Ongoing - A marketing prototype has been created for bird watching, mountain bike trails and Mount Fox. These can now be reviewed and determined how the products can be further developed and promoted.

ECONOMIC DEVELOPMENT STRATEGY REVIEW

Proposed Actions Over 2014-2021	2020-2021 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.	,

Ongoing - A bid to engage in professional services to assist with the development of a new Economic Development Strategy was approved. However, budget is still to be allocated.

MARKETING COLLATERAL

Proposed Actions Over 2014-2021	2020-202	21 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 Development Services.	and

Completed - A Place to Call Home Campaign was launched on Facebook in April 2021 and ran for a month with two separate ads; one targeting young families and the other targeting retirees. Both campaigns captured all thematics of the Hinchinbrook Way thematics: adventure, culture, nature, food and industry. Together the two campaigns reached 50,787 Facebook users. New Residency Packs are now complete and available at the Hinchinbrook Visitor Information Centre. Packs have been provided to Real Estate Agents and Hinchinbrook Chamber of Commerce for distribution.

INVESTMENT PROSPECTUS

Proposed Actions Over 2014-2021	2020-202	21 Action Measure	Lead	
Implement Economic Development Strategy and focus on short term actions.		Develop and implement an Investment Strategy and Action Plan, including an Investment Prospectus.	Community Development Services.	and

Completed - The Investment Prospectus Document was adopted at the June 2021 General meeting and uploaded to Council's website.



5.2 SUPPORT FOR BUSINESS DIVERSITY AND EMPLOYMENT GROWTH

SERVICE LEVEL AGREEMENT

Proposed Actions Over 2014-2021	2020-202	1 Action Measure Lead	
Funding of the Hinchinbrook Chamber of Commerce, Industry and Tourism.	5.2.10	Manage Service Level Agreement (SLA) with Hinchinbrook Chamber of Commerce, Industry and Tourism. Fulfilment of SLA Key Performance Indicator's.	ŀ

Completed - The Chamber of Commerce, Industry and Tourism Service Level Agreement (SLA) was completed June 2021 with tasks still to be completed. Council confirmed there will be no SLA between Council and The Chamber of Commerce, Industry and Tourism for the 2021-2022 financial year.

5.3 TOURISM DEVELOPMENT

WALLAMAN FALLS AND BROADWATER ECOTOURISM MASTER PLAN?

Proposed Actions Over 2014-2021	2020-2021 Action Measure		Lead
Event activity at the TYTO Precinct.	5.3.1	Finalise the development of the Wallaman Falls and Broadwater Ecotourism Master Plan. Identify and develop product development business cases based on the Master Plan.	,

Ongoing - Consultant commenced work on business cases. Tourism expert (developing business cases) attended Ingham in February 2021 to inspect site and meet with Queensland Parks and Wildlife Service (QPWS). Other meetings undertaken with QPWS to understand plans for Wallaman Falls and awaiting additional background information to allow business cases to advance. Traffic count completed to gather data for business case and technical specialist tourism reporting is advancing.

CONFERENCE AND EVENT DESTINATION?

Proposed Actions Over 2014-2021	2020-202	21 Action Measure	Lead	
Event activity at the TYTO Precinct.	5.3.2	the Meetings, Incentives, Conferences and Exhibitions (MICE) Industry: Increase in product awareness alongside an		and
		increase in regional conference and events.		

Ongoing - Council facilities are being marketed through the iVvy marketplace platform to Professional Conference Organisers nationwide.

WALLAMAN FALLS AND BROADWATER ECOTOURISM MASTER PLAN

Proposed Actions Over 2014-2021	2020-202	21 Action Measure	Lead	
Tourism development.	5.3.3	Finalise the development of the Wallaman Falls and Broadwater Ecotourism Master Plan. Identify and develop product development business cases based on the Master Plan.		and

Ongoing - A Business Case Wallaman Falls and Broadwater Ecotourism Master Plan has been developed.

TOURISM TRAIL

Proposed Actions Over 2014-2021	2020-2021 Action Measure		Lead	
Tourism development.	5.3.4	Assist with the development of the Paluma to Wallaman Falls walking trail.	Community Development Services.	and

Ongoing - This project is currently all but on hold, due to issues out of the control of Council.

TOWNSVILLE ENTERPRISE SERVICE LEVEL AGREEMENT

Proposed Actions Over 2014-2021	2020-2021 Action Measure Le		Lead	
Tourism development.	5.3.5	Improve brand presence and alignment with regional and state tourism marketing. Manage Townsville Enterprise Service Level Agreement/Action Plan inclusive of Key Performance Indicator's.	Development Services.	and

Ongoing - Marketing through Townsville Enterprise has been ongoing. The Service Level Agreement fulfilment is currently being evaluated in anticipation of continuing into 2021-2022 financial year.

5.3 TOURISM DEVELOPMENT

FORREST BEACH RECREATIONAL VEHICLE PARK

Proposed Actions Over 2014-2021	2020-2021 Action Measure Le		Lead	
Tourism development.	5.3.6	Maintain operation of the Forrest Beach Recreational Vehicle Park facility, through reviewing and maintaining a Memorandum of Understanding between Council and the Forrest Beach Progress Association Inc.	_	and

Ongoing - The Forrest Beach Progress Association (FBPA) continued to manage the process of the permits for the Forrest Beach RV Park while Council maintained the facility. The RV Park remained open until 30 November 2020 and re-opened on 1 April 2021. New webbing was installed around the perimeter the RV Park and MAMS replaced the wheelie bins prior to reopening. The FBPA is committed to returning RV Park Questionnaires to Council for reporting. A revised MOU has been sent to the Forrest Beach Progress Association for review.

CMCA RECREATIONAL VEHICLE PARK

Proposed Actions Over 2014-2021	2020-2021 Action Measure		Lead	
Tourism development.		Maintain currency of CMCA Recreational Vehicle Park, Ingham Memorandum of Agreement in 2019. Statistical reporting via monthly seasonal Shire Recreational Vehicle infographic.	Development Services.	and

Ongoing - The CMCA RV Park closed in November 2020 after operating with a reduced capacity due to COVID-19 restrictions. The RV Park re-opened in April 2021. Visitor Information Team Leader has maintained contact with CMCA to obtain monthly statistics for reporting.

HINCHINBROOK WAY DRIVE

Proposed Actions Over 2014-2021	2020-202	21 Action Measure	Lead	
Tourism development.		Plan and deliver high quality journey based products. Progress and implement Hinchinbrook Way Drive product.		

Ongoing - Wayfinding signage has been implemented in various locations throughout the Shire. Hinchinbrook Way drive beacon signage has been designed and installed as part of the foreshore redevelopment projects.

No progress has been made to formalise Tansport and Main Roads approved tourist drives.

HINCHINBROOK'S PUBLIC ART TRAIL

Proposed Actions Over 2014-2021	2020-202	21 Action Measure	Lead	
Tourism development.	5.3.9	Develop and deliver high quality targeted marketing collateral across all media channels highlighting Hinchinbrook's Public Art Trail.		nd

Ongoing - The development of this collateral continues to remain on hold while scheduled public art projects are completed.

POTENTIAL LOOKOUT SITE

Proposed Actions Over 2014-2021	2020-202	21 Action Measure	Lead	
Tourism development.	5.3.10	Investigate the potential of Warrens Hill as a lookout site.	Community Development Services.	and

Delayed - No progress this year.

HINCHINBROOK DESTINATION MARKETING

Proposed Actions Over 2014-2021	2020-202	21 Action Measure	Lead	
Tourism development.	5.3.11	Promote the Hinchinbrook Shire by actioning items defined in the Marketing Strategy and Action Plan.	Community Development Services.	and

- Completed Seven static billboard skins along the Bruce Highway have been installed reflecting Hinchinbrook destination marketing;
- Two digital billboards situated in Townsville have continuous rotational displays of events taking place in Hinchinbrook and destination marketing;
- A place to call home campaign is complete with two videos targeting young families and retirees advertised on Facebook;
 and
- The \$25,000 monster Raffle is now complete.

5.4 NATURAL DISASTER MANAGEMENT

LOCAL DISASTER MANAGEMENT PLAN

Proposed Actions Over 2014-2021	2020-202	21 Action Measure	Lead
Local Disaster Management coordination, awareness raising, planning, service provision and recovery activities.		Local Disaster Management Plan (LDMP) in place, reviewed annually and adopted by Council. Increase public awareness of natural disaster management.	Office of the Mayor and CEO.

Ongoing - LDMP review and update continues due to delay from COVID-19. Pandemic Sub Plan, Draft Communications Sub Plan, and Community Information and Warnings Sub Plan adopted by LDMG adoption on 17 December 2020. Pandemic Business Continuity Plan in place and being utilised. Resupply Operations and Evacuation Centre Sub Plans were adopted by LDMG on 20 May 2021. Disaster Management awareness visits with Ingham State School, Ingham State High School and Everglow Community Care Links conducted in June 2021.

DISASTER DASHBOARD

Proposed Actions Over 2014-2021	2020-202	21 Action Measure	Lead
Local Disaster Management coordination, awareness raising, planning, service provision and recovery activities.		Implementation of the additional functions to the Guardian platform.	Office of the Mayor and CEO.

- Ongoing Disaster Dashboard opt-in email notifications activated and operational on website with media promotion to community for Disaster Dashboard opt-in carried out commenced in October 2020 during Get Ready Week and Januayry-March during events;
- Training held with staff in November 2020 on Guardian platform;
- Enhancements to Dashboard completed including links to BOM radar, weather warnings, flood information and a customised weather widget for the district;
- Refresher training for road closure crews conducted in April 2021;
- · First two local road closures published to Disaster Dashboard via Guardian platform; and
- · Enhancements to the Disaster Dashboard completed, including reinstatement of Flood Alert App link.

5.5 SHIRE WIDE BRANDING

SHIRE WIDE BRANDING PROJECT

Proposed Actions Over 2014-2021	2020-2021 Action Measure		Lead	
Develop and finalise shire wide branding project.	5.5.1	Maintain currency of Shire wide branding. Develop comprehensive marketing collateral packages to be incorporated into the Hinchinbrook Way Ambassador Program.	_	and

Completed - An updated Hinchinbrook Way Brand Book and Style Guide is now complete and distributed to relevant parties to ensure branding guidelines are adhered to and consistent.

MARKETING CAMPAIGN

Proposed Actions Over 2014-2021	2020-202	21 Action Measure	Lead
Develop and finalise shire wide branding project.	5.5.2	Deliver a comprehensive marketing campaign as defined in the Marketing Strategy and Action Plan.	Office of the Mayor and CEO.

- Completed Seven static billboard skins along the Bruce Highway have been installed reflecting Hinchinbrook destination marketing;
- Two digital billboards situated in Townsville have continuous rotational displays of events taking place in Hinchinbrook and destination marketing; and
- A place to call home campaign is complete with two videos targeting young families and retirees advertised on Facebook.

SHIRE WIDE BRANDING

HINCHINBROOK WAY WALK

Proposed Actions Over 2014-2021	2020-2021 Action Measure		Lead	
Develop and finalise shire wide branding project.	5.5.3	 Finalise the Hinchinbrook Way Walk: Continue to promote the Hinchinbrook Way Walk; and Installation of Hinchinbrook Way - Statement Signage 	Community Development Services.	and

Ongoing - The Hinchinbrook Way Walk continues to be promoted by staff at the Hinchinbrook Visitor Information Centre and through the Hinchinbrook Way website. Allocated budget did not allow for the Hinchinbrook Way Statement Signage project to go ahead.

HINCHINBROOK WAY DRIVE LOOP

Proposed Actions Over 2014-2021	2020-202	21 Action Measure	Lead	
Develop and finalise shire wide branding project.			Community Development Services.	and
		Stage 1 - Complete Design Package; and		
		 Stage 2 - Implementation to be completed subject to Road Corridor Permit and QTDDIF funding application. 		

Ongoing - No progress has been made in this quarter to formalise Transport and Main Roads approved tourist drives.

5.6 **HINCHINBROOK WAY**

TOURISM PARTNER PROGRAM

Proposed Actions Over 2014-2021	2020-202	21 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 the Hinchinbrook Way Ambassador program.	

- Ongoing Over 20 existing Hinchinbrook Way Ambassadors returned to volunteering in early 2021 in various areas within TYTO, including Hinchinbrook Visitor Information Centre, Hinchinbrook Shire Library, TYTO Regional Art Gallery, Local History and Events. An additional 5 new Ambassadors also signed up to volunteer with Council. Volunteers were required to update their information and complete a Volunteer induction prior to commencing; and
- The Hinchinbrook Way Business Ambassador program was launched April 2021. Council received a total of \$38,785 grant funding from Queensland Small Business Recovery Centre to support the Hinchinbrook Way Business Ambassador Development program that was launched April 2021. The choice of development opportunities is completely dependent on the needs and requests of the businesses at a given time. Business Social Networking events have been hosted throughout the year to give opportunity to businesses to chat, brainstorm and provide feedback on what development opportunities are needed.

TYTO RECREATIONAL VEHICLE AREA

Proposed Actions Over 2014-2021	2020-2021 Action Measure		Lead	
Refurbishment of the internal layout to the Visitor Information Centre.	5.6.2	Management of TYTO Recreational Vehicle area.	Community Development Services.	and

Ongoing - The TYTO RV Park re-opened in mid October 2020 and remained open until 30 November 2020. An extensive COVIDSafe plan was set in place and the RV Park sites were reduced to accommodate 10 vehicles only to ensure social distancing was adhered to. The RV Park re-opened on 1 April 2021, with the reduced capacity of 10 vehicles still in place.

THE PAPERGROVE

Proposed Actions Over 2014-2021	2020-2021 Action Measure		2020-2021 Action Measure Lead		Lead	
Refurbishment of the internal layout to the Visitor Information Centre.	5.6.3	Management of the TYTO Wetlands and Parklands including The Papergrove.	Community Development Services.	and		

Ongoing - Regular maintenance of the TYTO Wetlands and Parklands has continued throughout the year.

5.6 HINCHINBROOK WAY

VISITOR INFORMATION CENTRE OPERATIONS

Proposed Actions Over 2014-2021	2020-202	2020-2021 Action Measure			Lead			
Refurbishment of the internal layout to the Visitor Information Centre.	5.6.4	Coordinate Information (•	of	Hinchinbrook	Visitor	Community Development Services.	and

Ongoing - Operations of the Hinchinbrook Visitor Information Centre (HVIC) continue to function efficiently. HVIC staff and volunteers offer excellent customer service to visitors and locals who come into the Centre and have an extensive knowledge about the region and its attractions. Visitors to the Centre are impressed with the unique and interactive displays promoting the TYTO Wetlands. A wide range of brochures are on display for visitors to access and a large variety of local products and Hinchinbrook Way branded merchandise is on display and available to purchase. Visitor Information Team Leader has ensured all operational procedures are updated. HVIC passed its accreditation report as part of their annual VIC Accreditation Audit, with the Centre complying with all requirements.

VISITOR INFORMATION CENTRE EXPERIENCE

Proposed Actions Over 2014-2021	2020-2021 Action Measure		2020-2021 Action Measure Lead		Lead	
Refurbishment of the internal layout to the Visitor Information Centre.	5.6.5	Enhance the visitor experience with the core aim to increase community revenue, enhance visitor experience and improve marketing of the Shire from the Hinchinbrook Visitor Information Centre (HVIC).		and		

Ongoing - Over 21,000 Hinchinbrook Destination Guides were distributed to local businesses and regional Visitor Information Centres with the aim of enticing visitors to stay and experience Hinchinbrook. Every visitor to the Hinchinbrook Visitor Information Centre (HVIC) is given a Destination Guide and staff then interact with the visitor to promote the Hinchinbrook Shire and encourage them to remain in the Shire for a longer period of time. HVIC staff attended the Cairns, Mackay and Townsville Home Show and Caravan, Camping and Boating Expo's where staff showcased the Hinchinbrook Shire and interacted with patrons attending the expo. HVIC staff engaged with Cairns based company iTourism to distribute the Hinchinbrook Destination Guide to Information Centres and major tourist destinations in the far northern region. This compliments our existing agreement in Townsville for the same service.

VISITOR INFORMATION CENTRE BUSINESS PLAN

Proposed Actions Over 2014-2021	2020-2021 Action Measure		Lead	
Refurbishment of the internal layout to the Visitor Information Centre.	5.6.6	Assess the operation of the Visitor Information Centre to improve the relevance of the service offered.	Community Development Services.	and

Ongoing - Visitor Information Centre Expression of Interest was presented at January 2021 Briefing Session. Further information was prepared to define the tender process. A report was then presented at June 2021 General Meeting. The tender is scheduled to be released in August 2021.





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 23 November 2021.

SIGNIFICANT BUSINESS ACTIVITIES AND COMMERCIAL BUSINESS

Council had the following business activities in 2020-2021, 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 2020-2021.

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	2*
\$200,000 to \$300,000	3**

- * During the financial year there were changes and acting arrangements within the Executive Management Team.
- ** The Local Government Act 2009 requires disclosure in \$100,000 ranges. The three Executive Managers in the \$200,000 to \$300,000 range are at the bottom end of the range.

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

SIGNIFICANT BUSINESS ACTIVITIES AND COMMERCIAL BUSINESS

Remuneration Paid to Elected Members

		Remuneration	on Paid To Councillor	rs 2020-2021		
Councillor	Meeting and Other Representations				Councillor	Employer Super
	Council Meetings/ Special Meetings/ Deputations	Member Meetings	Conferences Professional Development Training	Other	Allowance	Contribution
Ramon Jayo	35	167	16	240	\$106,100.00	12.732.00
Andrew Cripps	37	62	7	62	\$63,500.82	\$7920.18
Mary Brown	35	80	6	48	\$53,049.00	\$6,713.88
Andrew Lancini	34	37	4	27	\$53,049.00	\$6,713.88
Kate Milton	33	26	9	65	\$53,049.00	\$6,713.88
Wally Skinner	36	46	1	54	\$53,049.00	\$6,713.88
Donna Marbelli	36	72	10	75	\$53,049.00	\$6,713.88

During the 2020-2021 financial 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	\$3,428.27	\$235.09	\$1,450.00	Nil	Nil	Nil	\$225.00
Andrew Cripps	Nil	Nil	Nil	\$2,500.00	Nil	\$400.00	\$225.00
Mary Brown	\$967.44	\$602.73	\$425.00	\$2,500.00	Nil	\$400.00	\$225.00
Andrew Lancini	\$124.09	Nil	Nil	\$2,500.00	\$706.20	\$400.00	\$225.00
Kate Milton	Nil	Nil	\$450.00	\$2,500.00	Nil	\$400.00	\$225.00
Wally Skinner	Nil	Nil	Nil	\$2,500.00	Nil	\$400.00	\$225.00
Donna Marbelli	\$1,200.92	\$104.22	\$1,850.00	\$2,500.00	Nil	\$400.00	\$225.00



COUNCILLOR CONDUCT

In accordance with Section 186 of the Local Government Regulation 2012, the following occurred in 2020-2021 relating to Councillor Conduct:

Section	Legislation	Comment
186 (f)	Local Government Regulation 2012	Complaint referred by resident to Office of Independent Assessor (OIA) concerning Councillor Andrew Cripps and Councillor Mary Brown.
		It was alleged Subject Councillor "A" failed to declare a conflict of interest when considering an item where their own private business may benefit from the outcome. That Subject Councillor "A" influenced the decision of Subject Councillor "B" to vote in favor of the item where the Subject Councillor "A" had a conflict of interest.
		And further that Subject Councillor "B" failed to declare a conflict of interest when considering the same item before Council.
		Complaint Dismissed – 23 September 2020.
		The OIA dismissed this matter pursuant to section 150Y (b)(i) of the <i>Local Government Act</i> 2009 on the basis that the conduct of Subject Councillor "A" and "B" does not raise a reasonable suspicion of inappropriate conduct or misconduct within the meaning of the Act.
		It was found that Subject Councillor "A" had declared an interest and no evidence was gathered to support the allegation of influence over Subject Councillor "B".
		It was found that the interest upon which Councillor "B" had in the item under consideration was too remote for a reasonable person to consider that the Councillor might make a decision that was not in the public interest.

ADMINISTRATIVE ACTION COMPLAINTS

Hinchinbrook Shire Council is committed to upholding excellent standards. Accordingly, Council has an Administrative Actions Complaints Policy and related Procedures that ensures client complaints are managed in a fair, effective and efficient manner. The Administrative Action Complaints Policy and associated Procedures are reviewed annually, during which time the performance in addressing these complaints is assessed. The assessment for 2020-2021 identified that the process is performing satisfactorily.

The following report for the 2020-2021 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 2020-2021	6	
Resolved under the complaints management process	5	
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		
	2019-2020	2020-2021
Pensioner Remission	\$226,785.00	\$226,563.00
Not for profit/charitable ogranisation remission	\$82,266.00	\$91,294.00

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 2020-2021 financial year.

DONATIONS/SPONSORSHIPS - SUPPORT FOR EVENTS AND GRANTS TO COMMUNITY **ORGANISATIONS**

	2020-2021
	APPROVED
	\$
Halifax Progress Association - Lower Herbert Light it up Street Party	\$1,798.09
Herbert River Museum Gallery Inc - Annual Financial Assistance 2020-2021	\$5,500.00
Hinchinbrook Community Support Centre Inc - Annual Financial Assistance 2020-2021	\$52,800.00
Hinchinbrook Community Support Centre Inc - Community Grants Officer	\$23,000.00
Ingham Bowls Club - 2021 Invitation 4's	\$500.00
Ingham Dirt Bike Club - First Aid Kit	\$300.00
Ingham Meals on Wheels - Annual Financial Assistance	\$5,500.00
Ingham Rugby Union Club - Lower Herbert Light it up Street Party	\$4,041.01
Lucinda Progress Association - Lucinda Christmas Carols	\$950.00
Macknade Community Sporting Club Inc - Macknade Tropical Mixed Fours Carnival	\$1,500.00
Taylors Beach Progress Association - Taylors Beach Family Fishing Tournament	\$1,710.00
Taylors Beach Progress Association Inc - Annual Community Christmas Party	\$750.00
Total	\$98,349.10

FESTIVAL CASH SPONSORSHIP

	2020-2021
	APPROVED \$
Australian Italian Festival Association Inc - Sponsorship of the Australian Italian Festival	\$30,000.00
Herbert River Pastoral Association - Sponsorship of the Ingham Show	\$30,000.00
Total	\$60,000.00

OTHER ORGANISATIONS

	2020-2021
	APPROVED \$
Herbert River Improvement Trust	\$243,000.00
Lower Herbert Water Management Authority - 2020-2021	\$41,815.62
Townsville Enterprise - Silver Membership	\$21,640.91
Total	\$63,456.53

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 2020-2021 financial year.

REGIONAL ARTS DEVELOPMENT FUND (RADF) GRANTS

	2020-2021 APPROVED
	\$
TYTO Ephemera - Australian Italian Festival	\$6,200.00
Foreshore Art Sculptures - John W Heard	\$27,272.73
Landmarks of Italy - Australian Italian Festival	\$3,120.00
Restoration of Historical Photographs - Herbert River Museum Inc	\$2,800.00
Upskilled ARTventure-Elements Studio - Louise Plint	\$3,250.00
Window in Time Revisited - Australian Italian Festival	\$3,600.00
Youth Week Art Workshops - Council Youth Week Initiative	\$2,973.98
Total	\$49,216.71

STRATEGIC PROJECTS FUND

	2020-2021
	APPROVED \$
Ingham State High School - Let's get the party started funding	\$500.00
Agricultural Diversification Meeting funding	\$103.18
Total	\$603.18



LAND AND ROADS

Hinchinbrook Shire Council controls 448km of sealed roads and 277km of unsealed roads. 181km of roads (Transport and Main Roads) is not controlled by Council. Furthermore, there is approximately 95km of Class 9 length 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 2020-2021:

- HSC 20/01 Instu Stabilisation of Pavements Crisps Road, Liborios Road and Mullins Road;
- HSC 20/05 Supply of Trucks for Hire and Cartage of Road Making Materials;
- HSC 20/06 Offer to Undertake Regulatory Pavement Marking;
- HSC 20/07 Supply and Install of Bituminous Membrane at Warrens Hill Landfill Facility;
- HSC 20/10 Kerbside Collection and Bulk Waste Transfer Services;
- HSC 20/13 DRFA Program Betterment Barbagallos Road;
- HSC 20/12 DRFA Project Management Services Standing Offer Arrangement;
- HSC 20/14 DRFA Program Betterment Yuruga Road, Construction of Relieving Slabs;
- HSC 20/16 Works for Queensland (W4Q) Dungeness;
- HSC 20/17 Works for Queensland (WFQ) Foreshore Redevelopment Footpath Works;
- HSC 20/18 Design and Construct Forrest Beach Caravan Park Onsite STP and Disposal System;
- HSC 20/19 Provision of Traffic Control Devices;
- HSC 20/20 Supply and Delivery of One Wheeled Loader;
- HSC 20/21 Register of Pre-Qualified Suppliers Trade Services and Trade Supplies;
- HSC 20/22 Supply and Delivery od One Backhoe Loader;
- HSC 20/23 Supply of Quarry Products for Warrens Hill Landfill Facility;
- HSC 20/24 Supply and Delivery of Geofabric Materials for Warrens Hill Landfill Facility;
- HSC 20/25 Provision of Town Planning Services;
- HSC 20/26 Kirks Bridge Replacement (Design and Construct), Liborios Road, Upper Stone;
- HSC 20/27 Desjardins Crossing Bridge Replacement, Cemetery Road;
- HSC 20/28 Works for Queensland (W4Q) Seating and Information Shelters Construction;
- HSC 21/02 Provision for De-Nutting and/or Removal of Coconut Palms;
- HSC 21/03 Pavement Renewal Works Jabiru Street and Heard Street;
- HSC 21/04 Supply of Topsoil for Warrens Hill Landfill Facility;
- HSC 21/05 Supply od Drainage Pipes, Box Culverts and Headwalls;
- HSC 21/06 Supply and Delivery of Sand for Pipe Bedding and General Use;
- HSC 21/07 Supply and Delivery of Bituminous Products;
- HSC 21/08 Supply and Delivery of Ready Mixed Concrete;
- HSC 21/08 Supply and Delivery of Ready Mixed Concrete;
- HSC 21/09 Supply and Delivery of Quarry Products;
- HSC 21/13 Facilities Electrical Maintenance Services; and
- HSC 21/14 Utility Services Electrical Maintenance Services.

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 Burials;
- · Register of Conflicts of Interest;
- Register of Contracts (over \$200,000);
- · Register of Councillors' Conduct;
- 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 Fees and Charges;
- Register of Local and Subordinate Local Laws; and
- 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:

- (i) Supplied by another Local Government under an agreement for conducting a joint government activity; and
- (ii) 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 2020-2021 KPMG Enterprise conducted an Internal Audit review on compliance against payroll, treasury and corruption policies.

AUDIT COMMITTEE

The Committee met in September and October of 2020 and June of 2021. Council's Chief Executive Officer and Director Corporate and Financial Services 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.

COMPETITIVE NEUTRALITY

No complaints were received in 2020-2021 concerning this matter.





COMMUNITY FINANCIAL REPORT

The Community Financial Report summarises the information contained in Council's 2020-2021 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 on pages 80 to 122.

BACKGROUND

Council's annual Financial Statements are prepared to comply with Australian Accounting Standards and contain specific information regarding financial performance.

The annual Financial Statements consist of five key reporting elements, each of which has a specific purpose for the measurement and presentation of Council's finances including:

- a Statement of Comprehensive Income (i.e. Profit and Loss);
- a Statement of Financial Position (i.e. Balance Sheet):
- a Statement of Changes in Equity;
- a Statement of Cash Flows; and
- Financial sustainability ratios.

2020-2021 KEY OUTCOMES \$1.2 MILLION **\$34.6 MILLION REDUCTION OPERATING REVENUE IN OPERATING GENERATED EXPENSES \$18.1 MILLION \$18.7 MILLION** ON **RECEIVED IN GRANTS INFRASTRUCTURE** AND SUBSIDIES

ASSETS

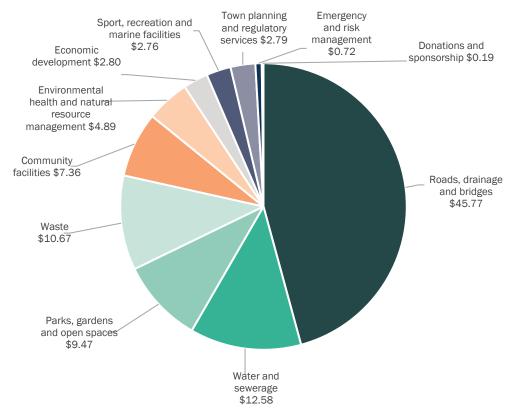
Collectively, these Financial Statements provide a formal picture of the financial strength of an organisation.

WHERE DOES COUNCIL SPEND YOUR RATES?

Council spends significant amounts of ratepayer funds providing a range of services to the Hinchinbrook community.

A summary of how Council allocates your rates to the various services we deliver is provided below. Spending on these services (including roads, bridges, water, sewerage, parks, community facilities and waste management) makes up a significant component of Council's annual operating expenditure.

For every \$100 Council delivers a range of services



STATEMENT OF COMPREHENSIVE INCOME

The Statement of Comprehensive Income (also known as the profit and loss) measures how Council performed financially in relation to funding its operations during the financial year. In simple terms, it summarises how much money was received by Council and how much was spent in a particular year. Figure 3 summarises Council's 2020-2021 financial performance.

OPERATING RESULT

The operating result consists of revenue and expenses relating to Council's operational activities. There is an overall operating deficit of \$6 million for 2020-2021.

COMPARATIVE OPERATING RESULT					
	2019-2020 (\$000)	2020-2021 (\$000)			
RECURRENT REVENUE	34,560	34,631			
LESS: RECURRENT EXPENDITURE	41,908	40,667			
OPERATING RESULT	(7,348)	(6,036)			

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 surplus of \$3.1 million for 2020-2021.

COMPARATIVE NET RESULT				
	2019-2020 (\$000)	2020-2021 (\$000)		
OPERATING RESULT	(7,348)	(6,036)		
ADD: CAPITAL REVENUE	7,004	12,406		
LESS: CAPITAL EXPENDITURE	1,307	3276		
NET RESULT	(1,651)	(3,094)		

COMMUNITY FINANCIAL REPORT

REVENUE

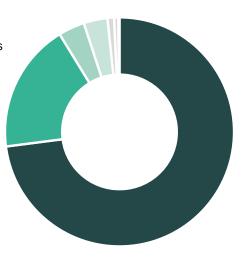
Revenue includes rates, levies, fees and charges to residential and commercial properties relating to services provided by Council. Revenue also includes grants, subsidies, developer and other contributions and donations, sales revenue, interest received, rental and other income.

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 2020-2021 financial year.

Total operating revenue increased by \$0.1 million in comparison to the prior year.

\$34.6m Total Recurrent Revenue

- Rates, levies and charges \$25.3m, 73%
- Grants, subsidies, contributions and donations \$6.3m, 18%
- Fees and charges \$1.3m, 4%
- Sales revenue \$1.2m, 3%
- Interest received \$0.3m, 1%
- Rental income \$0.2m. 1%
- Other income \$0.1m, 0%



EXPENSE

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 over the year and is an allocation of the consumption over the expected life of the assets.

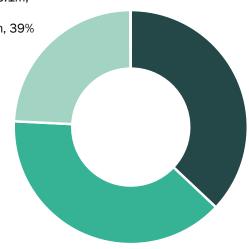
Total operating expenses have decreased by \$1.2 million in comparison to the prior year.

\$40.7m Total Recurrent Expenses

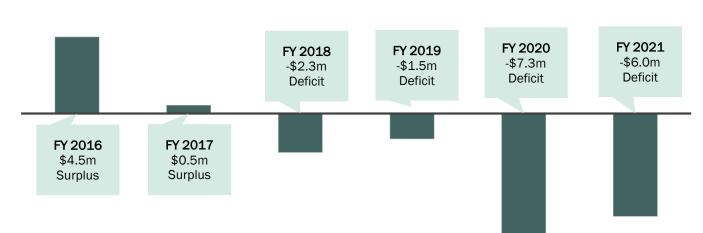
Materials and services \$15.1m.

Employee benefits \$15.8m, 39%

Depreciation \$9.8m, 24%



Operating Result



STATEMENT OF FINANCIAL POSITION

The Statement of Financial Position (or balance sheet) measures what Council owns (i.e. its assets), and what we owe (i.e. liabilities) to determine the total community equity (net worth) at the end of each financial year. The below graph provides a summary of the movement in Council's 2020-2021 financial position.

COMPARATIVE STATEMENT OF FINANCIAL POSITION					
	2019-2020 (\$000)	2020-2021 (\$000)			
TOTAL ASSETS	355,148	368,330			
TOTAL LIABILITIES	19,701	18,994			
COMMUNITY EQUITY	335,447	349,336			

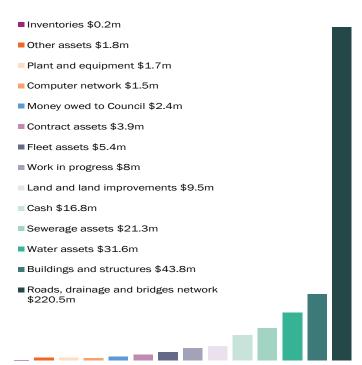
ASSETS - WHAT THE COMMUNITY OWNS

Council's current assets (\$25.1 million) include cash, receivables from customers owed to Council, inventories, contract asses and other assets.

Council's non-current assets (\$343.2 million) include community infrastructure, fleet assets, computer network and plant and equipment.

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.

\$368.3m Total Assets

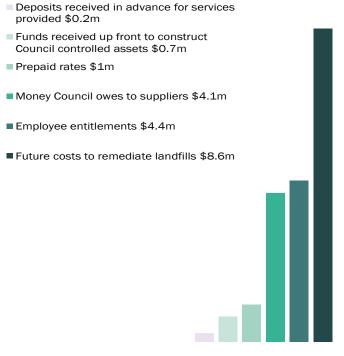


LIABILITIES - WHAT THE COMMUNITY OWES

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.

What the community owes is presented as both current and non-current liabilities in the statement of financial position. Current liabilities are those amounts that are payable by Council within the next twelve months, and non-current liabilities are payable by Council beyond the next twelve months. Council does not currently have any borrowings.

\$19m Total Liabilities



COMMUNITY FINANCIAL REPORT

FINANCIAL SUSTAINABILITY RATIOS

The below graphs display the 2020-2021 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 forecast 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.

OPERATING SURPLUS RATIO

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%.

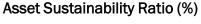
A ratio of -17% in 2020-2021 indicates operational costs incurred (20) by council exceed total operational revenue received. Council recognises the below average (target) operating surplus ratio at present and in future years.

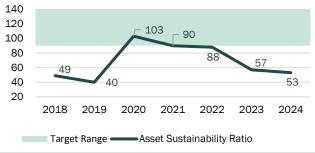


ASSET SUSTAINABILITY RATIO

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 90% in 2020-2021 is an indication that Council is managing community assets through the replacement of assets as they are consumed at an acceptable rate.





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 -18% in 2020-2021 clearly indicates that Council is more -30 than able to meet future debt obligations.

Net Financial Liabilities Ratio (%)

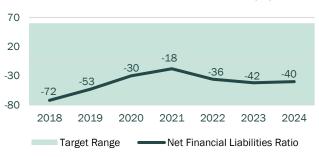










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Certificate of Accuracy - Long Term Financial Sustainability Statement



Statement of Comprehensive Income For the year ended 30 June 2021

	Note	2021 \$000	2020 \$000
Income			
Revenue			
Recurrent revenue			
Rates, levies and charges	3(a)	25,267	25,034
Fees and charges	3(b)	1,284	1,165
Sales revenue	3(c)	1,163	1,115
Grants, subsidies, contributions and donations	4(a)	6,333	6,267
Interest received		323	632
Rental income		208	264
Other income		53	83
Total recurrent revenue		34,631	34,560
Capital revenue			
Grants, subsidies, contributions and donations	4(b)	12,406	7,004
Total income		47,037	41,564
Expenses			
Recurrent expenses			
Employee benefits	5	(15,769)	(15,363)
Finance costs		(24)	(47)
Materials and services	6	(15,053)	(16,874)
Depreciation	12(a)	(9,821)	(9,624)
Total recurrent expenses		(40,667)	(41,908)
Capital expenses	7	(3,276)	(1,307)
Total expenses		(43,943)	(43,215)
Net result		3,094	(1,651)
Other comprehensive income			
Items that will not be reclassified to net result			
Increase/(decrease) in asset revaluation surplus	15	10,795	(1,449)
Total other comprehensive income for the year	_	10,795	(1,449)
Total comprehensive income for the year		13,889	(3,100)

Rounding differences may apply.

 $The above statement should be \textit{read in conjunction with the accompanying notes and the Significant Accounting \textit{Policies}.}$



Statement of Financial Position As at 30 June 2021

	Note	2021 \$000	2020 \$000
Current assets			
Cash and cash equivalents	8	16,825	24,112
Receivables	9	2,402	3,006
Inventories		239	284
Contract assets	10(a)	3,913	1,034
Other assets	11	1,769	1,755
Total current assets		25,148	30,192
Non-current assets			
Property, plant and equipment	12	343,182	324,957
Total non-current assets		343,182	324,957
Total assets	_	368,330	355,148
Current liabilities			
Payables	13	5,088	5,640
Provisions	14	5,353	7,413
Contract liabilities	10(b)	920	2,307
Total current liabilities	_	11,361	15,359
Non-current liabilities			
Provisions	14	7,633	4,342
Total non-current liabilities		7,633	4,342
Total liabilities	_	18,994	19,701
Net community assets	_	349,336	335,447
Community equity			
Asset revaluation surplus	15	183,352	172,557
Retained surplus		165,983	162,889
Total community equity		349,336	335,447

Rounding differences may apply.

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



Statement of Changes in Equity For the year ended 30 June 2021

	Asset Revaluation Retained Surplus Surplus Note 15		Total
	\$000	\$000	\$000
Balance at 1 July 2020	162,889	172,557	335,447
Net result Other comprehensive income for the year	3,094	-	3,094
Revaluation of property, plant and equipment	-	13,479	13,480
Change in value of rehabilitation of land	-	(2,685)	(2,685)
Total comprehensive income for the year	3,094	10,794	13,889
Balance at 30 June 2021	165,982	183,351	349,336
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 Other comprehensive income for the year	(1,651)	-	(1,651)
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

Rounding differences may apply.

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



Statement of Cash Flows For the year ended 30 June 2021

	Note	2021 \$000	2020 \$000
Cash flows from operating activities:			
Receipts from customers		43,002	42,664
Payments to suppliers and employees		(33,226)	(31,576)
Interest received		323	632
Net cash inflow / (outflow) from operating activities	20	10,099	11,720
Cash flows from investing activities:			
Payments for property, plant and equipment		(17,560)	(15,947)
Proceeds from sale of property, plant and equipment	7	174	222
Net cash inflow / (outflow) from investing activities	_	(17,386)	(15,725)
Net increase / (decrease) in cash and cash equivalent held		(7,287)	(4,004)
Cash and cash equivalents at beginning of the financial year		24,112	28,116
Cash and cash equivalents at end of the financial year	8	16,825	24,112

Rounding differences may apply.

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



1 Information about these financial statements

(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 2020 to 30 June 2021 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 2020. None of the standards had a material impact on reported position, performance and cash flows.

(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 2021. These standards have not been adopted by Council and will be included in the financial statements on their effective date. Council has assessed the impact of AASB 138 Intangible Assets however the impact of these measures is not considered to be material to the 2020-21 financial statements.

(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 recognition - Note 3 and 4 $\,$

Valuation and depreciation of property, plant and equipment - Note 12

Provisions - Note 14

Contingent liabilities - Note 17

Financial instruments and financial risk management - Note 22

(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.



1 Information about these financial statements (continued)

(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 2021.

(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 prepared on the same basis as the prior year, unless otherwise stated with the exception of minor reclassifications.

(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) COVID-19

Council's operations for the year ended 30 June 2021 have been impacted by the COVID-19 pandemic. The following steps were taken by Council in repsonse to the pandemic during the year:

- Food licence renewal fees were waived for the 2020-2021 financial year to provide community support to local businesses
- Backflow annual licence and inspection fees were waived for the 2020-2021 financial year
- 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 2020-21 financial statements of Council and is not expected to be material for the 2021-22 financial year.



2 Analysis of results by function

(a) Components of Council functions

From July 2020, a consolidation of some of the previously reported council functions has occurred in order to better reflect Council's activities. 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.

Chief Executive Office

The objective of this function is to provide executive support across Council in order to achieve optimal outcomes for the community. Activities included in this function relate to executive support, grant management and elected member support as well as 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 also 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 and Utility Services

The goal of the Infrastructure Services function is to enhance and maintain the quality of life of people in the Shire through 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. Additionally, the Infrastructure Services function is responsible for natural disaster reconstruction management and recovery programs.

The goal of the Utility Services function is to develop, maintain and promote environmentally sustainable systems for managing the provision of waste, water and sewerage services to the Shire in a safe and reliable way. Waste service activities relate to environmental waste compliance, waste operations, recycling and strategic management of landfill sites. Water service activities relate to water connections, reticulation, storage and treatment. Sewerage service activities relate to sewerage treatment and trade waste disposal.



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

		Gross progra	am income		Total income	Gross progra	m expenses	Total expenses	Net result from recurrent operations	Net result	Assets
	Recur 202 \$00	21	Capi 202 \$00	21	2021 \$000	Recurrent 2021 \$000	Capital 2021 \$000	2021 \$000	2021 \$000	2021 \$000	2021 \$000
Functions	Grants	Other	Grants	Other							
Corporate and Financial Services	1,885	17,305	94	-	19,286	(7,152)	-	(7,150)	12,041	12,137	26,425
Chief Executive Office	32	-	5	-	37	(1,564)	-	(1,564)	(1,532)	(1,527)	138
Community and Development Services	151	237	-	-	388	(3,091)	-	(3,091)	(2,703)	(2,703)	843
Infrastructure and Utility Services	4,265	10,756	12,280	25	27,326	(28,862)	(3,276)	(32,138)	(13,841)	(4,813)	340,923
Total	6,333	28,298	12,381	25	47,037	(40,667)	(3,276)	(43,943)	(6,036)	3,094	368,329
					Total income	Gross progra	m expenses	Total expenses	Net result from recurrent operations	Net result	Assets
	Recur 202 \$00	20	Capi 202 \$00	20	2020 \$000	Recurrent 2020 \$000	Capital 2020 \$000	2020 \$000	2020 \$000	2020 \$000	2020 \$000
Functions	Grants	Other	Grants	Other							
Corporate and Financial Services	2,247	17,544	29	-	19,819	(6,929)	-	(6,928)	12,862	12,891	31,477
Chief Executive Office	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 and Utility Services	3,851	10,510	6,931	24	21,316	(29,902)	(1,307)	(31,210)	(15,541)	(9,894)	322,800
Total	6,267	28,293	6,980	24	41,564	(41,908)	(1,307)	(43,215)	(7,348)	(1,651)	355,148



3 Revenue

		2021 \$000	2020 \$000
(a)	Rates, levies and charges		
	General rates	16,713	16,655
	Rural Fire Brigade special charge	-	(11)
	Forrest Beach water special charge	6	6
	Waste management levy - separate charge	1,010	1,018
	Water base charge	2,308	2,305
	Water consumption charge	1,623	1,475
	Sewerage charge	2,572	2,541
	Cleansing charge	1,359	1,354
		25,591	25,343
	Less: concessions	(324)	(309)
	Net rates, levies and charges	25,267	25,034

Rates and annual charges are recognised as revenue at 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.

(b) Fees and charges

	1,284	1,165
Other fees and charges	108	109
Pool Fees	28	-
Search fees	50	27
Waste disposal fees	602	586
Licence and registration fees	9	30
Facility hire	53	31
Cemetery fees	146	142
Application fees	255	182
Animal registration fees	33	58
Animal registration fees	33	

Revenue arising from fees and charges are recognised at a point in time when 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. 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 the infringement notice after applying the expected credit loss model relating to impairment of receivables for initial recognition of statutory receivables.

(c) Sales revenue

Private and recoverable works	1,050	1,095
Other sales revenue	113	20
	1,163	1,115

Sale of goods revenue is recognised at a point in time when the customer obtains control of the goods, generally at delivery. 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.



4 Grants, subsidies, contributions and donations

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.

Donations and contributions

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. Donations and contributions are generally recognised on receipt of the asset since there are no enforceable performance obligations.

		2021 \$000	2020 \$000
(a)	Operating		+000
(4)	Contributions	369	199
	State government subsidies and grants	488	564
	Commonwealth government subsidies and grants - other	76	68
	Commonwealth government subsidies and grants - NDRRA	3,557	3,241
	Commonwealth government subsidies and grants - Financial Assistance Grant	1,816	2,195
	Other grants and subsidies	27	-
		6,333	6,267
(b)	Capital		
	Contributions	25	14
	Contributed assets	-	10
	Commonwealth government subsidies and grants - NDRRA	6,634	3,233
	Commonwealth government subsidies and grants - LRCI	446	-
	Commonwealth government subsidies and grants - Roads to Recovery subsidy	378	378
	State government grants and subsidies - TIDS subsidy	499	672
	State government grants and subsidies - other	4,424	2,696
		12,406	7,004

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



4 Grants, subsidies, contributions and donations (continued)

(c) Timing of revenue recognition for grants, subsidies, contributions and donations

Grants and subsidies Donations	2021 2020				
	\$0	00	\$0	00	
	Revenue recognised at a point in time	Revenue recognised over time	Revenue recognised at a point in time	Revenue recognised over time	
Grants and subsidies	2,138	16,207	2,522	10,526	
Donations	-	-	-	-	
Contributions	394	-	213	-	
Contributed assets		-	10	<u>-</u>	
	2,532	16,207	2,745	10,526	

		Note	2021 \$000	2020 \$000
5	Employee benefits			
	Staff wages and salaries		12,279	11,451
	Councillors' remuneration		463	466
	Annual, sick and long service leave entitlements		2,076	1,880
	Superannuation	18	1,542	1,506
			16,360	15,303
	Other employee related expenses		326	831
			16,686	16,134
	Less: Capitalised employee costs		(917)	(771)
			15,769	15,363

Employee benefit expenses are recorded when the service has been provided by the employee and comprises of wages, salaries, terminations and redundancies. Councillor remuneration represents allowances paid in respect of carrying out their duties.

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 18.

	2021	2020
Councillors and full time equivalent employees for the financial year:	No.	No.
Councillors	7	7
Administration, depot and outdoors employees	179	177
The total of full time equivalent employees has been calculated based on the total ordinary hours work	ed for the relevant fina	ncial year.



		2021 \$000	2020 \$000
6	Materials and services		
	Internal audit fees	48	31
	Audit of financial statements by Auditor General of Queensland	81	82
	Communications and information technology	1,244	840
	Consultancies and professional services	471	2,710
	Contractors and hire expenses	8,463	8,267
	Donations and contributions	300	297
	Electricity	973	1,067
	Precept payments	285	279
	Insurance	511	488
	Memberships, licenses and subscriptions	299	359
	Minor equipment and consumables	417	411
	Other materials and services	424	470
	Raw materials	1,100	1,108
	Testing	69	265
	Total waste levy payment	533	547
	Training, Conferences and Accomodation	116	69
	Waste levy refund*	(281)	(417)
	•	15,053	16,874

^{*} The State Government rebated \$281,228 of the state waste levy to mitigate the direct impacts on households.

Expenses are recorded on an accruals basis as Council receives the goods or services. Total audit fees quoted by the Queensland Audit Office relating to the 2020-21 financial statements are \$84,800 (2020: \$84,800).

7 Capital expenses

8

	Gain/(loss) on the disposal of non-current assets		
	Proceeds from the sale of property, plant and equipment	174	222
	Less: carrying value of disposed of property, plant and equipment	(3,031)	(1,852)
		(2,857)	(1,630)
	Change in value of landfill restoration provision	(420)	323
		(3,276)	(1,307)
3	Cash and cash equivalents		
	Cash at bank and on hand	209	171
	QTC - cash fund	16,616	23,941
	Balance per Statement of Cash Flows	16,825	24,112

Cash and cash equivalents in the statement of cash flows includes cash on hand, all cash and cheques receipted 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.

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.



8

9

Rates and utility charges

Interest receivable

Less: loss allowance

Other debtors

Government grants and subsidies

	\$000	\$000
Cash and cash equivalents (continued)		
Council's cash and cash equivalents are subject to a number of internal and external discretionary or future use. These include:	restrictions that limit amount	nts available fo
(i) Externally imposed expenditure restrictions at the reporting date relate to the following	g cash assets	
Unspent government grants and subsidies - operating purposes	163	794
Unspent government grants and subsidies - capital purposes	687	1,471
Total externally imposed restrictions on cash assets	850	2,26
(ii) Internal allocations of cash at the reporting date		
Amount held for SES funding purposes	26	30
Total internally allocated cash	26	30
Internal allocations of cash may be lifted by a Council with a resolution.		
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	174	163
•	174	163

2021

1,789

364

283

(42)

2,402

8

2,323

319

412

(48)

3,006

2020

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. Receivables are measured at amortised cost which approximates their fair value at reporting date.

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, 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 (8.53% per annum from 1 July 2020, previously 9.83% per annum for the 2020 financial year). No interest is charged on other debtors. There is no concentration of credit risk for rates and utility charges, fees and other debtors receivable.

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 Councils 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.



2021	2020
\$000	\$000

10 Contract balances

Contract assets represents the excess of costs incurred in relation to a contract with a customer or construction of an asset over the amounts that Council has invoiced the customer or the grantor. Where Council has invoiced the customer or the grantor amounts in excess of what it has incurred in relation to a contract or in constructing an asset, gives rise to a contract liability.

(a)	Contract assets	3,913	1,034
/ b\	Contract liabilities		
(b)	Contract liabilities		
	Funds received upfront to construct Council controlled assets	686	1,471
	Non-capital performance obligations not yet satisfied	234	836
		920	2,307
	Revenue recognised that was included in the contract liability balance at the beginning of the	e year	
	Funds to construct Council controlled assets	1,616	682
	Non-capital performance obligations	680	482
		2,296	1,164

(c) Significant changes in contract balances

Of the contract balances above, NDRRA represents \$3,265,943 of the contract assets. In 2020FY, the contract liability balance for NDRRA amounted to \$1,045,247 which represented revenue received in advance, where the associated expenditure was not yet incurred. Changes in contract balance amounts from year to year are dependant on the timing of the flood event, the receipt of grants, and the timing of the works carried out.

11 Other assets

Water charges not yet levied	792	797
GST recoverable	720	692
Prepayments	257	266
	1,769	1,755



12 Property, plant and equipment

(a)

	Land and land improvements	Buildings and structures 2021	Fleet assets	Roads, drainage and bridges network 2021	Water 2021	Sewerage	Computer network 2021	Plant and equipment 2021	Work in progress	Total 2021
Basis of measurement	Fair value	Fair value	Cost	Fair value	Fair value	Fair value	Cost	Cost	Cost	2021
Asset values	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
7,000t 701000	,,,,,	¥555	****	7555	,,,,,	*****	7555	*****	****	7555
Opening gross value as at 1 July 2020	13,469	62,781	9,063	325,393	45,319	30,586	5,213	2,995	9,136	503,955
Additions	-	-	-	-	-	-	-	-	17,560	17,560
Completed assets transferred from work in progress	-	573	786	12,632	3,457	73	583	604	(18,707)	-
Contributed assets	36	-	-	-	-	-	-	-	-	36
Disposals	-	-	(597)	(4,916)	(179)	(14)	-	-	-	(5,706)
Transfers between asset classes	-	845	-	25	(545)	(567)	78	164	-	-
Revaluation adjustment		30	-	625	5,874	5,907	-	-	-	12,436
Closing gross value as at 30 June 2021	13,505	64,230	9,252	333,758	53,926	35,985	5,874	3,763	7,989	528,281
Accumulated depreciation										
Opening balance as at 1 July 2020	(3,598)	(18,973)	(3,427)	(110,292)	(20,915)	(16,193)	(3,762)	(1,838)	-	(178,998)
Depreciation provided in period	(434)	(1,211)	(786)	(5,111)	(899)	(554)	(633)	(193)	-	(9,821)
Depreciation on disposals	-	-	383	2,149	131	13	-	-	-	2,676
Transfers between asset classes	-	(215)	-	(3)	141	161	(28)	(56)	-	-
Revaluation adjustment	-	-	-	-	(808)	1,852	-	-	-	1,044
Accumulated depreciation as at 30 June 2021	(4,032)	(20,400)	(3,829)	(113,257)	(22,350)	(14,721)	(4,423)	(2,087)	·	(185,099)
Total written down value as at 30 June 2021	9,473	43,830	5,422	220,501	31,575	21,264	1,451	1,675	7,989	343,182
	Land: Not depreciated. Improvements:									
Range of estimated useful life in years	5 - 130	3 - 185	2 - 25	3 - 1000	5 - 180	2 - 160	2 - 50	2 - 100	Not depreciated	
Additions by asset class comprise:										
Renewals	-	465	944	6,604	66	234	539	16	-	8,868
Expansion	950	67	88	126	1,215	-	-	8	-	2,452
New	213	-	8	135	-	-	227	-	-	584
Upgrade										
	500	377	-	3,927	852	-	-	-	=	5,656



12 Property, plant and equipment

(b)

Property, plant and equipment										
	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
Basis of measurement	Fair value	Fair value	Cost	Fair value	Fair value	Fair value	Cost	Cost	Cost	
Asset values	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Opening gross value as at 1 July 2019	12,848	61,546	8,635	317,085	43,771	29,913	5,499	2,688	9,967	491,951
Additions	-	-	-	-	-	-	-	-	15,947	15,947
Completed assets transferred from work in progress	811	1,386	1,447	9,858	1,973	754	276	307	(16,813)	-
Contributed assets	38	-	-	-	-	-	-	-	-	38
Disposals	(234)	-	(1,019)	(2,001)	(425)	(81)	(562)	-	-	(4,322)
Revaluation adjustment	6	(151)	-	451	-	-	-	-	-	306
Work in progress transferred out	-	-	-	-	-	-	-	-	35	35
Closing gross value as at 30 June 2020	13,469	62,781	9,063	325,393	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)	(106,122)	(20,397)	(15,692)	(3,695)	(1,654)	-	(171,785)
Depreciation provided in period	(429)	(1,170)	(766)	(5,037)	(843)	(579)	(616)	(184)	-	(9,624)
Depreciation on disposals	44	-	608	868	325	77	549	-	-	2,470
Revaluation adjustment	-	(58)	-	-	-	-	-	-	-	(58)
Accumulated depreciation as at 30 June 2020	(3,598)	(18,973)	(3,427)	(110,292)	(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	215,101	24,404	14,393	1,451	1,157	9,136	324,957
	Land: Not depreciated.									
	Improvements:									
Range of estimated useful life in years	6 - 100	3 - 185	4 - 25	3 - 1000	5 - 90	5 - 80	3 - 25	3 - 70	Not depreciated	



(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.

Individual assets valued below the asset recognition threshold are recognised as an asset if connected to a larger network, for example the components of parts.

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.

When Council raises a provision for the restoration of a Council-controlled site, such as a landfill site, the provision is initially recognised against property, plant and equipment. Subsequent changes in the provision relating to the discount rate or the estimate amount or timing of restoration costs are recognised against asset revaluation surplus.

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 asset.

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.



(d) Depreciation (continued)

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.

(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.



(f) Valuation (continued)

The table presents the Council's assets measured and recognised at fair value at 30 June 2021.

At 30 June 2021	Note	Level 1	Level 2	Level 3
		\$000	\$000	\$000
Recurring fair value measurements				
Land and land improvements	12(a)	-	3,398	6,075
Buildings and structures	12(a)	-	-	43,830
Road, bridges and drainage network	12(a)	-	-	220,501
Water infrastructure	12(a)	-	-	31,575
Sewerage infrastructure	12(a)	-	-	21,264
		-	3,398	323,245

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

Asset class	Valuation approach	Last comprehensive valuation date	Valuer engaged	Key assumptions and estimates (related data sources)	Index applied this year	Other interim revaluation adjustment
Land and land improvements (level 2)	Market value	30 June 2019	APV Valuers and Asset Management	Comparison to recently sold properties of a similar type, adjusted for size, zoning, topography and configuration. Price per square metre is the most significant input.	Nil	Nil
Land and land improvements (level 3)	Current replacement cost	30 June 2019	APV Valuers and Asset Management	Price per square metre taking into account condition.	Nil	Nil
Buildings and structures	Current replacement cost	30 June 2019	APV Valuers and Asset Management	Estimation of replacement cost by component, including consideration of the cost of construction, pattern of consumption and asset condition.	Nil	Nil
Roads, drainage and bridges network	Current replacement cost	30 June 2019	Unit rates were developed by Langtree Consulting. Condition assessments were performed by Pavement Management Services (sealed roads) and Civil Project Services (unsealed roads)	Replacement cost calculated by reference to asset linear and area specifications, estimated labour and material inputs and service costs sourced from recently completed projects. Remaining life of assets based on condition, taking into account functionality, capability, utilisation and obsolescence.	Nil	Nil
Water	Current replacement cost	30 June 2021	APV Valuers and Asset Management	Unit rates established through quoted prices from suppliers, cost guides such as Rawlinson's Construction Handbook and prices supplied by Council. Remaining useful life based on condition or age, adjusted for obsolescence.	Nil	Nil
Sewerage	Current replacement cost	30 June 2021	APV Valuers and Asset Management	Unit rates established through quoted prices from suppliers, cost guides such as Rawlinson's Construction Handbook and prices supplied by Council. Remaining useful life based on condition or age, adjusted for obsolescence.	Nil	Nil



		2021 \$000	2020 \$000
13	Payables		
	Current		
	Trade creditors and accruals	4,070	4,811
	Prepaid rates	1,018	829
		5,088	5,640

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

	7,633	4,342
Long service leave	160	221
Warren's Hill landfill site restoration	2,956	-
Lucinda landfill site restoration	196	149
Forrest Beach landfill site restoration	516	461
Taylors Beach landfill site restoration	926	818
Ingham landfill site restoration	2,879	2,693
Non-current		
	5,353	7,413
Warren's Hill landfill site restoration	1,102	3,384
Time in lieu	28	27
Rostered days off	80	78
Long service leave	2,032	1,981
Annual leave	2,111	1,943
Current		
Provisions		

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.

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, Taylors 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.

2021 Landfill site restoration	Ingham	Taylors Beach	Forrest Beach	Lucinda	Total
	\$000	\$000	\$000	\$000	\$000
Balance at beginning of financial year	2,693	818	461	149	4,122
Increase/(Decrease) in provision due to unwinding of discount	7	(23)	(6)	(2)	(24)
Increase/(Decrease) in provision due to change in timing and discount rates	179	131	61	49	420
Balance at end of financial year	2,879	926	516	196	4,517
2020 Landfill site restoration	Ingham	Taylors Beach	Forrest Beach	Lucinda	Total
	Ingham \$000			Lucinda \$000	Total \$000
	•	Beach	Beach		
Landfill site restoration	\$000	Beach \$000	Beach \$000	\$000	\$000
Landfill site restoration Balance at beginning of financial year	\$000 2,859	Beach \$000 908	Beach \$000 514	\$000 189	\$000 4,470



		2021	2020
		\$000	\$000
14	Provisions (continued)		
	Warren's Hill landfill site restoration		
	Balance at beginning of financial year	3,384	1,697
	Increase/(decrease) in provision due to unwinding of discount	(5)	(10)
	Increase/(decrease) in provision adjusted to Asset Revaluation Surplus	2,685	1,697
	Decrease in provision due to remediation works	(2,006)	-
	Balance at end of financial year	4,058	3,384

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 \$4.1m 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 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.

Balance at end of financial year	2.192	2.202
Long service entitlement paid	(257)	(369)
Long service entitlement extinguished	(70)	(103)
Long service leave entitlement arising	317	227
Balance at beginning of financial year	2,202	2,447
Long service leave		

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 provision is discounted using the Commonwealth Bond yeild rates published on the Department of State Development, Infrastricture, Local Government and Planning website.

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 Asset revaluation surplus

Movements in the asset revaluation surplus were as follows.
Balance at beginning of financial year
Net adjustment to capital non-current assets at end of period to reflect a change in fair value:
Duildings and structures

Movemente in the accet revaluation curplus were as follows:

Balance at end of financial year	183,352	172,557
Movements total	10,795	(1,449)
Change in value of rehabilitation of land	(2,685)	(1,697)
Land and land improvements	-	5
Sewerage	7,758	-
Water	5,067	-
Road, drainage and bridge network	625	452
Buildings and structures	30	(209)
Not adjustment to capital non-current assets at end of period to reneet a c	mange in fair value.	

174.006

172.557



15

	2021 \$000	2020 \$000
Asset revaluation surplus (continued)		_
Asset revaluation surplus analysis		
The closing balance of the asset revaluation surplus comprises the following asset categories:		
Land and land improvements	334	3,019
Buildings and structures	19,957	19,927
Road, drainage and bridge network	134,476	133,851
Water	13,890	8,823
Sewerage	14,695	6,937
	183,352	172,557

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.

16 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 has been reviewed in 2020/21, with a new contract in place until 30 June 2028. Value of contract presented is based on the number of waste services provided at 30 June 2021 multiplied by the cost per service.

4,790 794

provided at 30 June 2021 multiplied by the cost per service.		
	4,790	794
Capital commitments		
Commitment for the construction of the following assets contracted for at the reporting date to	out not recognised as liabilitie	es:
Property, plant and equipment		
Road, drainage and bridge network	1,819	142
Buildings and structures	121	21
Land and land improvements	324	-
Water	18	612
Sewerage	306	-
Fleet	126	-
Plant and Equipment	547	-
Other	1,501	1,260
	4,762	2,035
These expenditures are payable as follows:		
Within one year	4,762	1,879
One to five years	-	156
Later than five years	-	-
	4,762	2,035



2021	2020
\$000	\$000

17 Contingent liabilities

Details and estimates of maximum amounts of contingent liabilities are as follows:

Local Government Workcare

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:

334	314

Local Government Mutual

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 2021 the financial statements reported an accumulated surplus and it is not anticipated any liability will arise.

18 Superannuation

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 *Local Government Act 2009*.

The scheme is a pooled defined benefit plan and it is not in accordance with the deed to allocate obligations, plan assets and costs at the Council level.

Any amount by which the scheme is over or under funded may affect future contribution rate obligations, 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 as required under Superannuation Prudential Standard 160 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 measure of vested benefits represents the value of benefit entitlements should all participating employees voluntarily exit the scheme. 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 salary or wages 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		135	149
Other superannuation contributions for employees		1,407	1,357
Total superannuation contributions paid by Council for employees:	5	1,542	1,506



2021	2020
\$000	\$000

19 Joint arrangement

Hinchinbrook Community Wetlands

The Council has a 50% share joint arrangement interest in the net results of 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	23	15
	Ordinary expenses	(53)	(80)
	Net result	(31)	(65)
	Sewerage infrastructure assets - 100%	867	579
20	Reconciliation of net result for the year to net cash inflow (outflow) from operating activities		
	Net result	3,094	(1,651)
	Non-cash operating items :		
	Depreciation	9,821	9,624
		12,915	7,973
	Investing and development activities :		
	Net (profit)/loss on disposal of non-current assets	2,857	1,630
	Write-off of work in progress	-	(35)
	Contributed assets	(36)	(38)
		2,821	1,557
	Changes in operating assets and liabilities :		
	(Increase)/decrease in receivables	604	916
	(Increase)/decrease in other assets	(14)	(444)
	(Increase)/decrease in contract assets	(2,879)	1,845
	(Increase)/decrease in inventories	45	163
	Increase/(decrease) in payables	(551)	1,457
	Increase/(decrease) in contract liabilities	(1,387)	(587)
	Increase/(decrease) in other liabilities	-	(467)
	Increase/(decrease) in provisions	(1,455)	(694)
		(5,637)	2,190
	Net cash inflow from operating activities	10,099	11,720

21 Events after the reporting period

There were no material adjusting events after the balance date that require disclosure.

22 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.



22 Financial instruments and financial risk management (continued) 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.

No collateral is held as a security relating to the financial assets held by Hinchinbrook Shire Council.

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:

	2021	2020
	\$000	\$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.

A reasonably possible change in interest rates (assumed to be 1%) would have an impact of \$168,000 (30 June 2020: \$241,000) on the profit and equity of the Council, based on the carrying values at the end of the reporting period. The calculation assumes that the change in interest rates would be held constant over the period.



		2021 \$000	2020 \$000
23	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	1,369	1,505
	Post-employment benefits	88	80
	Long-term benefits	(40)	33
	Total KMP compensation	1,417	1,618
	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	443	362
Fees and charges charged to entities controlled by KMP	3	-
Purchase of materials and services from entities controlled by KMP	145	94
Total transactions with other related parties	834	699

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 179 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:

Certificates of inspection

Motor vehicle tyres and tyre repairs

Maintenance materials and labour

Pest control

Professional services - health and wellbeing

Unleaded petrol and diesel fuel

Water

(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	14	40
Entities controlled by KMP	-	-
Total outstanding balances		40

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.



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:

- 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 27, 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.

Date: October 2021

K Tytherleigh Chief Executive Officer

Date: October 2021



INDEPENDENT AUDITOR'S REPORT

To the councillors of Hinchinbrook Shire Council

Report on the audit of the financial report

Opinion

I have audited the financial report of Hinchinbrook Shire Council.

In my opinion, the financial report:

- a) gives a true and fair view of the council's financial position as at 30 June 2021, 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 2021, 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 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 2021 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 of the council.

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 2021:

- a) I received all the information and explanations I required.
- b) I consider that, the prescribed requirements in relation to the establishment and keeping of accounts were complied with in all material respects.

Prescribed requirements scope

The prescribed requirements for the establishment and keeping of accounts are contained in the *Local Government Act 2009*, any other Act and the Local Government Regulation 2012. The applicable requirements include those for keeping financial records that correctly record and explain the council's transactions and account balances to enable the preparation of a true and fair financial report.

25 October 2021

Lisa Fraser as delegate of the Auditor-General

Queensland Audit Office Brisbane



2020-2021 Current Year Financial Sustainability Statement

Certificate of Accuracy - Current Year Financial Sustainability Statement

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



Current Year Financial Sustainability Statement For the year ended 30 June 2021

Measures of Financial Sustainability	How the measure is calculated	Actual	Target	
Council's performance at 30 June 2021 against key fin ratios and targets:	ancial			
Operating surplus ratio	Net result (excluding capital items) divided by total operating revenue (excluding capital items)	-17.4%	Between 0% and 10%	
Asset sustainability ratio	Capital expenditure on the replacement of infrastructure assets (renewals) divided by depreciation expense.	89.8%	Greater than 90%	
Net financial liabilities ra	atio Total liabilities less current assets divided by total operating revenue	-17.8%	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 2021.



Current Year Financial Sustainability Statement For the year ended 30 June 2021

Certificate of Accuracy For the year ended 30 June 2021

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.

Chief Executive Officer

K Tytherleigh

Date: 22 October 2021

ate 22 October 2021



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 for the year ended 30 June 2021, comprising the statement, explanatory notes, and the certificate of accuracy given by the Mayor and the Chief Executive Officer.

In accordance with s.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 2021 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 2021 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.

Lisa Fraser

as delegate of the Auditor-General

25 October 2021

Queensland Audit Office Brisbane



2020-2021 Long Term Financial Sustainability Statement - Unaudited

Certificate of Accuracy - Long Term Financial Sustainability Statement



Long-Term Financial Sustainability Statement - Unaudited For the year ended 30 June 2021

Measures of Financial Sustainability	Measure	Target	Actuals at 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	30 June 2030
Operating surplus ratio	Net operating result divided by total operating revenue	Between 0% and 10%	(17.4%)	(12.9%)	(15.4%)	(13.6%)	(14.5%)	(13.6%)	(13.0%)	(11.8%)	(9.0%)	(7.2%)
Asset sustainability ratio	Capital expenditure on the replacement of assets (renewals) divided by depreciation expense.	Greater than 90%	89.8%	88.0%	57.0%	53.0%	40.0%	86.0%	83.0%	81.0%	85.0%	86.0%
Net financial liabilities ratio	Total liabilities less current assets divided by total operating revenue	J	(17.8%)	(36.0%)	(42.0%)	(40.0%)	(40.0%)	(40.0%)	(42.0%)	(45.0%)	(49.0%)	(54.0%)

Hinchinbrook Shire Council's Financial Management Strategy

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.



Long-Term Financial Sustainability Statement For the year ended 30 June 2021

Certificate of Accuracy

For the long-term financial sustainability statement prepared as at 30 June 2021

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: October 2021

Chief Executive Officer

K/Tytherleigh

Date: 22 October 2021





CONTACT COUNCIL

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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

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