



# Annual Report

2019-2020



**CARPENTARIA SHIRE**  
*Outback by the Sea®*

Each year, Carpentaria Shire Council produces an annual report as required by the state government. This report has been prepared in accordance with Chapter 5, Part 3 of the Local Government Regulation 2012. The annual report is an important document by which Council is transparently accountable for its financial and operational performance throughout the year. It contains important information for all stakeholders (residents, Councillors, staff, community groups, other levels of government, developers/investors and other interested parties) on Council's operations, achievements, challenges, culture, purpose and plans for the future.

To request a copy of this report, please contact Council or, alternatively, you can download a copy from our website [www.carpentaria.qld.gov.au](http://www.carpentaria.qld.gov.au)

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## Mayor's message

**On behalf of Carpentaria Shire Council, I am pleased to present our annual report for financial year 2019-2020.**



As Mayor, it is great to see all the progress in our community. I, together with the rest of the Council, consider it to a great privilege to guide the Shire into the future and to inspire the whole community to work together. In this financial year, we have seen two distinct halves:

pre-COVID days in the first half, and the rest of the year spent responding to the unprecedented health and economic challenges.

In the second half of the year, the world had seen the devastation caused by COVID 19 spreading globally at a rapid rate. This health crisis has real and significant economic impacts globally, including in Australia. There were restrictions imposed by the Commonwealth and Queensland Governments that caused interruptions and had an overwhelming effect on individuals, businesses and communities. Our local area, Carpentaria Shire, was not exempted. As the pandemic hit, Council stepped up and has taken all necessary actions to ensure our community is protected. Of our own accord, Council introduced a permit system and placed signs at our boundaries with Cloncurry, Julia Creek, and at Croydon Road, to protect our residents and enable visitors to the Shire to be traced in the event of an outbreak.

It is an honor to be working side by side with my fellow Councillors and Council staff. We are all committed to serving the people of the Shire to the best of our ability, creating lasting positive impacts for the whole community, including present and future residents.

Our team has a strong work ethic, and strongly advocates to all levels of government to promote the Shire and continually achieve great outcomes. The team continues to aim for excellence and put the community first when making decisions. We recognise our role and responsibility in shaping the Shire for everyone.

In this past year, Council has delivered a number of major projects in the Shire (as listed in this report). Of note are the continuing improvements on the Burketown Road and, as always, flood damage works. Works for Queensland projects are ongoing and will certainly value-add to the livability of the community as well.

Carpentaria is and always will be a great shire in which to live, work and play. We know there are things that can be done to make it even better and I am looking forward to the continuing challenge of serving as your Mayor. All the best and stay safe.

Jack Bawden  
Mayor

## From the CEO's desk

**It is with pleasure that I present this report for inclusion in the 2019-2020 annual report.**



2019-2020 was a very different year to those in the past as we all dealt with, and continue to deal with, the impacts of the worldwide pandemic, novel coronavirus (COVID-19).

Council responded quickly to secure the population by restricting movement into and out of the

Council area until we received notification that movement wasn't such a high risk. We thank the community for their support and assistance during this period. During the permit system operation, we issued 1,196 road travel permits and 160 air travel permits. Work continued throughout the region to limit the impact.

We acknowledge that business was impacted during the 'lock down' and Council acted during the year to help through rate relief in the 2019-2020 rating period. We contacted government departments to engage with and assist local business. This too will continue into 2020-2021.

Council was very fortunate to receive financial stimulus from the Queensland and Australian Governments by way of Works for Queensland COVID-19 (state) stimulus money to be spent on projects that stimulated the economy, and Local Roads and Community Infrastructure (federal) stimulus money. These projects will be completed in the 2020-2021 financial year.

But the year wasn't all about COVID-19. Other works continued in accordance with the budget and works program. Council continued to deliver on the restoration of public assets work to restore the road network following flood events in 2017, 2018, and 2019. We also received flood money for impacts in 2020. Council closed out the 2017 and 2018 works during the period and works are progressing well for the 2019 event impacts.

Council started the 2019-2020 period with a budgeted capital works program of \$16.4 million. Of allocated funds, 64.5% was completed, with a major project (the fibre optic cable between Normanton and Karumba) being held over and completed in the first quarter of the 2020-2021 financial year. A couple of other minor capital upgrades were also carried over due to the inability of contractors to be engaged due to COVID-19 restrictions.



Towards the end of last year, Council undertook an audit of the road network to assess the information provided as part of the annual grant returns. This work and its findings were delivered throughout the 2019-2020 period. Council wrote to the Grants Commission regarding the findings and we are confident our grant share in future years will increase.

During the period, Council was fortunate to receive significant grants that contribute to Council operations and allowed us to undertake new capital works. This funding allows Council to undertake necessary upgrades without all funding coming from rates and charges.

- General purpose grants \$5,938,911
- Specific purpose government subsidies and grants \$7,687,668
- Shire roads flood damage \$35,638,373

The Local Disaster Management Plan was reviewed during the period and formally adopted by Council at the General Meeting held in December 2019. This plan will assist the Local Disaster Management Group in time of disaster and further sub plans will be developed and completed in 2020-2021. Council also confirmed the appointment of the Local Disaster Coordinator and Deputy Local Disaster Coordinator.

Council reviewed all current projects and those that have been 'on the books' for the past number of years and collated these so they can be processed through a Project Decision Framework developed for Queensland councils by Queensland Treasury Corporation. This framework will ensure all future projects being considered by Council have been through a structured process to ensure full cost pricing and business case assessment before progressing.

Several Council policies were reviewed and adopted by Council during the year. Some of these policies were a couple of years out of date and were past review date. This has been rectified and a process is being put in place to ensure reviews are regularly carried out in the future. A Contractors Code of Conduct was officially endorsed and adopted by Council and will be used to ensure contractors abide by a similar code to employees, volunteers and other contractors.

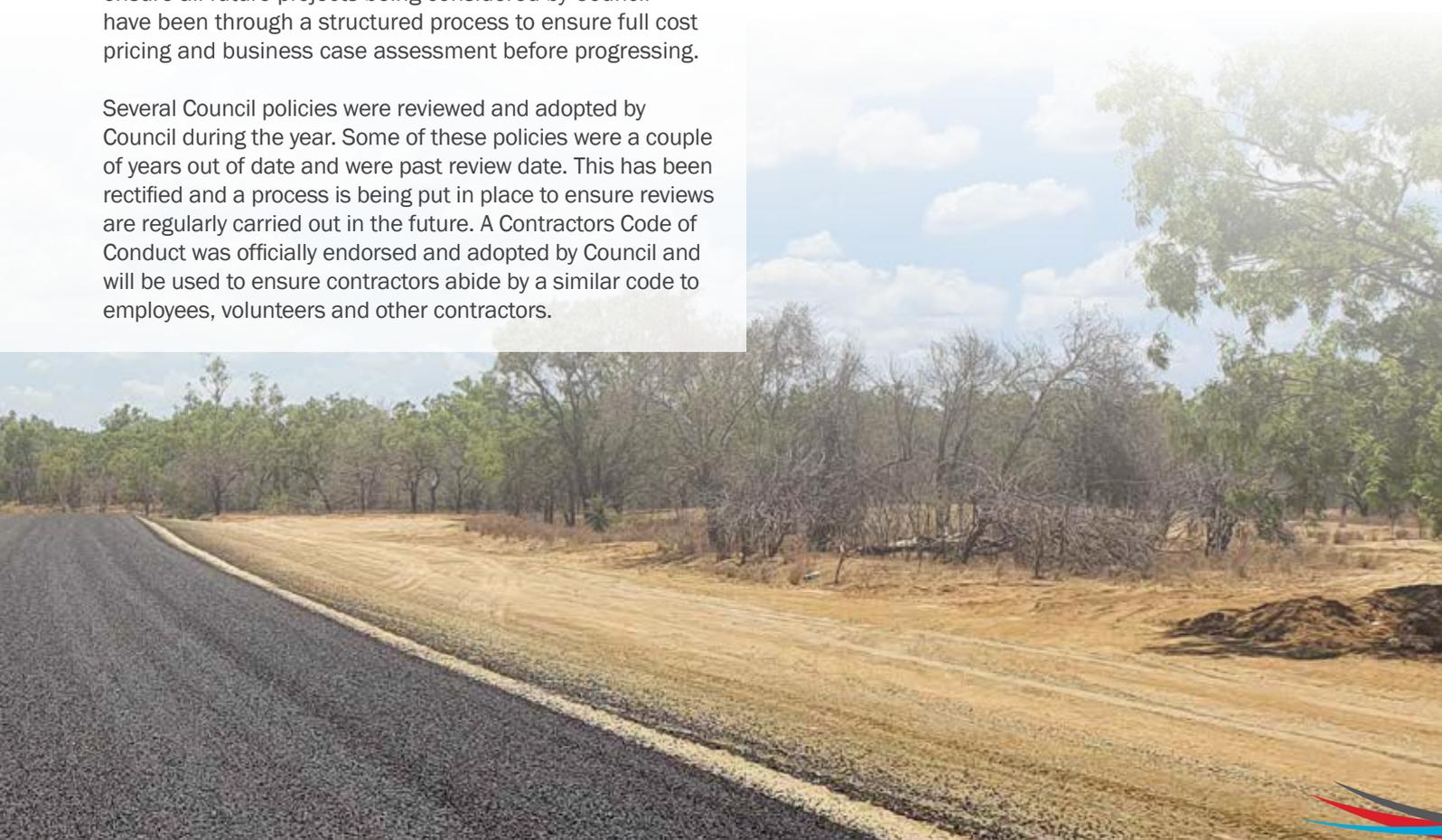
A new biosecurity plan was also endorsed by Council and is now being implemented. The Queensland Government requires councils to have a biosecurity plan in accordance with legislation. Council's biosecurity plan is a living document and may be amended from time to time as required.

During the 2020-2021 financial year, you can expect Council to continue to deliver on our promises and the delivery of a larger than usual capital works program, thanks to the economic stimulus from the Queensland and Australian Governments. Fibre optic cable between Normanton and Karumba is delivered, and we will continue to ensure the service to the communities is to a high standard. Good connectivity is critical to doing business. Doing business in the Gulf shouldn't be that much different to doing business in the other larger regional centres.

2020-2021 is planned to be an even bigger year than 2019-2020 and Council looks forward to continuing to progress projects for community benefit. We will continue to advocate on your behalf for our share of the funding pools available to councils.

I would like to place on the public record my appreciation and thanks for the work the Leadership Team and all staff have undertaken on your behalf over the past year. I would also like to thank the Mayor and Councillors for their support and look forward to a very busy and productive year in 2020-2021.

Mark Crawley  
Chief Executive Officer



# Shire profile

Carpentaria Shire is located on the Savannah Way in North Western Queensland in the south eastern region of the Gulf of Carpentaria. The region is uniquely placed to offer residents and visitors opportunities and experiences in lifestyle, holidays, employment and investment opportunities. Carpentaria Shire has a friendly, laid-back lifestyle and is a place where children still ride their bikes down to the river to go fishing after school without parents having to worry as they would in larger towns and cities.

Carpentaria Shire is the traditional country of many Indigenous groups and the townships of Normanton and Karumba are the traditional land of the Gkuthaarn, Kukatj and Kurtijar people.

The Shire covers an area of approximately 65,000 square kilometres and has a population of 1,974. The countryside ranges from vast inland plains to mangrove forests, deltas and salt pans along the coastal areas of the Gulf.

Carpentaria Shire has a diverse industry base with agriculture, fishing, mining, tourism and government administration providing the majority of the Shire's income. Normanton is the region's government and administrative centre.



Much of the Shire's commercial activity comes through Karumba, which has an active port based around export of zinc and lead and live cattle to Asia. It also has a substantial fishing industry that targets prawns, barramundi, Spanish mackerel, salmon and mud crabs.

The region offers good infrastructure and facilities, with sealed access roads, well-serviced airports, developed freight routes, primary and secondary schools, medical services, recreational and sporting facilities and the standard infrastructure expected in a modern community.

## HISTORY

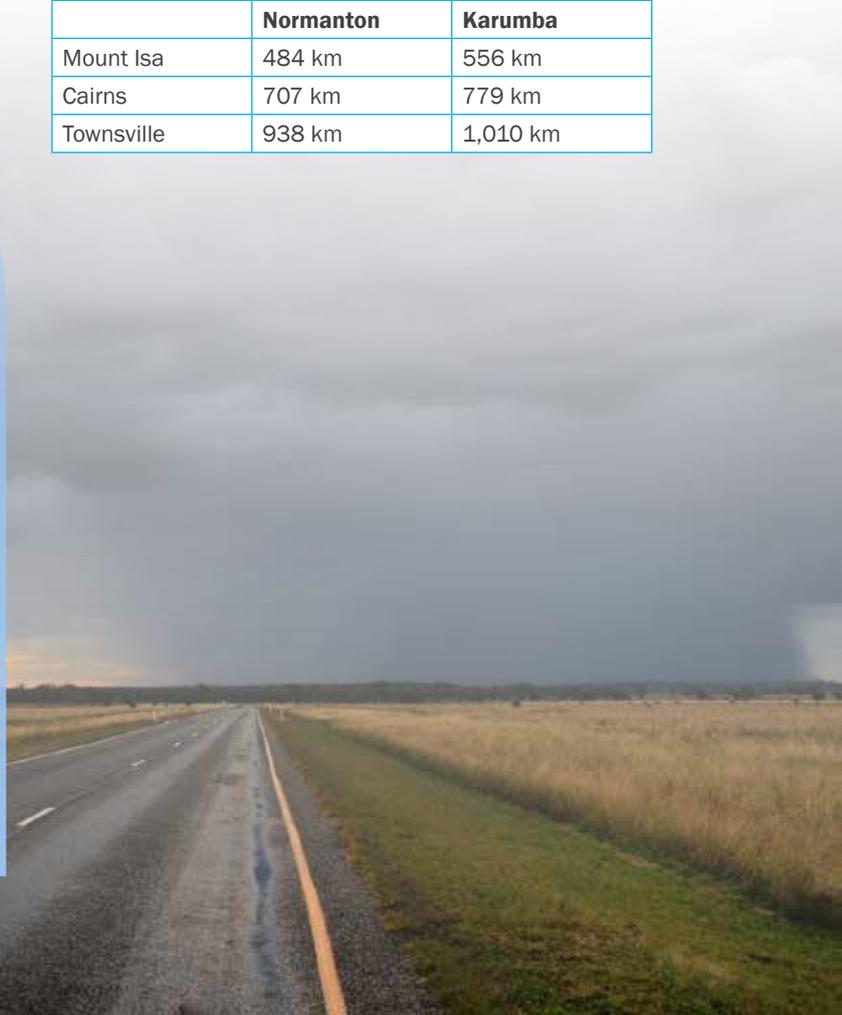
The Carpentaria Divisional Board was constituted on 11 January 1883 and amalgamated with the Shire of Carpentaria in 1903. The Council of the Shire of Carpentaria was constituted in 1903.

The Municipality of Normanton was constituted on 6 February 1886, and amalgamated with Shire of Carpentaria in 1910.

### POPULATION (2016 Census)

Normanton	1,257
Karumba	531

Distance to major centres		
	Normanton	Karumba
Mount Isa	484 km	556 km
Cairns	707 km	779 km
Townsville	938 km	1,010 km



# About Council

## OUR VISION

We are unique in Queensland. We are the only place where the 'Outback meets the Sea®'. We are the only place in the Gulf where it is possible to drive on a bitumen road to a major port that has ready access to Asian markets.

We are the only place where tourists can experience both the Outback and the majesty of sunsets over the Gulf. It is a place where residents can still go down to the river after work and catch a fish. It is a place that our children can grow up still experiencing the safe lifestyle that we enjoyed in earlier generations while still accessing modern town facilities.

***'Outback by the Sea –  
It's a great place to work, live and play.'***

## OUR VALUES

Our key values that will govern our behaviour as a Council are:

### **Strong leadership**

Our community has every right to expect leadership that has integrity, unity and consistency.

### **Respect and teamwork**

We know that we can only achieve great outcomes for our region by working together as a team.

### **Good governance**

We need to deliver good governance for our region which is based on honesty, openness and transparency of local government.

### **Pride in our work**

We aim to do the best for our community all the time, every time.

### **Positive and professional**

We are not interested in blame but we want to find the best solutions to problems.

### **Informed decision making**

We need to make sure that we have the best information available when making decisions.

### **Realistic goals**

We believe in dreaming with our eyes open and focusing on what is available.

## OUR MISSION

In particular:

- We will work hard for our community.
- We will provide strong leadership to our community.
- We will provide open and transparent governance for our community.
- We will ensure that we are accountable to our community.

***"Working for our community."***



## THE COUNCIL

Council operates under the *Local Government Act 2009* (the Act), and Councillors are elected to provide leadership and good governance to the Carpentaria Shire.

Our 7 elected members together form the Council. The Mayor and 6 Councillors were elected on 19 March 2016 for a 4-year term.

Council does not have divisions, and therefore the Mayor and Councillors are elected representatives of all residents and ratepayers across the region.

Council has a duty to ensure the system of local government is accountable, effective, efficient and sustainable in accordance with the principles under the Act. The local government principles are:

- transparent and effective processes, and decision-making in the public interest
- sustainable development and management of assets and infrastructure, and delivery of effective services
- democratic representation, social inclusion and meaningful community engagement
- good governance of, and by, local government
- ethical and legal behaviour of Councillors and local government employees.

Collectively, the Councillors set the strategic direction for Council, identifying service standards and monitoring performance of the organisation.

## ROLE OF COUNCILLORS

A Councillor must represent the current and future interests of the residents of the local government area. In summary, all Councillors, including the Mayor, are responsible for:

- a. ensuring the local government:
  - i. discharges its responsibilities under this Act
  - ii. achieves its corporate plan
  - iii. complies with all laws that apply to local governments
- b. providing high quality leadership to the local government and the community
- c. participating in Council meetings, policy development, and decision making, for the benefit of the local government area
- d. being accountable to the community for the local government's performance.

Each Councillor participates in the process of formulating, adopting and reviewing our corporate and operational plans. Councillors have regular meetings to make decisions and to discuss local issues.

Councillors focus on the policy directions of the local government area, not the internal day-to-day administration. The Councillors' role is to collectively make decisions that the Chief Executive Officer and employees then implement on behalf of the Council.

Front Row: Cr Bradley Hawkins (Deputy Mayor) (left), Cr Amanda Scott (right).  
Back Row: Cr Peter Wells (left), Cr Ashley Gallagher (middle left), Mayor Jack Bawden (middle), Cr Craig Young (middle right), Cr Andrew Murphy (right).



## ROLE OF THE MAYOR

The Mayor has the duties of a Councillor with the added responsibility of:

- leading and managing meetings of the local government at which the Mayor is the chairperson, including managing the conduct of the participants at the meetings
- preparing a budget to present to the local government
- leading, managing, and providing strategic direction to the chief executive officer in order to achieve the high quality administration of the local government
- directing the Chief Executive Officer and senior executive employees, in accordance with the local government's policies
- conducting a performance appraisal of the Chief Executive Officer, at least annually, in the way that is decided by the local government (including as a member of a committee, for example)
- ensuring that the local government promptly provides the Minister with the information about the local government area, or the local government, that is requested by the Minister
- being a member of each standing committee of the local government
- representing the local government at ceremonial or civic functions.

MEETINGS ATTENDED	Ordinary Meeting	Special Meetings
Number of meeting held during the year	12	1
Cr Bawden	11	1
Cr Young	12	1
Cr Beard	9	1
Cr Gallagher	12	1
Cr Hawkins	12	1
Cr Murphy	11	1
Cr Wells	12	1
Cr Scott	3	

Council meetings are held on the third Wednesday and Thursday of each month (subject to alteration in special circumstances). Members of the public are welcome to attend all Council meetings.

During the year Council held 12 General Meetings, as well as other special meeting that Councillors attended.

## TOTAL REMUNERATION PAID TO COUNCILLORS

Councillor	Remuneration	Superannuation	Travel reimbursement	Total
Jack Bawden	106,100.00	12,260.00	-	118,360.00
Craig Young	60,180.00	6,888.00	1,860.48	68,928.48
John Beard	42,477.00	4,956.00	530.40	47,963.40
Ashley Gallagher	53,049.00	6,208.00	671.84	59,928.84
Bradley Hawkins	54,081.00	6,218.00	-	60,299.00
Andrew Murphy	53,049.00	6,208.00	-	59,257.00
Peter Wells	53,049.00	6,208.00	1,468.80	60,725.80
Amanda Scott	11,882.00	1,092.00	-	12,974.00

## EXPENSES INCURRED AND FACILITIES PROVIDED

Councillor	Equipment provided	Councillor	Equipment provided
Jack Bawden	Vehicle, iPad, Mobile	Bradley Hawkins	
Craig Young	iPad	Andrew Murphy	iPad
John Beard	iPad, Laptop	Peter Wells	iPad
Ashley Gallagher	Laptop, iPad	Amanda Scott	iPad

All Councillors present for Post -Election Meeting held 15 April 2020.

Councillor Murphy granted Leave of Absence for 11 December 2019 Ordinary Meeting Resolution No.1219/001.

Councillor Bawden granted Leave of Absence for 20 May 2020 Ordinary Meeting Resolution No. 0520/001.

Councillor Scott was sworn in at the Post-Election 15 April 2020.

# Community Financial Report

The Community Financial Report is a plain English summary of Council's Financial Statements. It has been prepared as required by Section 179 of the *Local Government Regulation 2012* and is designed to provide an easy to understand summary and analysis of Council's financial results and financial position.

For a more detailed understanding of Council's financial results and financial position, refer to the Financial Statements and accompanying notes included in the Appendices section of this annual report.

## FINANCIAL PERFORMANCE

The finances of Carpentaria Shire Council were again very strong at year end, even though we funded the bulk of capital projects through our cash reserves. Council is and will continually be looking at alternative revenue streams to provide the services our community needs and expects.

Key highlights of the financial year include:

- unqualified audit
- low risk sustainability

<b>SIMPLIFIED INCOME STATEMENT</b>	<b>\$'000</b>
Operating revenue	58,597
less discounts and remissions	(589)
less expenses	(66,295)
less Interest and finance charges	(419)
Surplus/(deficit) from operations	(8,706)
Add capital grants and contributed assets	6,763
Less capital expenses	(24)
<b>Net result for the period</b>	<b>(1,967)</b>

## STATEMENT OF COMPREHENSIVE INCOME

The Statement of Comprehensive Income (often referred to as the Profit and Loss Statement) shows how Council has performed for the past 12-month period. The Income Statement illustrates what we have earned (revenue) and what we have spent (expenses) on maintaining and operating the community services and assets Council provides.

<b>SIMPLIFIED BALANCE SHEET</b>	<b>\$'000</b>
What we have in the bank	20,942
What we own	364,371
What we are owed	13,928
Our total assets	399,240
What we owe our suppliers and employees	17,618
What we have borrowed	7,909
Our total liabilities	25,527
<b>Net community assets (wealth)</b>	<b>373,713</b>

## STATEMENT OF FINANCIAL POSITION

The Statement of Financial Position (often referred to as the Balance Sheet) summarises the financial position of Council at the end of the financial year. The statement measures what Council owns (assets) and what Council owes (liabilities) at the end of the financial year, with the difference between these two components being the net community wealth (equity) of Council.

### OUR OPERATING REVENUE

Council achieved an operating income of \$58,009,262 (after discounts and remissions) during the financial year.

#### How we earned our operating revenues

Operating revenue	%	\$'000
General rates and charges	14%	7,942
Fees and charges	1%	674
Rental income	1%	664
Interest received	<1%	333
Recoverable works	10%	5,812
Grants and subsidies	73%	42,502
Other Income	<1%	82
<b>Total</b>	<b>100%</b>	<b>58,009</b>

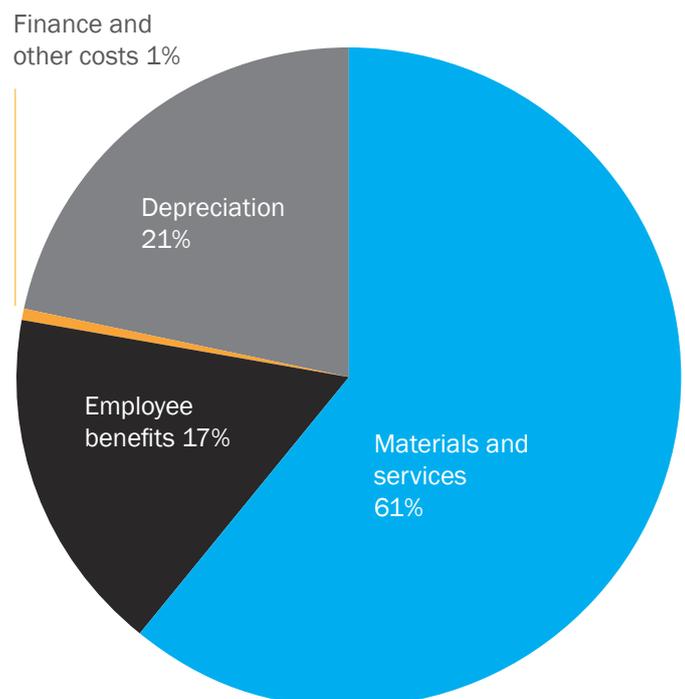
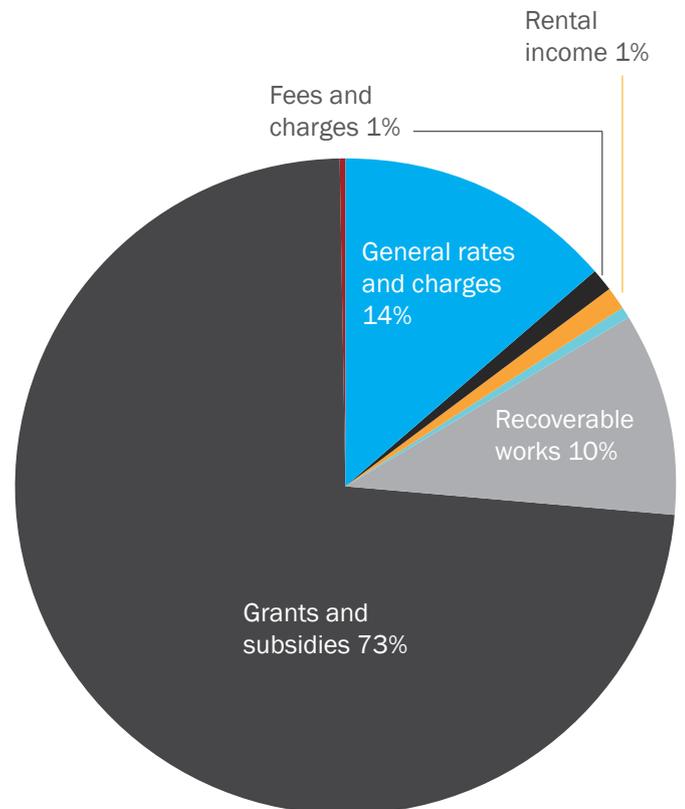
Council endeavours to maximise its revenue from sources other than rates by actively pursuing grants and subsidies from the Queensland and Australian Governments, and seeking appropriate contributions from the property development sector (where applicable). Fees and charges and utility charges are generally applied on a full cost recovery basis to ensure the user pays for the service they are using as much as possible. These strategies help to minimise the reliance on the general rate to fund Council's operations.

### OUR OPERATING EXPENSES

Operating expenses	%	\$'000
Materials and services	61%	40,734
Employee benefits	17%	11,174
Finance and other costs	1%	419
Depreciation	21%	14,386
<b>Total</b>	<b>100.00%</b>	<b>66,714</b>

The operating expenses represent the cost to Council of providing services, operating facilities and maintaining assets.

'Material and services' are the goods and services required for operational and maintenance purposes. These make up 61% of Council's expenses. 'Employee and labour hire costs' are part of the costs Council incurs in operating and maintaining the services and assets of the region. 'Depreciation' represents the true cost of Council's assets over time. These assets include buildings, roads, stormwater drains, and water and sewerage infrastructure.

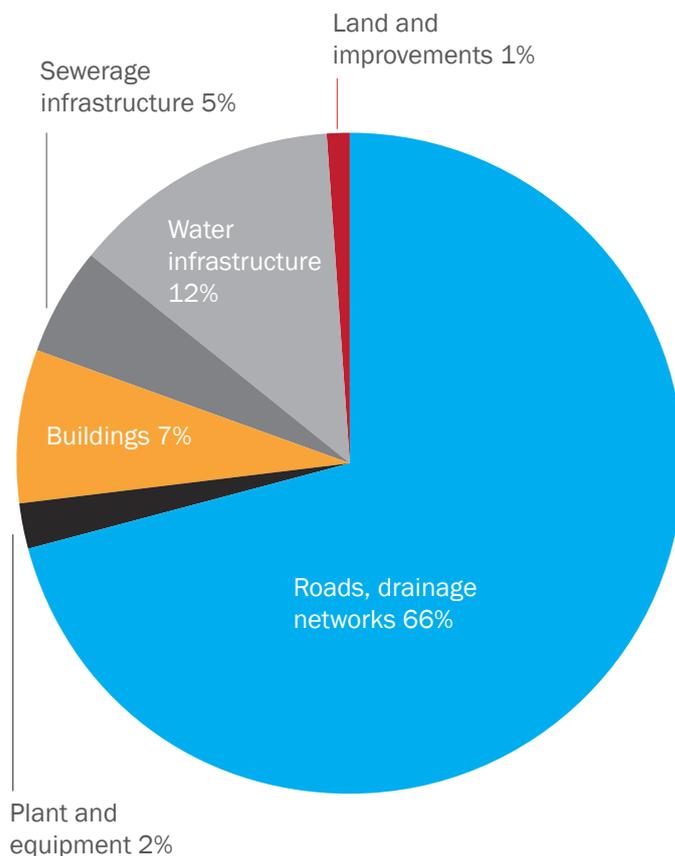


### COMMUNITY INFRASTRUCTURE WE MANAGE

Council owns and manages more than \$363 million worth of infrastructure that provide benefits directly to the community.

Accounting standards require Council to ensure its infrastructure assets are recorded at fair value. Council’s progressive approach to asset management ensures our assets are optimised and the community benefits from the greatest value possible.

Our community infrastructure	%	\$'000
Roads, drainage networks	66%	240,667
Plant and equipment	2%	7,749
Buildings	7%	26,878
Sewerage infrastructure	5%	16,784
Water infrastructure	12%	44,160
Land and improvements	1%	4,361
<b>Total</b>	<b>100.00%</b>	<b>363,279</b>



## Financial planning

Council’s total borrowing costs for year ending 30 June 2020 represented 5.57% of total net rates and charges. Council’s total loan liability as at 30 June 2020 was \$7.91m, compared to \$8.35m as at June 2019. Council’s loan liabilities have been borrowed for works only associated with capital infrastructure and not operating activities.

The term to repay outstanding debt is between 2 and 20 years. Expected final repayment dates vary from June 2030 to March 2035.

Council’s existing debt management strategy is to restructure its budget so that there is less emphasis on external borrowing for works such as road plant and to fund these recurring type capital expenditures from general rates and grants. In so doing, Council will be in a good financial position to provide for major community and recreational infrastructure in the future years.

### FINANCIAL SUSTAINABILITY RATIOS

Council monitors its financial trend and sustainability by using financial ratios. These indicate whether or not Council is on the right track in terms of its financial performance and future. It acts as a guide to assist Councillors and management on the best course for budgeting for the future.

### OPERATING SURPLUS RATIO

**Calculation:** net result divided by total operating revenue. Expressed as a percentage.

**Description:** This is an indicator of the extent to which revenues raised cover operational expenses only or are available for capital funding or other purposes. The operating surplus ratio is the operating surplus/deficit expressed as a percentage of total operating revenue.

A positive ratio indicates that surplus revenue is available. This may be used to support the funding of capital expenditure or used to offset past or future operating deficits. If the surplus is not required for this purpose in a particular year, it can be held to support future capital expenditure funding as a financial asset, used to offset past deficit funding or, where possible, used to reduce current debt levels.

**Target:** 0-15%

**2019/2020 result:** -15.0% = This result indicates that Council’s operating revenues are behind what’s expected to cover operating expenditures.

## NET FINANCIALS LIABILITIES RATIO

**Calculation:** (Total liabilities less current assets) divided by total operating revenue. Expressed as a percentage.

**Description:** This is an indicator of the extent to which the net financial liabilities of a local government can be serviced by its operating revenues. A ratio greater than zero (positive) indicates that total financial liabilities exceed current assets. These net financial liabilities must be serviced using available operating revenues. A positive value less than 60% indicates the local government has the capacity to fund the financial liabilities and appears to have the capacity to increase its loan borrowings if required.

A positive value greater than 60% indicates the local government has limited capacity to increase its loan borrowings. A ratio less than zero (negative) indicates that current assets exceed total liabilities and therefore the local government appears to have significant financial capacity and the ability to increase its loan borrowings if necessary. Target: < 60%

**2019-2020 result:** -17.7% = This result indicates that Council can comfortably fund its total liabilities from current assets and has capacity to increase its loan borrowings should it be required.

## ASSET SUSTAINABILITY RATIO

**Calculation:** Capital expenditure (on the replacement of assets - renewals) divided by depreciation expense. Expressed as a percentage.

**Description:** This is an approximation of the extent to which the infrastructure assets managed by the local government are being replaced as these reach their useful lives.

**Target:** > 90%

**2019-2020 result:** 39.1% = This indicates Council is not renewing/replacing existing non-financial assets at the same/higher rate they are wearing out

## ASSESSMENT OF THE CORPORATE AND OPERATIONAL PLANS

The *Local Government Regulation 2012* requires Council to prepare and adopt an annual operational plan for each financial year and a 5-year corporate plan for each period of 5 financial years. The operational plan must state how the local government will progress the implementation of the 5-year corporate plan during the period and manage operational risks. Council's operational plan is aligned with the following 8 strategic themes identified in the corporate plan.

## Key strategic themes

Council's vision for the future is focused on the following strategic themes:

Theme	Goal
<b>CULTURE</b>	A responsive Council with focus on innovation and safety through collaboration and opportunity.
<b>COMMUNITY</b>	A safe, healthy and equitable community that celebrates diversity and enjoys a quality lifestyle.
<b>NATURAL ENVIRONMENT</b>	The region's environmental assets including natural areas and resources, open space and agricultural lands, are conserved and enhanced for future generations.
<b>BUILT ENVIRONMENT</b>	Well managed, integrated and connected growth, respecting community, environmental and heritage values.
<b>INFRASTRUCTURE AND ASSET MANAGEMENT</b>	A well-planned and maintained infrastructure network that is sustainable and enhances local character and identity.
<b>ECONOMY</b>	A dynamic and diverse economy creating industry development and employment opportunities.
<b>GOVERNANCE</b>	A well governed, responsive Council, providing effective leadership and management, and respecting community values.
<b>INNOVATION AND TECHNOLOGY</b>	Investing in innovation and technology which sustainably improves service delivery.

Information on the organisation's progress in achieving the strategies outlined in the operational plan was provided to Council through regular reporting each quarter as required by legislation.

Reports are provided at the end of the September, December, March and June quarters.

The following is a review of the 2019-2020 achievements against the 5-year corporate plan 2017-2022.

# Culture

A responsive Council with focus on innovation and safety through collaboration and opportunity.

Outcomes	Strategic actions	2019-2020 review
<b>1.1</b>  <b>Responsive and effective service delivery</b>	1.1.1 Foster appropriate corporate culture that aligns with our mission, values and behaviours.	<p>Matters brought to the attention of management continued to deal with as required in accordance with policy.</p> <p>A few areas of Council have undertaken performance appraisals, however, participation by outdoor crews is yet to commence.</p>
	1.1.2 Develop and maintain healthy and safe working conditions and regularly review workplace health and safety practices.	We maintained a suite of human resources and workplace health and safety policies during the year. The Workplace Health and Safety Committee meets on a regular basis and procedures and practices are regularly reviewed.
	1.1.3 Deliver professional development opportunities and pathways for all employees.	<p>Face-to-face training numbers were restricted due to COVID-19 social distancing measures. Virtual training increased during the year.</p> <p>Bulk training for operational crews will not commence until March 2021.</p>
	1.1.4 Support business operations with effective workforce planning including recognising emerging technologies and transitioning employment opportunities.	4 apprentices and one trainee were placed, all locally based. Two positions funded under Skilling Queenslanders for Work.
	1.1.5 Attract and retain a skilled workforce through implementation of contemporary human resource practices and organisation development.	<p>Administrative arrangements were provided to staff (2% paid from April 2020).</p> <p>Housing was upgraded with funds from Works for Queensland.</p>



# Community

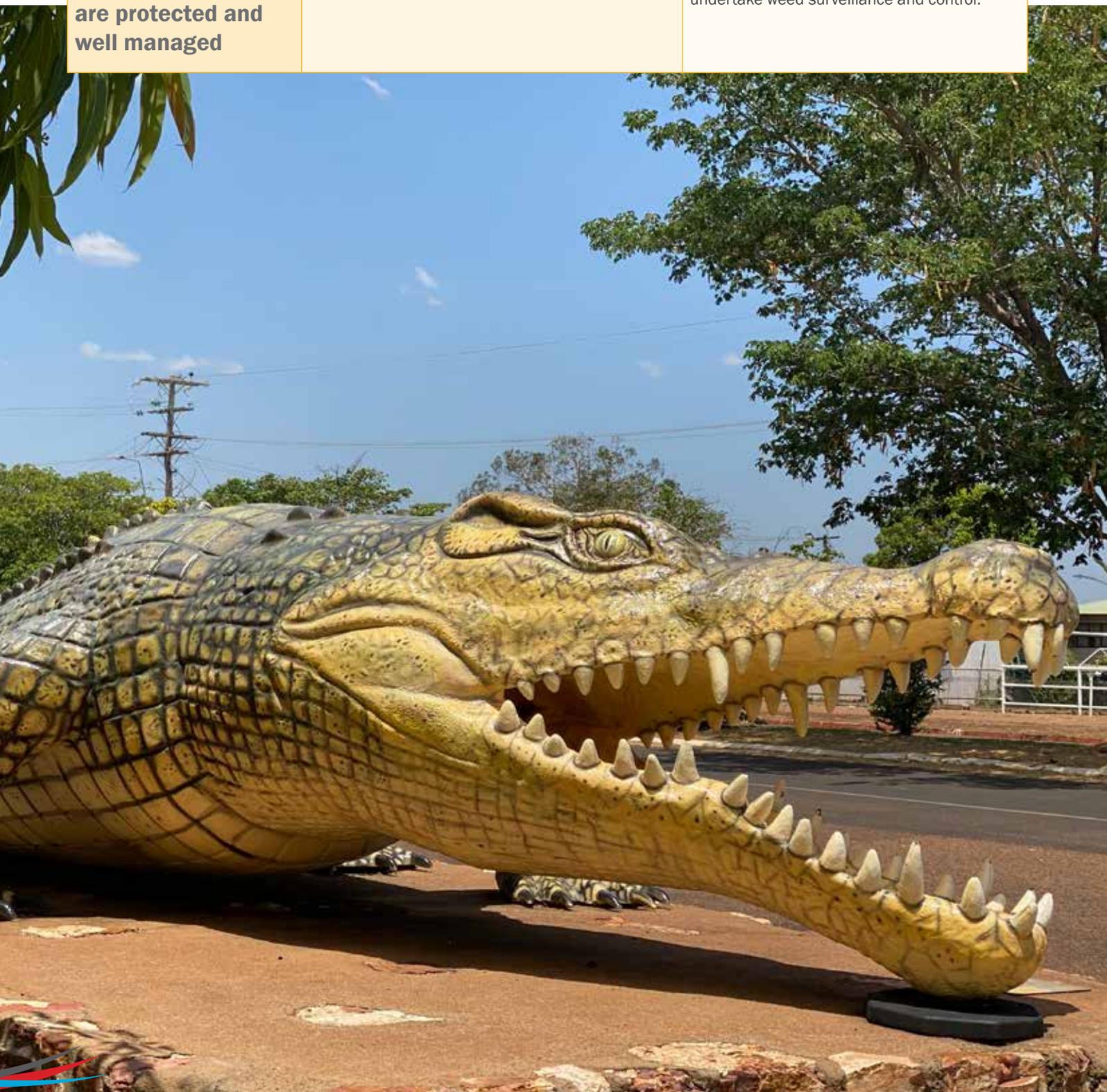
A safe, healthy and equitable community that celebrates diversity and enjoys a quality lifestyle.

Outcomes	Strategic actions	2019-2020 review
<b>2.1</b> <b>A creative, educated community</b>	2.1.1 Identify and promote opportunities for arts, cultural expression and the development of creative industries.	We were successful in securing \$1m under the Active Community Infrastructure program for the John Henry Oval.
	2.1.2 Ensure cultural facilities and programming meets the needs of the community and regional development.	Revision is yet to start.
	2.1.3 Provide contemporary library facilities and services across the region to meet the needs of the community.	Libraries were well supported during the year. Programs are run in accordance with funding guidelines.
<b>2.2</b> <b>An active and healthy community</b>	2.2.1 Plan and provide an integrated and accessible network of open space.	We maintain a series of parks and open space for the community. Through the Works for Queensland program, improvements are proposed in these parks and some new facilities.
	2.2.2 Plan and provide facilities and programs that enable participation in sport and recreation.	Sports centre facilities returned to Council management. A sport and recreation plan was developed in consultation with the community and the PCYC.
	2.2.3 Establish partnerships with stakeholders to increase opportunity for participation in sport, recreation and community activity.	We successfully secured grants for community not-for-profit organisations to increase participation in activities. More work can be done in this area.
<b>2.3</b> <b>A safe, sustainable and resilient community</b>	2.3.1 Maintain and improve health standards including food safety, immunisation and public health.	Council officers continued to work with other agencies to ensure improvements to standards and services for the community.
	2.3.2 Maintain and improve environmental standards including animal and pest management.	Council has an agreement to manage pest animals. This will be progressed in the next reporting period following adoption of the biosecurity plan.
	2.3.3 Improve community safety through design, information and programs.	Council effectively used funding through the Get Ready program to inform the community.
	2.3.4 Enhance disaster management preparedness and capability in collaboration with the community.	A review of the Local Disaster Management Plan started towards the end of the reporting period. This will continue and conclude in the next reporting period.
	2.3.5 Develop and implement effective community information and education programs in collaboration with key community stakeholders.	Council's Community Development Officer (CDO) started to plan a digital literacy workshop for the Shire as part of the funding provided under the CDO position.
<b>2.4</b> <b>A connected and inclusive community</b>	2.4.1 Build social capital through provision of accessible community infrastructure and programs.	Council events identified in the community services area include: Council Ball, Anzac Day and Australia Day.  An economic development plan is currently being developed. A list of projects is being compiled, which will then be run through the Queensland Treasury Corporation Project Decision Making Framework. A vendor panel/ procurement information session was held in February 2020.
	2.4.2 Provide equitable access to and advocate for a range of services, programs and facilities to address disadvantage and foster inclusion.	The Energy Project completed an energy investigation report and energy management plan. Works for Queensland funds were accessed to implement solar sites.

# Natural environment

The region's environmental assets including natural areas and resources, open space and agricultural lands, are conserved and enhanced for future generations.

Outcomes	Strategic actions	2019-2020 review
<p><b>3.1</b></p> <p><b>Green spaces, natural areas and natural resources are protected and well managed</b></p>	<p>3.1.1 Plan and manage open space, parkland and natural areas to eradicate pests and noxious weeds and promote biodiversity, water quality and community use.</p>	<p>2 rounds of 1080 baiting has been completed.</p> <p>Funding applications have been approved for NGRM to undertake a 1080 Baiting Program (\$80,000 over 2 Years), Aerial Pig Shooting Program and 2 x Biosecurity Officers to undertake weed surveillance and control.</p>





## Built environment

Well managed, integrated and connected growth, respecting community, environmental and heritage values.

Outcomes	Strategic actions	2019-2020 review
<b>4.1</b> <b>Sustainable urban and rural development</b>	4.1.1 Ensure development accords with Carpentaria Shire Council's planning scheme, planning instruments, codes and legislation.	<p>All applications received continued to be assessed against the planning scheme and reports provided to Council with recommendations.</p> <p>Elisabeth Taylor (Town Planner) is engaged to undertake all planning development applications.</p> <p>Electronic Database Structure has been developed, large format printer/scanner has been sourced and scanning has commenced.</p>
<b>4.2</b> <b>A safe, equitable and integrated transport system</b>	4.2.1 Implement an integrated and accessible transport system for the region, including a safe walking, cycling and public transport network.	<p>We continued to work closely with the Department of Transport and Main Roads to ensure the opportunities to improve the network we maintained are realised and Council is best placed to undertake any works.</p> <p>Walking tracks are being included in future works and planning within the communities of Normanton and Karumba.</p> <p>Road Network Report has been done by Cummins with design plans undertaken by Erscos.</p>

# Infrastructure and asset management

A well planned and maintained infrastructure network that is sustainable and enhances local character and identity.

Outcomes	Strategic actions	2019-2020 review
<b>5.1</b> <b>Integrated and timely provision and management of sustainable infrastructure and assets</b>	5.1.1 Develop a strategic infrastructure and asset management plan to guide the provision, maintenance, decommissioning, replacement and enhancement of Council assets and infrastructure.	<p>Asset management was not progressed to the satisfaction of the Auditors during the reporting period. More emphasis on progressing asset management plans for the different classes of assets will be undertaken in the next period.</p> <p>We applied for membership with IPWEAQ for the National Asset Management Strategy (NAMS) to start individual asset class plans.</p>
	5.1.2 Ensure the provision and management of infrastructure and assets meet the needs and priorities of Council, the community and industry.	<p>Council is reviewing its decision-making framework in relation to new projects. Whole-of- life costings need to be factored when considering new infrastructure.</p> <p>We raised the profile of 89B with Department of Transport and Main Roads – \$5.3 m betterment works resulting in approximately 15 km new bitumen works.</p> <p>We prioritised TIDS/R2R \$1.82 m contributions to the Burketown Road, completing 7 km new 2 lane bitumen.</p>
	5.1.3 Plan and implement urban improvement works which enhance local character and identity, conserve and improve the region’s streetscapes and provide iconic parkland.	<p>We secured funding through the Queensland Department of State Development, Tourism and Innovation to develop a strategy for the Normanton Areas of Interest and Karumba Town Plan. This will support areas of interest and opportunities for new infrastructure.</p> <p>Council is working with Department of Transport and Main Roads with scope of works for the upgrade to the Normanton Main Street. Up to 30 km of new DRFA betterment and TIDS/R2R works for new bitumen secured for 2020-2021.</p>
<b>5.2</b> <b>A safe and sustainable road network</b>	5.2.1 Plan and deliver a safe, sustainable and efficient road network.	<p>We continued to carry out the necessary maintenance to ensure a safe and reliable road network.</p> <p>LRRS roads within the Shire are reviewed yearly and funded via TIDs and R2R through the NW Queensland Technical Regional Roads Group.</p>
	5.2.2 Plan and deliver safe and effective stormwater management outcomes and a flood resilient region.	<p>Where possible, we work with the Queensland Reconstruction Authority to access betterment opportunities.</p>
	5.2.3 Plan and deliver safe, sustainable and efficient airports and aerodrome services.	<p>We continued to maintain airports within Civil Aviation Safety Authority requirements. Regular inspections are carried out and recommendations addressed.</p>

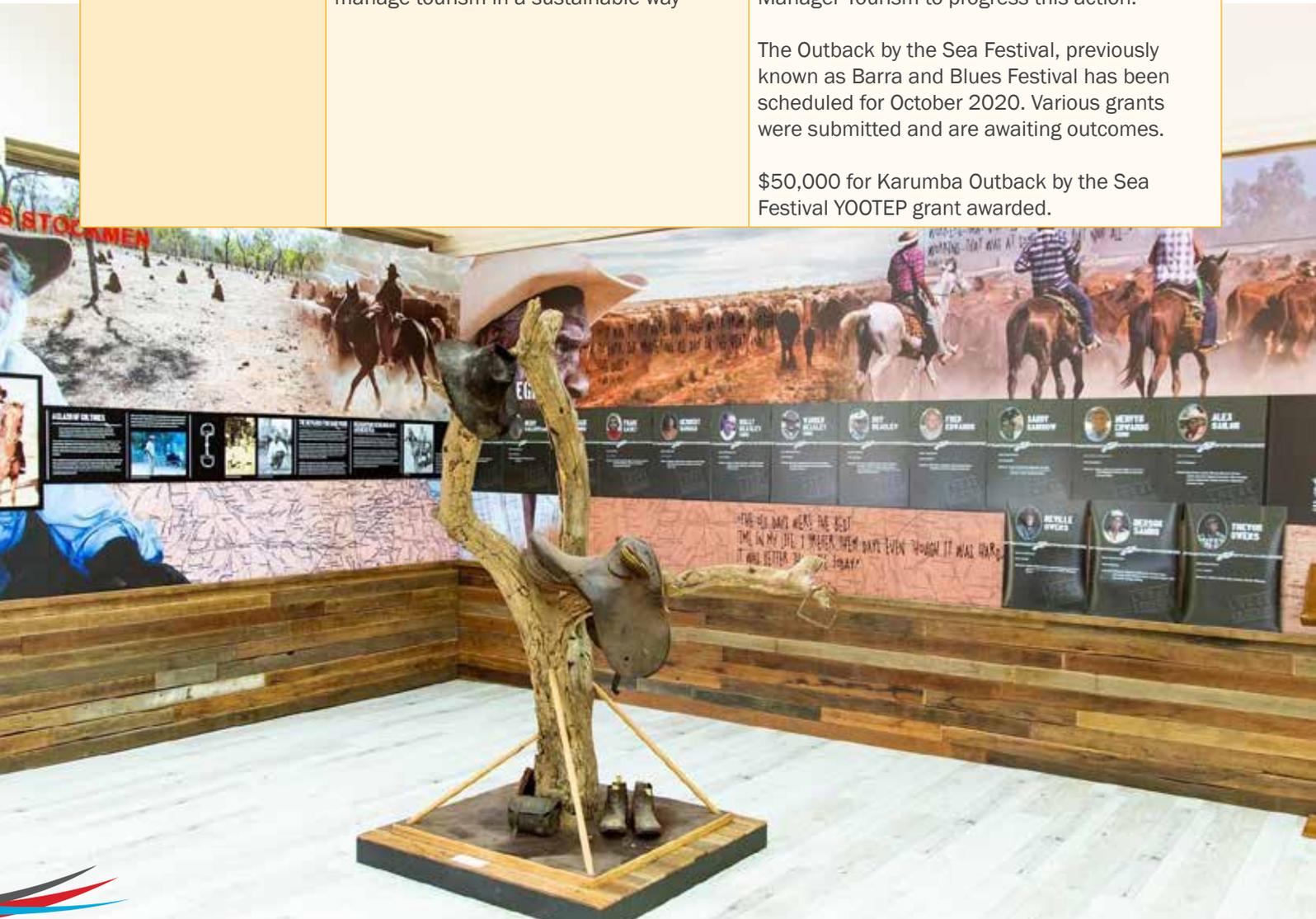
Outcomes	Strategic actions	2019-2020 review
<b>5.3</b> <b>A safe and sustainable water network</b>	5.3.1 Plan, deliver and manage efficient and sustainable, high quality, water supply systems.	<p>Our water supply was again managed in accordance with water quality guidelines.</p> <p>Water security has been maintained through managing water levels at all facilities and maintaining Level 1 water restrictions.</p> <p>Investigations are under way to improve energy efficiencies. This includes the efficiency gains in larger pumps at Glenore weir and the energy management project in conjunction with DCS.</p>
	5.3.2 Advance water use efficiency and water cycle innovation throughout the region.	We secured funding to investigate implementation of a raw water irrigation network to reduce the reliance on treated water.
<b>5.4</b> <b>Sustainable waste management</b>	5.4.1 Plan, deliver and manage efficient and sustainable waste and resource management services.	Our waste sites are managed in accordance with the licencing provisions of the regulator.
	5.4.2 Plan and deliver an integrated waste infrastructure network.	This is under review. Further updates will be provided in the next reporting period.
	5.4.3 Minimise the impacts of waste generation through modified consumer behaviour, effective recycling infrastructure and practices, and the reduction of emissions from landfill.	<p>We reviewed practices at waste sites and called for expressions of interest to run the facilities to best manage the waste to landfill.</p> <p>Leachate collection at NLF, oil collection and stormwater management have been undertaken. Grants have been approved for partial tyre removal and illegal dumping compliance.</p>
<b>5.5</b> <b>A sustainable sewerage network</b>	5.5.1 Plan, deliver and manage a high quality sewerage network and treatment facilities.	Sewerage treatment schemes continued to operate within the licencing arrangements in place from the regulator.
	5.5.2 Effective and efficient use of recycled water.	This is under review. Further updates will be provided in the next reporting period.



# Economy

A dynamic and diverse economy creating industry development and employment opportunities.

Outcomes	Strategic actions	2019-2020 review
<b>6.1</b> <b>A strong and diverse economy</b>	6.1.1 In partnership, promote the region by supporting the growth of new and existing businesses.	We continued to work with other councils in the region to promote the Shire and the region.  Mayor and CEO continue to attend the various meetings and actively participate.
	6.1.2 Ensure planning and infrastructure supports future economic growth.	Council will work with the Department of State Development, Tourism and Innovation to develop an economic development strategy in the next reporting period.  The Economic Development Strategy was put on hold during the pandemic. This will be taken up and completed in the next reporting period
	6.1.3 Plan and support local economic development	The Local spend reported to councils on a monthly basis. Trade Services Tender has been completed to help identify and engage local suppliers.
	6.1.4 Promote and develop Carpentaria Shire as a unique destination and to manage tourism in a sustainable way	Tourism promotion investments continued through the year. We employed a General Manager Tourism to progress this action.  The Outback by the Sea Festival, previously known as Barra and Blues Festival has been scheduled for October 2020. Various grants were submitted and are awaiting outcomes.  \$50,000 for Karumba Outback by the Sea Festival YOOTEF grant awarded.



# Governance

A well governed, responsive Council, providing effective leadership, management and respecting community values.

Outcomes	Strategic actions	2019-2020 review
<b>7.1</b> <b>A Shire governed in consultation and partnership with the community</b>	7.1.1 Ensure leadership and decision-making is transparent, accountable and represents the current and future interests of the region's communities.	All matters requiring a Council decision are addressed via an officer's report to Council and included in the agenda/minutes of Council. This is the most transparent and accountable method of ensuring transparent decision making.
	7.1.2 Implement effective community consultation processes that enable participation, engagement and collaboration.	Our corporate website had a major review, allowing us to better keep the community informed of Council operations and initiatives.  Customer Request Management internal audit has been completed and a report was provided to Council in January 2020. Customer service training has commenced for all staff. A Customer Service Module implemented in February 2020.
	7.1.3 Develop and maintain community participation, partnerships and volunteer programs.	We will review our community engagement strategy over the next reporting period.
	7.1.4 Implement an effective information and education program to encourage community participation in decision making and build social capital.	Council has struggled to engage the community in the past, with attendance at community meetings traditionally low. Initiatives will be pursued to engage the community more in consultations in the future.
<b>7.2</b> <b>Responsive and efficient customer service delivery</b>	7.2.1 Continually review and enhance service delivery to ensure Council's responsiveness to customer and community expectations.	A review of customer service at Council will be undertaken by Internal Audit in the next reporting period.
	7.2.2 Work collaboratively across Council to provide effective, efficient and coordinated outcomes.	This is an area of constant review. As efficiencies are identified, they are pursued to realise savings in service delivery while maintaining the desired level of service.  A Customer Service Module was implemented in February 2020. This will help capture and report on complaints.
	7.2.3 Build a culture of continuous improvement which recognises best practice.	This is a flow on from the initiative above. Continuous improvement is the responsibility of all Council staff.
<b>7.3</b> <b>Strategic management of Council</b>	7.3.1 Develop and implement local laws, policies, standards and codes in accordance with legislative requirements and ensure compliance.	We continued to undertake local law reviews, as required.  Policy reviews have commenced and are being presented to Council as received for formal adoption.
	7.3.2 Implement integrated strategic planning approaches across Council, including efficient and effective risk management.	A risk management module ALTUS ERP is available in the new computer system and is now live.
	7.3.3 Implement sustainable financial management and effective procurement practices.	We reviewed all Council's financial policies including procurement policies, sundry debtor and debt recovery arrangements during the period.

# Innovation and technology

Investing in innovation and technology which sustainably improves service delivery.

Outcomes	Strategic actions	2019-2020 review
<b>8.1</b>  <b>Responsive and innovative processes and systems</b>	8.1.1 Implement reliable and contemporary information, knowledge and management systems.	<p>A system is in place to capture and manage records and information.</p> <p>Training in the best use of the system and correct procedures for the management of records will be undertaken in the next reporting period.</p>
	8.1.2 Identify and implement process and system improvements, facilitating improved decision making.	The recently upgraded computer system will assist decision-making in future years, as information collection and management is better managed and reported to Council.



# Project highlights

Our workforce delivered considerable works during the year, including major flood damage restoration works on Council and Department of Transport and Main Roads-controlled roads.

Along with maintenance and operations of key Council assets, major capital works were also undertaken by Council during the financial year, including:

- Barra Hatchery upgrade
- Critters Camp Cell Tower
- Normanton to Burketown Road
- Water Plant Filter refurbishment
- Scrutton River Crossing culvert and sealing
- Normanton Waste Facility upgrade
- Les Wilson Barra Discovery Centre Fittings
- Normanton Recreational Walking Trail and Bike Way
- Gilbert Street carpark
- Normanton to Burketown Road Sealing.



Water Plant Filter refurbishment.



Normanton to Burketown Road Sealing.



Critters Camp Cell Tower.

# Statutory information

<b>Beneficial enterprises (Section 41 LGA 2009)</b>									
A local government's annual report must contain a list of all beneficial enterprises that the local government conducted during the financial year.	There was no beneficial enterprise activity identified throughout the year.								
<b>Significant Business Activities (Section 45(a) LGA 2009)</b>									
<p>A local government's annual report for each financial year must:</p> <ul style="list-style-type: none"> <li>contain a list of all the business activities that the local government conducted during the financial year</li> <li>identify the business activities that are significant business activities</li> <li>state whether or not the competitive neutrality principle was applied to the significant business activities, and if the principle was not applied, the reason why it was not applied</li> <li>state whether any of the significant business activities were not conducted in the preceding financial year, i.e. whether there are any new significant business activities.</li> </ul>	Council did not conduct any significant business activities during the reported financial year and, as such, the competitive neutrality principle is not applicable.								
<b>Remuneration for Senior Contract Employees (Section 201 LGA 2009)</b>									
<p>A local government's annual report for each financial year must state the total of all remuneration packages payable to the senior management and the number of employees in senior management who are being paid in each band of remuneration.</p> <p>Each band of remuneration is an increment of \$100,000.</p>	<p>The total of all remuneration package payable to the senior management for the FY 2019-2020 was \$775,540.00.</p> <p>Remuneration packages includes salary, housing, vehicle use and other expenses and entitlements under a contract of employment.</p> <table border="1"> <thead> <tr> <th>Band of remuneration</th> <th>Number of senior management employees</th> </tr> </thead> <tbody> <tr> <td>Under \$100,000</td> <td>0</td> </tr> <tr> <td>\$100,000 to \$200,000</td> <td>0</td> </tr> <tr> <td>\$200,000 to \$300,000</td> <td>3</td> </tr> </tbody> </table> <p>Senior management includes the Chief Executive Officer (CEO) and two Directors.</p>	Band of remuneration	Number of senior management employees	Under \$100,000	0	\$100,000 to \$200,000	0	\$200,000 to \$300,000	3
Band of remuneration	Number of senior management employees								
Under \$100,000	0								
\$100,000 to \$200,000	0								
\$200,000 to \$300,000	3								
<b>Financial Statements (Section 183 LGR 2012)</b>									
<p>The annual report for a financial year must contain:</p> <ul style="list-style-type: none"> <li>the general purpose financial statement for the financial year, audited by the auditor-general</li> <li>the current-year financial sustainability statement for the financial year, audited by the auditor-general</li> <li>the long-term financial sustainability statement for the financial year</li> <li>the auditor-general's audit reports about the general purpose financial statement and the current-year financial sustainability statement.</li> </ul>	Included at Appendix B.								
<b>Community Financial Report (Section 184 LGR 2012)</b>									
The annual report for a financial year must contain the Community Financial Report for the financial year.	Included in Chapter 3.								

## Particular Resolutions (Section 185 LGR. 2012)

The annual report for a financial year must contain:

- a copy of the resolutions made during the financial year under section 250(1)
- a list of any resolutions made during the financial year under section 206(2).

### Expenses Reimbursement Policy

Section 250 of the Local Government Regulation 2012 requires that Council adopt an expenses reimbursement policy.

Council may, by resolution, amend its expense reimbursement policy at any time.

The following resolutions under section 250 were made during the financial year:

Meeting date	Resolution number	Resolution
24/10/2018	1810/013	That Council adopt the Councillor Expenses Reimbursement and Provision of Resources Policy as amended.

A copy of Council policy CSA\_005 (Councillor Expenses Reimbursement & Provision of Resources) is attached at Appendix A.

### Valuation of non-current physical assets

Section 206 of the Local Government Regulation 2012 requires that Council must, by resolution, set an amount for each different type of non-current physical asset below which the value of an asset of the same type must be treated as an expense.

Council policy CSF\_009 (Non-Current Asset) was adopted on 14 April 2020 by Council resolution 0420/023 and sets the following amounts below which the asset must be treated as an expense:

Asset type	Amount
Road infrastructure	\$10,000
Water infrastructure	\$10,000
Sewerage infrastructure	\$10,000
Buildings	\$10,000
Other infrastructure assets	\$10,000
Plant and equipment	\$5,000
Furniture and fittings	\$5,000
Land and improvements	\$1

No resolutions under section 206 were made during the 2019-2020 financial year.

## Councillors (Section 186 LGR 2012)

The annual report for a financial year must contain particulars of:

- for each Councillor, the total remuneration, including superannuation contributions, paid to the Councillor during the financial year
- the expenses incurred by, and the facilities provided to, each Councillor during the financial year under the local government's Expenses Reimbursement Policy
- the number of local government meetings that each Councillor attended during the financial year

Included in About Council section.

- the total number of the following during the financial year

Orders and recommendations made under section 150I(2) of the Act	Nil
Orders made under section 150AH(1) of the Act	Nil
Decisions, orders and recommendations made under 150AR(1)	

<ul style="list-style-type: none"> <li>each of the following during the financial year</li> </ul>	The name of each Councillor for whom a decision, order or recommendation mentioned in paragraph (d) was made	Nil
	A description of the unsuitable meeting conduct, inappropriate conduct or misconduct engaged in by each of the Councillors	Nil
	A summary of the decision, order or recommendation made for each Councillor	Nil
<ul style="list-style-type: none"> <li>the number of each of the following during the financial year</li> </ul>	Complaints referred to the assessor under section 150P(2)(a) of the Act by local government entities for the local government	Nil
	Matters, mentioned in section 150P(3) of the Act, notified to the Crime and Conduct Commission	Nil
	Notices given under section 150R(2) of the Act	Nil
	Notices given under section 150S(2)(a) of the Act	Nil
	Decisions made under section 150W(1)(a), (b) and (e) of the Act	Nil
	Referral notices accompanied by a recommendation mentioned in section 150AC(3)(a) of the Act	Nil
	Occasions information was given under section 150AF(4)(a) of the Act	Nil
	Occasions the local government asked another entity to investigate, under chapter 5A, part 3, division 5 of the Act for the local government, the suspected inappropriate conduct of a councillor	Nil
	Applications heard by the conduct tribunal under chapter 5A, part 3, division 6 of the Act about whether a councillor engaged in misconduct or inappropriate conduct	Nil

#### Administrative Action Complaints (Section 187(1)(a) LGR. 2012)

The annual report for a financial year must contain:

a) a statement about the local government's commitment to dealing fairly with administrative actions complaints

b) a statement about how the local government has implemented its complaints management process, including an assessment of the local government's performance in resolving complaints under the process.

#### Implementation of complaints management process

Council has adopted a formal policy (*CSA\_002 – Complaints Policy*) to deal with administrative action complaints. The policy provides a statement of Council's commitment to providing an open and accountable local government and details the process that Council will follow to facilitate the effective management of complaints.

Council will ensure that all complaints are treated confidentially and with due respect. Complainants will not suffer any reprisal from Council or staff for making a complaint. All complaints will be investigated in a timely manner with the primary aim of reaching a resolution acceptable to both Council and the complainant.

Complaints received by Council are viewed as an opportunity for improvement, providing feedback to Council about service delivery or decisions made by Council.

A new electronic system has been implemented during the year to capture, record and manages Administrative Action Complaints received by Council whether they are received verbally, in writing or via electronic means.

Staff are provided with the necessary training in relation to the Administrative Action Complaints Policy and Complaints Management Process. Training was also provided to staff in the use of the new electronic system implemented during the financial year.

Further information on Council's administrative complaints management process is available at from council's website.

#### Assessment of performance in dealing with complaints

No administrative action complaints were received during the year.

Number of complaints received	Number of complaints resolved	Number of complaints not resolved	Number of complaints not resolved that were made in a previous year
Nil	Nil	Nil	Nil

**Overseas Travel (Section 188 LGR 2012)**

The annual report for a financial year must contain the following information about any overseas travel made by a Councillor or local government employee in an official capacity during the financial year:

- for a Councillor—the name of the Councillor
- for a local government employee—the name of, and position held by, the local government employee
- the destination of the overseas travel
- the purpose of the overseas travel
- the cost of the overseas travel.

The annual report may also contain any other information about the overseas travel the local government considers relevant.

There was no overseas travel undertaken by a Councillor or local government employee in an official capacity during the financial year.

**Expenditure on Grants to Community Organisations (Section 189 LGR 2012)**

The annual report for a financial year must contain a summary of:

- the local government's expenditure for the financial year on grants to community organisations

Council has adopted a Grant to Community Organisations Policy, which prescribes the types of grants given to community organisations.

The grants provided are:

- direct cash grants to community organisations
- assets given to community organisations
- concessions (e.g. rates remitted) for community organisations.

During the 2019-2020 financial year, Council made grants and provided assistance totalling \$64,288.94 to community organisations.

Refer below for details of grants made to community organisations.

expenditure from each councillor's discretionary fund, including:

- the name of each community organisation to which an amount was allocated from the fund
- the amount and purpose of the allocation.

N/A – Carpentaria Shire Councillors do not have discretionary funds.

<b>Direct cash grants</b>	
<b>Organisation</b>	<b>Amount</b>
Karumba Fishstocking	\$500.00
Normanton Bowls Club	\$1,500.00
Gulf United Junior Rugby League	\$1,500.00
Karumba Senior Lunch	\$600.00
Karumba Christmas Tree	\$500.00
	<b>\$4,600.00</b>

#### **Non-cash grants (concessions/fee waivers)**

<b>Organisation</b>	<b>Amount</b>
Bynoe	\$3,117.49
Gidgee Healing	\$1,999.99
Gulf Christian College	\$4,548.38
Karumba Fishstocking	\$1,615.01
Karumba Recreation Club	\$9,752.91
Karumba State School	\$2,119.46
Normanton Bowls Club	\$4,724.63
Normanton Gun Club	\$12.38
Normanton Police	\$1,500.50
Normanton Rodeo	\$4,220.55
Normanton State School	\$2,875.46
Normanton Stingers	\$3,155.51
PCYC	\$227.27
Milbo Cairns to Karumba Bike Ride	\$1,481.25
Karumba P&C	\$2,537.63
Kurtijar Aboriginal Corporation	\$740.00
Arts Council	\$5.10
Riverside Christian College	\$370.00
CLCAC	\$709.09
Junior Rugby League	\$2,973.01
Josep Mailanqi Community Meeting	\$890.91
Go Gulf	\$354.55
The Christian Centre Church	\$1,735.46
Carpentaria Kindergarten Association	\$1,792.67
Karumba Childrens Centre	\$3,462.95
Carpentaria Kindergarten	\$2,766.78
	<b>\$59,688.94</b>

#### **Assessment of Corporate and Operational Plans (Section 190(1)(a) LGR. 2012)**

The annual report must contain the Chief Executive Officer's assessment of the local government's progress towards implementing its 5-year corporate and annual operational plan.	Included in Chapter 4.
<b>Issues relevant to the assessment of Councils operations and performance (Section 190(1)(b) LGR. 2012)</b>	
The annual report must contain particulars of other issues relevant to making an informed assessment of the local government's operations and performance in the financial year.	Nil

Annual Operations Report for Each Commercial Business Unit (Section 190(1)(c) LGR. 2012)																							
The annual report must contain an annual operations report for each commercial business unit.	There were no commercial business units to report for the 2019-2020 financial year.																						
Joint Government Activity (Section 190(1)(d) LGR. 2012)																							
The annual report must contain details of any action taken for, and expenditure on, a service, facility or activity: <ul style="list-style-type: none"> <li>supplied by another local government under an agreement for conducting a joint government activity</li> <li>for which the local government levied special rates or charges for the financial year.</li> </ul>	Nil.																						
Invitations to change tenders (Section 190(1)(e) LGR. 2012)																							
The annual report must contain details of the number of invitations to change tenders under section 228(7) during the financial year.	Nil.																						
List of Registers & Public Documents (Section 190(1)(f) LGR. 2012)																							
The annual report must contain a list of registers kept by the local government.	<p>The Chief Executive Officer holds the following registers. Except where otherwise indicated, they are open to inspection at the Council Administration Centre.</p> <table border="1"> <thead> <tr> <th>Registers held</th> <th>Open to inspection</th> </tr> </thead> <tbody> <tr> <td>Register of Local Laws</td> <td>Yes</td> </tr> <tr> <td>Register of Roads</td> <td>Yes</td> </tr> <tr> <td>Register of Cost-recovery Fees</td> <td>Yes</td> </tr> <tr> <td>Asset Register</td> <td>Yes</td> </tr> <tr> <td>Register of Delegations</td> <td>Yes</td> </tr> <tr> <td>Registers of Interests of Councillors</td> <td>Yes</td> </tr> <tr> <td>Registers of Interests Chief Executive Officer</td> <td>No</td> </tr> <tr> <td>Registers of Interests Senior Executive Employees</td> <td>No</td> </tr> <tr> <td>Registers of interests of a person who is related to a Councillor, Chief Executive Officer or senior executive employee and senior contract employees</td> <td>No</td> </tr> <tr> <td>Register of Pre-qualified</td> <td>Yes</td> </tr> </tbody> </table>	Registers held	Open to inspection	Register of Local Laws	Yes	Register of Roads	Yes	Register of Cost-recovery Fees	Yes	Asset Register	Yes	Register of Delegations	Yes	Registers of Interests of Councillors	Yes	Registers of Interests Chief Executive Officer	No	Registers of Interests Senior Executive Employees	No	Registers of interests of a person who is related to a Councillor, Chief Executive Officer or senior executive employee and senior contract employees	No	Register of Pre-qualified	Yes
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Registers of Interests Chief Executive Officer	No																						
Registers of Interests Senior Executive Employees	No																						
Registers of interests of a person who is related to a Councillor, Chief Executive Officer or senior executive employee and senior contract employees	No																						
Register of Pre-qualified	Yes																						
Summary of Concessions for Rates and Charges (Section 190(1)(g) LGR. 2012)																							
The annual report must contain a summary of all concessions for rates and charges granted by Council for the financial year.	<p><b>Pensioner rates remission</b></p> <p>Council provides a rates remission to eligible pensioners. Council's remission is 30% on all rates and charges (except excess water charges) with a qualifying residency period of at least 10 years within the Shire boundary.</p> <p>The applicant must hold a Pensioner Concession Card and be of pensionable age for the purposes of qualifying for an aged pension under the Australian Government guidelines.</p> <p>Any arrears of rates and charges associated with the residential allotment must be paid in full before a pensioner becomes entitled to receive the rates remission. This policy is in accordance with Queensland Government Pension Remission Guidelines.</p> <p><b>Rate remission / concessions (other than pensioners)</b></p> <p>Council considers applications for remission of rates lodged with Council where it considers the circumstances warrant such action as provided under the <i>Local Government Act 2009</i>. Council may also consider the deferral of rates until a specified time if the circumstances warrant.</p>																						

Report on Internal Audit (Section 190(1)(h) LGR. 2012)	
The annual report must contain a summary on the internal audit for the financial year.	<p>Section 105(1) of the <i>Local Government Act 2009</i> requires that each local government must establish an efficient and effective internal audit function.</p> <p>The purpose of the internal audit function is to:</p> <ul style="list-style-type: none"> <li>• provide a systematic and proactive assessment of the effectiveness and reliability of Council's internal controls and processes</li> <li>• help ensure Council is achieving its desired outcomes</li> <li>• ensure compliance with legislation, Council policy and procedures</li> <li>• identify and document those areas of significant operational risk to Council with a view to finding practical recommendations for improvements</li> <li>• The scope of works for each financial year is set out in an Internal Audit Plan, which is endorsed by the Chief Executive Officer and the Internal Audit Committee.</li> <li>• During the 2017-2018 financial year, the internal audit function of Council was reviewed, where the disbandment of the Audit Committee was recommended.</li> <li>• Council Internal Auditors (Pacifica) had conducted two internal audits for the 2019-2020 financial year. The internal audits conducted were for property and leasing management, and customer request management.</li> </ul>
Investigation Notices for Competitive Neutrality Complaints (Section 190(1)(i) LGR. 2012)	
The annual report must contain a summary of investigations notices given in the financial year under section 49 of the Local Government Regulation for competitive neutrality complaints.	Nil
Responses to QCA's Recommendations (Section 190(1)(j) LGR. 2012)	
The annual report must contain the local government's responses in the financial year on the Queensland Competition Authority's recommendations on any competitive neutrality complaints under section 52(3).	Nil

# APPENDIX A

## EXPENSES REIMBURSEMENT POLICY

### Document Details:

Document Reference Number:

Version Number: 7.0

Responsible Department: Finance

Next Scheduled Review Date: September 2020

Policy Objective: The intent of this policy is to provide information about the payment or reimbursement of expenses and the provision of facilities for Councillors of the Carpentaria Shire, including the Mayor.

- (a) ensure compliance with community expectations and statutory requirements relating to the payment or reimbursement of legitimate expenses; and
- (b) ensure that all councillors have the facilities and other support necessary to carrying out their duties and responsibilities as elected representatives of the Carpentaria Shire Council

### Version History:

Version	Approval Date	Comment	eDRMS #
7.0	24/10/2018	Changes as per Resolution No. 1810/013	
6.0	18/04/2018	Changes as per Resolution No. 0418/026	
5.0	20/06/2016	Changes as per Resolution No. 0716/012	
4.0	23/06/2010	Changes as per Resolution No. 0610/008	
3.0	20/05/2009	Changes as per Resolution No. 0509/005	
2.0	02/04/2008	Adoption of model Expenses Reimbursement Policy	
1.0	16/06/2006	Changes as per Resolution No. 0606/027	

## 1. POLICY STATEMENT

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- 1.1. The Carpentaria Shire Council is committed to ensuring that Councillors are provided with the facilities required to enable them to perform their duties.
- 1.2. Councillors should not be financially disadvantaged when carrying out their roles, and should be fairly and reasonably compensated in accordance with statutory requirements and community expectations.

## 2. PRINCIPLES

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- 2.1. This policy ensures that the council's reimbursement of expenses incurred by councillors is consistent with the local government principles and financial sustainability criteria as defined in the Local Government Act 2009.
- 2.2. In addition the principles that underpin this policy are:
  - Councillors should not receive a private benefit through their role as a councillor;
  - the use of public monies in the public interest by responsible budgeting and accounting;
  - fair and reasonable allocation of council resources (allowances, facilities and other benefits) to enable all councillors to conduct the duties of their office;
  - transparent decision-making by public disclosure of policy and resolutions; and
  - accountability for expenditure and use of facilities through full justification and acquittal.

## 3. POLICY

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### Scope

- 3.1. Chapter 8 Part 1 Division 2 of the Local Government Regulation 2012 sets out the requirements for the payment of reasonable expenses incurred, or to be incurred, by councillors for discharging their duties and responsibilities as councillors and the provision of facilities to councillors for that purpose.
- 3.2. This policy applies to all councillors for the reimbursement of expenses incurred, or to be incurred, by them in undertaking their responsibilities.
- 3.3. Council will reimburse councillors for eligible expenses as set out in this policy. Any expenses not provided for by this policy will not be reimbursed without express approval from the Chief Executive Officer.
- 3.4. Councillor remuneration is not covered by this policy. Councillor remuneration is determined annually by the Local Government Remuneration and Disciplinary Tribunal.
- 3.5. Spouses, partners and family members of councillors are not entitled to reimbursement of expenses or have access to facilities allocated to councillors.
- 3.6. Failure to comply with this policy, falsifying claims or the misuse of facilities may breach the Councillors' Code of Conduct and/or represent an offence under the Criminal Code and may be referred to the Crime and Misconduct Commission.

## PART 1 - FACILITIES

Category	Facilities Provided
Secretarial Support	The Mayor's office will be assisted with secretarial support by Council's Executive Assistant.  Limited secretarial support will be provided to Councillors with prior approval by the Chief Executive Officer.
Administrative Tools	Councillors are entitled to use Council facilities as required to assist in discharging their duties and responsibilities including (but not limited to):

Category	Facilities Provided
	<ul style="list-style-type: none"> <li>• Shared office space and meeting rooms;</li> <li>• Shared access to photocopiers;</li> <li>• Shared access to printers;</li> <li>• Stationery;</li> <li>• Promotional material necessary for official Council business</li> <li>• Other resources as approved by the Mayor or Chief Executive Officer.</li> </ul>
IT Equipment	<p>Councillors are provided with the following IT equipment to assist in discharging their duties and responsibilities:-</p> <ul style="list-style-type: none"> <li>• A laptop and/or desktop computer and necessary software;</li> <li>• Printer;</li> <li>• equipment to enable wireless internet access.</li> </ul>
Mobile Tablets	<p>Councillors will be provided with a mobile tablet device of their own choice to enable them to carry out their duties and responsibilities in an efficient and effective manner.</p> <p>A maximum value of the mobile tablet purchased shall not exceed \$1,000 in total.</p> <p>Where a Councillor wishes to be provided with a tablet device with a value greater than \$1,000; the Councillor may enter into an agreement to retain the device at the end of the 4 year term.</p> <p>Where a Councillor has entered into an agreement to be provided with a tablet device with a value greater than the nominal value; the agreement will provide for the payment of the excess over the balance of the 4 year term.</p> <p>Due to the high rate of depreciation of mobile tablet devices and the low residual value after 4 years, Council considers the devices to be valueless at the end of the 4 year Council term and Councillors will have the option to retain the tablet at the end of the term at no cost.</p> <p>Councillor will be allowed private use of the tablet device.</p>
Software	<p>Council will provide all software necessary to enable Councillors to carry out their duties as elected members.</p> <p>All software is licensed to the Carpentaria Shire Council and remains the property of Council at the end of the term.</p> <p>All software licensed to council that has been installed on a councillor's tablet device will be removed prior to the end of the Councillor term.</p>
Telephone and Data	<p>The Mayor will be provided with a mobile phone by Council for Approved Council Business. Reasonable private use of the telephone is permitted.</p> <p>The Mayor may elect to use a private mobile phone.</p> <p>Where the Mayor has elect to use a private mobile phone, Council will pay an annual allowance of \$1,000.00 to cover the costs of council related calls.</p>

Category	Facilities Provided
	<p>Councillors will be paid an annual allowance of \$600.00 to cover the costs of telephone calls and rental for a home and/or mobile telephone which are associated with the performance of their duties as Councillor. Actual expenses above this amount may be reimbursed upon the production of receipts.</p> <p>The Mayor and Councillors telephone allowance shall be paid monthly in conjunction with Councillor meeting fees.</p> <p>Council will be responsible for any Fringe Benefit Tax Payable.</p>
Safety Equipment	<p>Council will provide all the necessary safety equipment for use on official Council business e.g. safety helmet/boots.</p>
Corporate Uniform	<p>Council will provide each Councillor with –</p> <ul style="list-style-type: none"> <li>• A name badge;</li> <li>• Shirts embroidered with Council’s logo (up to three shirts per annum);</li> <li>• Jacket or blazer embroidered with Council’s logo (1 per term).</li> </ul>
Corporate Credit Card	<p>The Mayor will be provided with a corporate credit card for business expenses in accordance with this Policy and the Corporate Credit Card Policy.</p>
Council Motor Vehicles	<p>The Mayor will be provided with a suitable vehicle as determined by Council.</p> <p>Other Councillors may use the Mayor’s vehicle for Approved Council Business with the prior approval of and at the discretion of the Mayor.</p> <p>Council will pay all costs associated with the vehicle, including fuel, servicing, repairs, maintenance and insurance.</p> <p>The Mayor’s vehicle may be used for all Approved Council Business, together with incidental private use.</p> <p>If there is any doubt, the Chief Executive Officer will determine if any use is incidental private use.</p> <p>Limited private use of Council owned vehicles that is not incidental private use, is permitted if prior approval has been granted by resolution of Council. Council will, in its resolution authorising private use, set out the terms for the Councillor to reimburse Council for such private use.</p>
Fuel Costs	<p>Fuel for Council owned vehicles used for official Council business will be provided or paid for by Council.</p> <p>The CEO may approve the issue of a fuel card to a Councillor.</p> <p>A Councillor who is issued a fuel card must keep all receipts and/or tax invoices for any purchases on the card and provide the documents to the Manager Administration or other designated officer in a timely manner.</p> <p>Where no fuel card has been provided, Council will reimburse actual costs incurred by a Councillor. Original documents sufficient to verify the actual expenditure must be provided.</p>

### Maintenance of Facilities Provided

- 3.7. Council will be responsible for the ongoing maintenance and reasonable wear and tear costs of Council-owned equipment that is supplied to Councillors for official business use.

3.8. All facilities provided to Councillors, with the exception of mobile devices, remain the property of Council and must be returned to Council when a Councillor's term expires.

**Private Use of Council Facilities**

- 3.9. Based on the principle that no private benefit is to be gained, the facilities provided to Councillors by Council (with the exception of mobile tablet devices) are to be used only for official Council business unless prior approval has been granted by resolution of Council.
- 3.10. A Council resolution authorising private use of Council owned facilities must set out the terms under which the Councillor will reimburse Council for the percentage of private use.

**PART 2 - EXPENSES**

Category	Expense Reimbursement
Insurance Cover	<p>Council will indemnify or insure Councillors in the event of injury sustained while discharging their civic duties.</p> <p>Council will pay the excess for injury claims made by a Councillor resulting from conducting official Council business.</p>
Professional Development	<p>Council encourages Councillors to undertake relevant professional development and will reimburse expenses incurred for:</p> <ul style="list-style-type: none"> <li>• Mandatory professional development, and</li> <li>• Discretionary professional development deemed essential for the Councillor's role.</li> </ul> <p><b>Mandatory Training</b></p> <p>Council will reimburse expenses for attendance and will pay for or reimburse Councillors for all associated reasonable costs (including registration, travel, accommodation, meals etc) at the following subject to attendance being approved by Council:</p> <ul style="list-style-type: none"> <li>• Training courses or workshops for skill development related to a Councillors role or portfolio;</li> <li>• Training courses or workshops relating to their legislative obligations i.e. Councillor Induction, Code of Conduct.</li> <li>• Regional, State or National Local Government associated conferences, symposiums, workshops and training courses.</li> </ul> <p><b>Note:</b> Registrations should be made in sufficient time to take advantage of any 'early bird' discounts.</p> <p><b>Discretionary Training</b></p> <p>Where a Councillor identifies the need to attend a conference, workshop or training to improve skills relevant to their role as a Councillor, other than mandatory professional development as above, the Councillor may request Council's approval to attend.</p> <p>The funding limit for discretionary training is \$5,000 for each councillor during their four (4) year term in office.</p> <p>All professional development activities must be approved in advance by resolution by Council or by the Mayor and later ratified by resolution of Council.</p>



Category	Expense Reimbursement
<p>Out of Pocket Expenses</p>	<p>Councillors are entitled to reimbursement of reasonable out of pocket expenses incurred in the conduct of official Council business.</p> <p>The maximum amount of out of pocket expenses (excluding reimbursement of expenses for professional development and as approved by Council) that may be claimed is:</p> <ul style="list-style-type: none"> <li>• Mayor \$2,000 per annum.</li> <li>• Councillors \$500 per annum.</li> </ul> <p>The Mayor may approve the reimbursement of reasonable out of pocket expenses by other councillors at official Council business at which the Mayor is not in attendance.</p> <p>Non-Council related expenditure or expenditure in relation to partners, spouses or family members is not permitted.</p> <p>In order to comply with s186 of the <i>Local Government Regulation 2012</i>, which requires Council to publish expenses incurred by each Councillor during the year under Council's Expenses Reimbursement Policy in its Annual Report, Councillors incurring hospitality expenses are required to maintain documentary evidence of all such expenditure which will be recorded in a register maintained by the Chief Executive Officer on a monthly basis.</p> <p>Where any conflict exists between this policy and Council's Entertainment and Hospitality Policy, this policy will take precedence.</p> <p>Councillors' expenses will be reported in Council's Annual Report.</p>
<p>Travel Required to Represent Council</p>	<p>All travel to represent the Council must be approved by Council or the CEO prior to any expenses being incurred. Councillors are to travel via the most direct route, using the most economical and efficient mode of transport.</p> <p><b>Overseas Travel</b></p> <p>Overseas travel can only be approved by a Council resolution.</p> <p><b>Accommodation</b></p> <p>All Councillor Accommodation for Council business will be booked and paid for by Council. Council will pay for the most economical deal best suited to the needs of Council business. Where possible, the maximum standards for Councillors' accommodation should be four (4) star rating.</p> <p>Where particular accommodation is recommended by conference organisers, Council will take advantage of the package deal that is the most economical and convenient to the event.</p> <p><b>Incidental Costs</b></p> <p>Council will reimburse any reasonable incidental costs incurred by Councillors required to travel, and who are away from home overnight, for official Council business upon provision of receipts.</p> <p><b>Meals</b></p> <p>Council will reimburse reasonable costs of meals and refreshments for a Councillor when:</p> <ul style="list-style-type: none"> <li>• the Councillor incurs the cost personally and can produce original documents sufficient to verify the actual meal cost; and</li> <li>• the meal was not provided within the registration costs of the approved activity/event; or during an approved flight.</li> </ul>

Category	Expense Reimbursement
	<p>Reasonable costs of meals and refreshments will be calculated with reference to Australian Taxation Office Guidelines for Reasonable Allowances set for each income tax year.</p> <p>Should the cost be for a greater value than those listed above and the cost is deemed reasonable by the CEO, then reimbursement for the full cost may be provided.</p> <p><b>Travel Bookings</b></p> <p>All Councillor travel, approved by Council, will be booked and paid for by Council.</p> <p>Economy class is to be used where possible although the CEO and/or Mayor may approve business class if the particular circumstances warrant it.</p> <p>Airline tickets are not transferable and can only be procured for the Councillor's travel on official Council business. They cannot be used to offset other unapproved expenses (eg cost of partner or spouse accompanying the Councillor).</p> <p>Frequent Flyer points or other loyalty program benefits accrued on Council business must not be used for personal travel and, where possible, should be utilised to offset future Council travel expenses.</p> <p><b>Travel Transfer Costs</b></p> <p>Any travel transfer expenses associated with Councillors travelling for Council approved business will be reimbursed eg trains, taxis, buses and ferry fares.</p>
Use of Private Vehicle	<p>Councillors will be reimbursed for private vehicle usage on official Council business. Reimbursement calculations will be based on the relevant Australian Tax Office published rate for the vehicle type.</p> <p>Where a Councillor elects to use their private vehicle instead of other forms of travel, such as a plane travel, the total amount of reimbursement must be the lower of the calculated amounts plus the cost of taxi transfers.</p> <p><b>Example:</b> <i>if an airfare costs \$1,000.00, then the kilometric claim for the vehicle cannot exceed \$1,000.00 even if the actual kilometric claim was, say, \$1,300.00.</i></p> <p>Where a Councillor utilises their own aircraft or helicopter to attend approved Council business, Council will reimburse expenses equivalent to the ATO kilometric rates for the largest class of motor vehicle.</p> <p>If another Councillor travels in the aircraft or helicopter, a claim may also be submitted by the owner equivalent to the number of Councillors travelling.</p> <p><b>Example:</b> <i>the Councillor and one other Councillor travel in the aircraft or helicopter on approved Council business. The owner may claim the kilometric rate equivalent to travel by two motor vehicles. The passenger is not entitled to any claim</i></p>
Fines and Penalties	<p>Any fines or penalties incurred while travelling in Council owned vehicles or privately owned vehicles when attending to official Council business, will not be reimbursed and are the responsibility of the Councillor incurring the fine.</p>



## Claims for Reimbursement

- 3.11. All claims for reimbursement of expenses must be made on the approved form and submitted with original receipts to the Office of the CEO. Claims certified by a Councillor as complying with this policy will be authorised for payment by the Chief Executive Officer.
- 3.12. Claims must be presented within 3 months of incurring the expense.
- 3.13. When considering an application for approval of any matter related to this policy, the council or the Chief Executive Officer must have regard to the limits outlined in this policy and any relevant budget allocation.

## 4. RESPONSIBILITIES

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### Compliance, monitoring and review

The Chief Executive Officer is responsible for ensuring this policy is understood and adhered to by all councillors and relevant staff.

### Reporting

## 5. DEFINITIONS

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To assist in interpretation of this policy and associated guidelines, the following definitions shall apply:

### Approved Council Business - includes-

- a) Formal meetings of Council, including Ordinary, Statutory and Special Meetings;
- b) Official committee meetings, including advisory committee meetings of which a Councillor is a member;
- c) Formal public consultation meetings;
- d) Civic functions at which a Councillor is attending in his/her official capacity as a Councillor;
- e) Community functions to which a Councillor has been invited in his/her official capacity as a Councillor;
- f) Official inspections;
- g) Formal training, professional development and conferences approved by Council;
- h) Other activities approved by the Mayor and ratified at a subsequent meeting of Council.

**Council** - means the Carpentaria Shire Council.

**Councillors** - means the Mayor, Deputy Mayor and Councillors unless otherwise specified.

**Expenses** - mean costs reasonably incurred, or to be incurred, in connection with Councillors discharging their duties. The expenses may be either reimbursed to Councillors or paid direct by Council for something that is deemed a necessary cost or charge. Expenses are not included as remuneration.

**Entertainment and hospitality** - means the cost to council of providing entertainment or hospitality as outlined in council's Entertainment and Hospitality Expenditure Policy.

**Facilities** - mean the facilities deemed necessary to assist Councillors in their role.

**Incidental private use** includes use incidental to Approved Council Business. (example - stopping at a shop on the way to or from Approved Council Business).

**Professional development** –includes activities undertaken by Councillors to improve their understanding, competence and knowledge of matters that specifically relate to local government functions, or to improve their competence and knowledge of matters that will assist them in carrying out their role as a Councillor.

Examples of professional development include (but are not limited to): Local Government industry training, conferences, workshops, seminars or specific events that are relevant to a Councillors role; or that are relevant to the development of a Councillor's individual knowledge and competence in conducting their role

**Reasonable** - shall mean Council must make sound judgements and consider what is prudent, responsible and acceptable to the community when determining reasonable levels of facilities and expenditure.

**Training** – any facilitated learning activity which is considered by council to be a requirement for councillors to discharge their duties and responsibilities as councillors.

## 6. SUPPORTING DOCUMENTATION

Legislation	<ul style="list-style-type: none"><li>• Local Government Act 2009</li><li>• Local Government Regulation 2012</li></ul>
Policies	<ul style="list-style-type: none"><li>• Procurement Policy</li><li>• Entertainment and Hospitality Policy</li><li>• Passenger Vehicle Fleet Policy</li></ul>
Delegations	<ul style="list-style-type: none"><li>•</li></ul>
Forms	<ul style="list-style-type: none"><li>•</li></ul>
Supporting Documents	<ul style="list-style-type: none"><li>• Taxation Rulings issued by the Australian Taxation Office</li></ul>

# APPENDIX B



Your ref:  
Our ref: 2020-4030  
Sri Narasimhan 3149 6208

OFFICIAL

30 October 2020

Mr M Crawley  
Chief Executive Officer  
Carpentaria Shire Council  
PO Box 31  
NORMANTON QLD 4890

Dear Mr Crawley

**General Purpose Financial Statements—2019–20**  
**Current-year Financial Sustainability Statement—2019–20**

- Carpentaria Shire Council

The certified General Purpose Financial Statements are enclosed. I have issued an unmodified opinion.

Also enclosed is the Current Year Financial Sustainability Statement. Consistent with prior years and with all other councils, I have included an emphasis of matter paragraph in my auditor's report to highlight the use of the special purpose basis of accounting.

A copy of the General Purpose Financial Statements and Current year Financial Sustainability Statement has also been forwarded to the Minister for Local Government.

Yours sincerely

Sri Narasimhan  
Director

Enc.

cc: Councillor J Bawden, Mayor, Carpentaria Shire Council

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 Queensland Audit Office (QAO)



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