



Mareeba
SHIRE COUNCIL



Mareeba Shire Council Annual Report 2024/2025

Photo: Tourism Tropical North Queensland

A Growing, Confident, Sustainable Shire.

The 2024/25 Annual Report serves as a key communication resource, demonstrating Council's dedication to the community by progressing the strategic priorities set out in the Corporate Plan 2024–2028 and achieving the goals of the 2024/25 Operational Plan.

It highlights Council's commitment to strong governance and quality service delivery while fostering public trust and confidence through adherence to statutory and financial reporting requirements.



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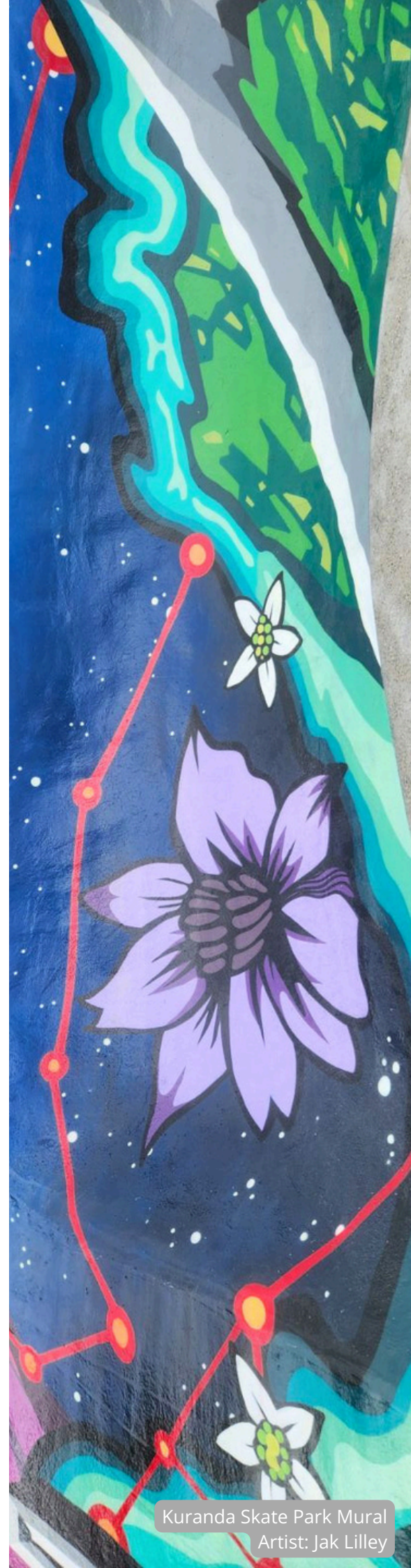
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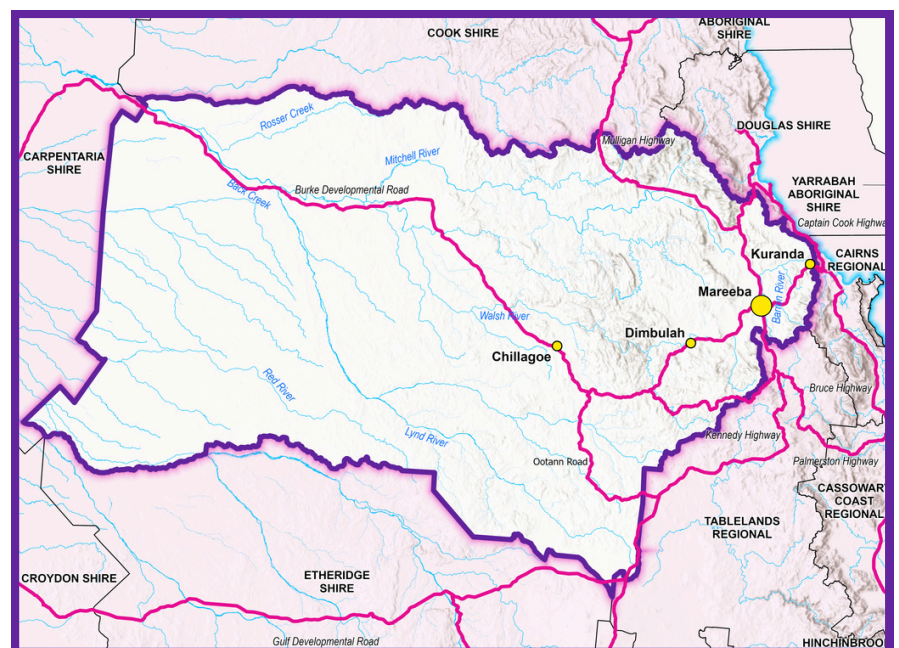
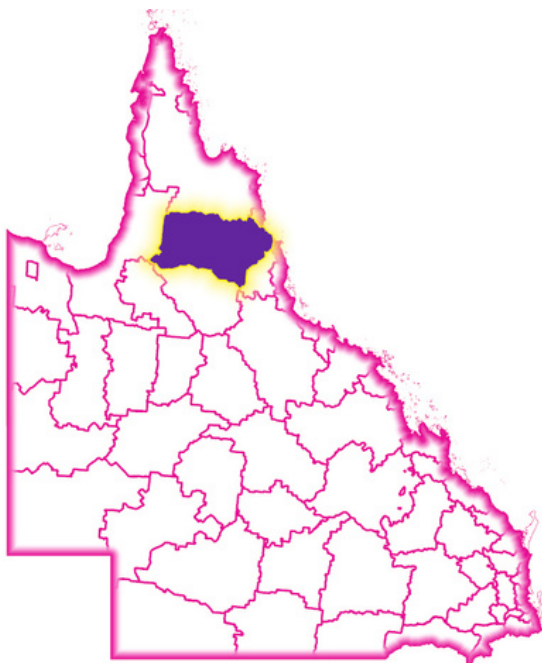
◆ Shire Profile

Mareeba Shire is a region of economic and social diversity, home to a population of 24,003. The main regional centre is Mareeba, followed by Kuranda, with smaller communities including Chillagoe, Dimbulah, Bibohra, Koah, Speewah, Mutchilba, Irvinebank, Julatten, and Mount Molloy. As the largest town outside Cairns in Far North Queensland, Mareeba plays a crucial role as a transport and service hub for Northern Australia, including the Cape York Peninsula and Gulf of Carpentaria.

Situated near two World Heritage Areas—the Great Barrier Reef and the Wet Tropics—Mareeba Shire is approximately an hour's drive from Cairns International Airport. Spanning 53,547 km² across the base of Cape York Peninsula, the Shire encompasses rural and remote agricultural communities, Indigenous communities, and popular tourism destinations.

With up to 300 sunny days annually and access to reliable water from Tinaroo Dam, the region supports year-round cultivation of high-quality produce.

Mareeba Shire Council's vision is to foster a "growing, confident, and sustainable Shire." Council is dedicated to strengthening the local economy, attracting visitors, enhancing the region's profile and liveability, and instilling a strong sense of community pride. Strategic investments in industrial land and a commercial aviation park further support the Shire's long-term growth and prosperity.



Community

24,003 Residents

14.3% Aboriginal & Torres Strait Islander Population

43 Median Age

10% speak a language other than English at home

75 Different Cultural Associations and Ethnic Backgrounds

Economy

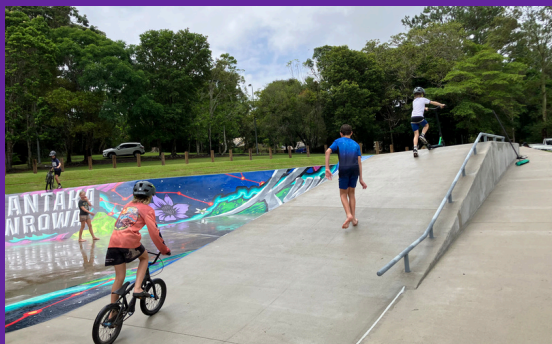
2,242 Local Businesses

\$270 Median Weekly Rent

\$1,201 Median Weekly Household Income

\$1.42 billion Gross Regional Product (30 June 2024)

Agriculture, Forestry and Fishing Largest Industry



What We Look After

TRANSPORT

- Total Shire Roads **2,304 km**
- Unsealed Roads **1,639 km**
- Sealed Roads **665 km**
- Footpaths **57 km**
- Kerb & Channel **240 km**
- Bridges **81**
- Major Culverts **130**
- Minor Culverts **3,071**

PARKS & OPEN SPACES

- Parks & Rec Reserves **222 ha**
- Cemeteries **10**

FACILITIES

- Depots **9**
- Caravan Parks **2**
- Commercial Buildings **1**
- Council Buildings **53**
- Aquatic Facilities **3**
- Community Housing **108**
- Industrial Estates **1**
- Aerodromes **3**
- Public Halls **14**
- Public Toilets **28**

WASTE

- Landfills **1**
- Waste Transfer Stations **10**

WASTEWATER

- Wastewater Treatment Plants **2**
- Reticulation Pump Stations **30**
- Sewer Mains maintained **135 km**
- Manholes **1,862**
- Wastewater Connections **4,406**

LAND PROTECTION

- Roadside treatment **5,800 km**
- Weed treatment area **3,900 ha**



COMMUNITY

- Community Groups & Organisations Supported **109**
- Regional Arts Development Fund Contribution **\$48,417**
- Community Partnerships Program **\$329,726**
- Subsidised Land and Facilities for Community Groups **55**

LIBRARIES

- Membership **9,189**
- Visitors
 - In Person **60,343**
 - Online **20,628**
- Items borrowed **93,309**

FACILITIES

- Swimming pool admissions **45,338**
- Public hall usage **2,389**
- Caravan Park site rentals **27,643**

Key Service Statistics

DEVELOPMENT APPROVALS

- Dwellings approved **146**
- Planning Development Applications **54**

BUILDING APPROVALS

- Value of residential approvals **\$53,721,214**
- Value of non-residential approvals **\$18,590,573**
- Total number of building approvals **360**

REGULATORY SERVICES

- Dogs registered **3,997**
- Environmental Health Officer Inspections **102**

ECONOMY

- Land Sales at Mareeba Industrial Park **\$1,049,344**
- Ratable Properties **10,075**
- Tourism investment **\$576,634**

CUSTOMER SERVICE

- Council website visits (sessions) **180,560**
- Call centre calls received **20,184**
- Customer requests created **10,911**

VISITOR INFORMATION CENTRES

- Visitors **162,976**
- Volunteer Hours **16,738**

PARKS & OPEN SPACES

- Cemeteries Interments **117**

LAND PROTECTION

- Properties treated for vertebrate pests **80**

WASTE

- Waste disposed at Springmount **4,692t**
- Recyclable materials collected **2,585t**

✦ Mayor and CEO Update



It is with great pleasure that we present the 2024/2025 Annual Report for Mareeba Shire Council. This year, Council has continued to deliver vital services and infrastructure while strengthening resilience, liveability and community connections across the Shire.

There have been several great projects this year including completion of the Coondoo Street streetscape upgrade in Kuranda. This project delivered improvements to street lighting, footpaths and the installation of fairy lights in the heritage-listed fig trees—enhancing both safety and amenity in the town centre.

Significant progress was also made under Council's Water Strategy. Upgrades to the booster pump and filtration system at the Mareeba Water Treatment Plant were completed, ensuring the continued delivery of safe, reliable drinking water into the future.

Council advanced its natural disaster recovery efforts, supported by the Disaster Recovery Funding Arrangements (DRFA). Major restoration works were carried out on several key roads, including Mt Lewis Road in Julatten, Jarawee Road and Barron Falls Road in Kuranda, Emerald End Road and Carmen Road in Mareeba.

In addition to infrastructure, Council remains focused on enhancing liveability across the shire. This includes maintaining parks and open spaces, supporting local organisations through the Community Partnership Program, and progressing the Public Mural Action Plan—highlighted by new murals at Geraghty Park in Julatten and Mareeba Bi-Lakes Precinct and a new sculpture at the School of Arts Hall Irvinebank. Council also hosted much-loved annual events, such as the Mareeba Multicultural Festival, the Great Wheelbarrow Race and Seniors Morning Tea.

A major initiative that commenced this year is the Mareeba CBD Blueprint. This once-in-a-generation project is guided by community feedback, to deliver construction-ready plans to revitalise Mareeba's main shopping area—addressing drainage, accessibility, lighting, and amenities.

This year also brought moments of reflection and change within the Council Chamber. We express our deepest condolences to the family of Councillor Kevin Davies, who tragically passed away in January 2025. Councillor Davies was deeply passionate about his role and brought extensive knowledge and insight to Council discussions. His loss is felt deeply by all who had the privilege of working alongside him.

In April 2025, we warmly welcomed Councillor Mladen Bosnic to the Council Chamber. We look forward to his contributions as we continue working collaboratively to serve the residents of Mareeba Shire.

We remain committed to our vision - A growing, confident and sustainable Shire, and extend our sincere thanks to our staff, community members, and partners for their ongoing support.

Cr Angela Toppin AM
Mayor

Peter Franks
Chief Executive Officer

✦ Councillors

Mareeba Shire Council comprises the Mayor and six Councillors, elected by the community every four years to represent the interests of residents. Councillors actively engage with community groups to stay connected with local needs and ensure Council remains responsive.

With deep regret, Council and the Mareeba Shire community mourned the passing of Councillor Kevin Davies on 14 January 2025. Councillor Davies was a dedicated advocate for Mareeba, whose passion and commitment to the community will be profoundly missed by all who knew and worked alongside him.

At a special meeting on 10 February 2025, Council resolved to hold a by-election to fill the vacancy. Following the by-election on 5 April 2025, Councillor Mladen Bosnic was officially declared elected and formally sworn in at the official ceremony on 16 April 2025.

The committee representation list is presented on the following page, noting a change in representation following the official swearing-in of Councillor Bosnic.



1 July 2024 to 14 January 2025 - Cr Nipper Brown, Cr Ross Cardillo, Deputy Mayor Lenore Wyatt, Mayor Angela Toppin AM, Cr Mary Graham, Cr Amy Braes and Cr Kevin Davies.

Council Committee Representation



Cr Angela Toppin AM
Mayor

- Far North Queensland Regional Organisation of Councils (FNQROC) (Chair)
- Local Government Association of Queensland, Policy Executive for District 10
- Local Disaster Management Group (LDMG) (Chair)
- Mareeba District Disaster Management Group
- Regional Arts Development Fund (RADF) (Chair)
- Tinaroo Water Committee
- Flexichoice
- Speedwah District Residents Association
- Collaborating for Community Safety (Chair)



Cr Lenore Wyatt
Deputy Mayor

- Irvinebank Progress Association
- Local Authority Waste Management Advisory Committee (LAWMAC)
- LDMG (Deputy Chair)
- Great Wheelbarrow Race Advisory Committee (Proxy)
- North Queensland Council of Mayors (Proxy)
- Davies Park Sporting Precinct Committee
- FNQ Regional Organisation of Councils
- Mareeba District Disaster Management Group
- Mareeba Area Fire Management Committee
- Mareeba Heritage Centre Management Committee
- Regional Arts Development Fund (RADF)
- Traffic Advisory Committee



Cr Kevin Davies

- Audit Committee
- Crime Stoppers
- Davies Park Sporting Precinct Committee
- Great Wheelbarrow Race Organising Committee
- FNQ Regional Roads Group
- LDMG (Deputy Chair)
- Mareeba Chamber Commerce Sub Committee
- Traffic Advisory Committee
- Chillagoe Alliance (Proxy)
- Irvinebank Progress Association (Proxy)
- Mareeba District Disaster Management Group (Proxy)
- Mareeba Liquor Industry Action Group (Proxy)

Council Committee Representation



- Flexichoice
- FNQ Regional Roads Group
- Julatten and Molloy Association of Ratepayers and Residents (JAMARR)
- LDMG (Deputy Chair)
- Mareeba Chamber Commerce Sub Committee
- Mareeba Liquor Industry Action Group
- Traffic Advisory Committee

Cr Mladen Bosnic



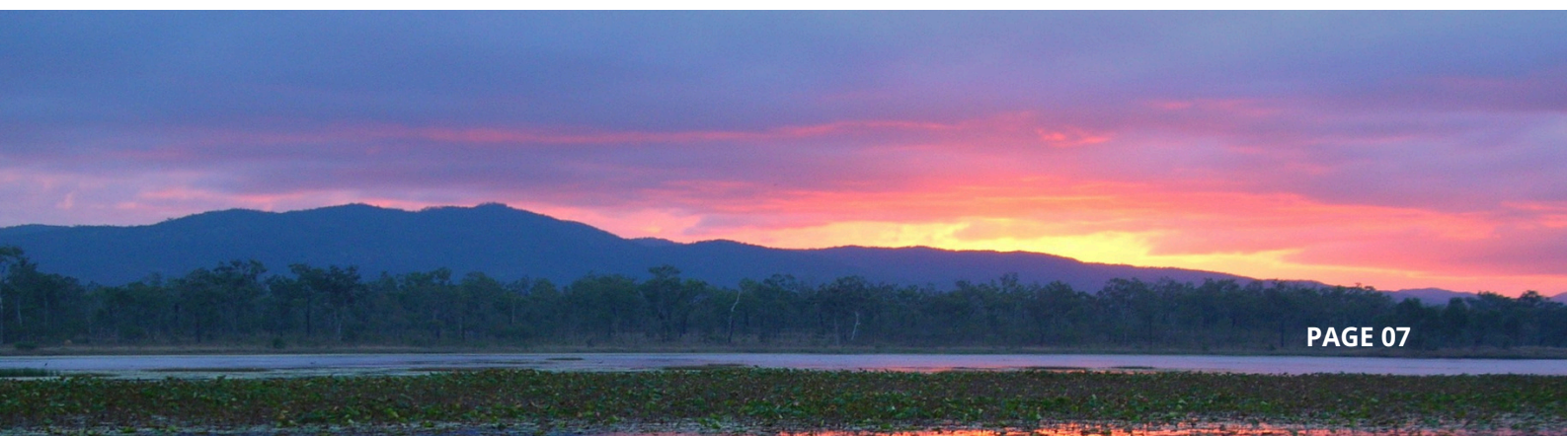
- LDMG Environment/Infrastructure
- Small Business Friendly Council
- Speewah District Residents Association
- LAWMAC (Proxy)
- Audit Committee
- Barron Catchment Care
- Davies Park Sporting Precinct Committee
- FNQ Regional Roads Group
- Kuranda Interagency Networks
- Reef Guardian

Cr Amy Braes



- Chillagoe Alliance
- JAMARR
- Kuranda Interagency Networks
- LDMG Community Support
- Mareeba Area Fire Management Committee
- NQ Sports Foundation
- Pest Advisory Committee
- Speewah District Residents Association
- Crime Stoppers
- Great Wheelbarrow Race Organising Committee
- FNQROC Natural Asset Management Advisory Committee
- Northern Gulf Resource Management Group

Cr Nipper Brown



Council Committee Representation



Cr Ross Cardillo

- NQ Sports Foundation (Proxy)
- Audit Committee
- Barron Catchment Care
- Collaborating for Inclusive outcomes in Mareeba
- Great Wheelbarrow Race Organising Committee
- FNQROC Natural Asset Management Advisory Committee
- LDMG Health and Environment
- Mareeba Chamber Commerce Sub Committee
- Mareeba Multicultural Festival Committee
- Northern Gulf Resource Management Group
- Pest Advisory Committee
- Reef Guardian
- Tinaroo Water Committee



Cr Mary Graham

- Audit Committee
- Collaborating for Inclusive outcomes in Mareeba
- Flexichoice
- LDMG Economic Development
- Mareeba Liquor Industry Action Group
- Mareeba Multicultural Festival Committee
- Irvinebank Progress Association



16 April 2025 - 30 June 2025 - Cr Amy Braes, Cr Mladen Bosnic, Cr Mary Graham, Mayor Angela Toppin AM, Deputy Mayor Lenore Wyatt, Cr Ross Cardillo and Cr Nipper Brown.

✦ Organisational Structure



✦ Corporate Plan 2024 -2028

Our Vision

A growing, confident and sustainable Shire.

Our Mission

To promote the prosperity and liveability of our communities by providing cost-effective services, fostering collaborative partnerships and maintaining accountable governance.

Our Values

Sustainable

United Team

Customer Focused

Community Partnerships

Ethical Conduct

Striving to be Better

Skilled Workforce

Our Strategic Priorities

Financial Sustainability and Governance

A financially sustainable council that applies strategic decision making and good governance to deliver cost-effective services.

Community and Culture

An informed, engaged and resilient community which supports and encourages effective partnerships to deliver better outcomes.

Transport and Infrastructure

The provision of quality infrastructure to service our growing community using sound asset management principles.

Liveability and Environment

Improve the liveability of the Shire by enhancing amenity and valuing natural assets.

Economy and Growth

Promote and encourage investment in local industry to build a resilient economy.

✦ Financial Sustainability and Governance

A financially sustainable council that applies strategic decision making and good governance to deliver cost-effective services.

FG1 Effective and sustainable financial management

- All decisions should support Council's strategic direction and Long-Term Financial Plan
- Optimise Council's revenue, based on realistic and equitable policies and practices and consider opportunities for non-rate revenue sources

FG2 Effective business management

- Commitment to continuous improvement in all operations to ensure financial sustainability
- Further develop and implement business practices including information and technology solutions, that meet corporate and customer needs

FG3 A Skilled and sustainable workforce

- Continue to provide appropriate opportunities to develop, attract and retain staff
- Enhance an organisational culture which reflects shared vision and values
- Continue to promote a 'safety first' environment

FG4 Effective Governance

- A governance framework that ensures sound organisational management
- Ongoing adherence to the Local Government principles, Act and Regulations
- Ethical, transparent and accountable decision making in the interest of the entire community
- Manage organisational risk in a cost-effective way

Major Achievements

- Long Term Financial Plan adopted with budget in July 2024
- Updated Long Term Asset Management Plan adopted by Council on 16 July 2025
- Capital budget preparation aligns with Long Term Asset Management Plan and Long Term Financial Plan
- Asset revaluation adjustments reflected in 2024/25 financial statements
- Local Government Infrastructure Plan scope of work commenced
- Continuous improvement on reporting options and training available in operating financial systems
- Work continuing on the transition to Employee Self Service (ESS) and other Technology One enhancement
- Organisation wide leadership training program continued throughout 2024/25
- Organisation wide training program continues to meet the compliance and operational requirements of Council
- Continuing to engage additional recruitment platforms such as LinkedIn
- Continued implementation of ACSC Essential 8 mitigation strategies
- 100% completion of cyber security training achieved
- Cybersecurity Incident Response partnership renewed
- Ongoing phishing awareness training continued throughout 2024/25
- Full compliance with employment related legislative requirements met
- All requirements of LGW mutual risk met and no outstanding matters
- Safety Management System reviewed and in place
- Internal auditor engagement was finalised
- External audit completed with unmodified opinion
- Annual Report adopted by Council in October 2024
- All Audit committee objectives met

✦ Financial Sustainability and Governance

Mareeba Shire Council remains committed to being a financially sustainable organisation that applies strategic decision-making and strong governance to deliver cost-effective services to the community. Throughout 2024/25, Council achieved a range of milestones across financial management, business systems, workforce development and governance that reinforce its long-term sustainability and accountability.

Council adopted the Long-Term Financial Plan with the 2024/25 budget in July 2024, aligning financial planning with updated asset management sub-plans. The updated Long Term Asset Management Plan, adopted in July 2025, supports capital budget preparation and long-term financial decision-making. As part of the five-year revaluation cycle, updated road asset valuation data were incorporated into the 2024/25 financial statements and scoping for a new Local Government Infrastructure Plan also commenced during the reporting period.

To strengthen business operations, Council continued its focus on improving financial systems and user accessibility. System enhancements enabled more staff to effectively operate and navigate financial systems, with ongoing training and documentation updates supporting this transition. The organisation also progressed the shift to Employee Self Service (ESS) and continued advancement of the TechnologyOne system to CiAnywhere, ensuring contemporary and user-friendly platforms for staff engagement and financial operations.

Council's workforce initiatives centred on building a skilled and sustainable organisation. The Leadership training program continued being delivered throughout 2024/25 and compliance-focused training continued to meet regulatory and operational obligations. Recruitment and employer branding were also prioritised, with platforms such as LinkedIn utilised to expand the reach of talent acquisition and build workforce capability.

Governance and compliance remained a priority throughout the year. Council achieved 100% completion of cybersecurity training, renewed its Cybersecurity Incident Response partnership, and continued to implement the ACSC Essential 8 mitigation strategies. Ongoing phishing awareness training further strengthened organisational resilience.

Council met all employment and legislative compliance requirements and fulfilled its obligations under the Local Government Workcare Mutual Risk program. The Safety Management System was reviewed and updated for implementation, further embedding safety in day-to-day operations. The Annual Report was prepared and adopted in October 2024, meeting all statutory requirements. The external audit was completed with an unmodified opinion, confirming the integrity of Council's financial practices and all Audit Committee objectives were met.

Council's internal audit program was successfully delivered and the Annual Report was adopted by Council in October 2024, meeting all statutory requirements.

These achievements reflect Council's strong performance in maintaining financial sustainability, delivering efficient services, and upholding transparency and accountability across all areas of operation.

✦ Community and Culture

An informed, engaged and resilient community which supports and encourages effective partnerships to deliver better outcomes.

CC1 An engaged community

- Inform, engage and partner with the community on matters of shared importance
- Encourage and support community organisations to enhance their sustainability
- Partner with community groups and individuals for mutual benefit

CC2 A vibrant and healthy community

- Continue to value the area of arts, culture and heritage to enrich lifestyles and to enhance community cohesion
- Advocate and promote community initiatives that support a healthy lifestyle
- Support and promote key community events

CC3 A resilient community

- Partner with community stakeholders to build community resilience for emergencies and disasters
- Support the community to be prepared for, mitigate, respond to and recover from disasters
- Support the Local Disaster Management Group to ensure effective decision-making regarding disaster events

Major Achievements

- Proposed Local Laws amendments adopted following consultation and providing further information available online
- Continuous improvement to customer interactions with Council through Forms Express Flexipay payment options
- Website content and on-line forms reviewed for compliance with Information Privacy amendments (IPOLA)
- Community assistance section of MSC website updated for clarity and ease of use
- Online survey options offered for community to provide input – Lighter, Affordable, Effective; Arts, Culture Heritage Priorities; Mareeba CBD Project Blueprint
- Public art installations completed at Julatten (mural at Geraghty Park), Irvinebank (sculpture in front of School of Arts Hall) and Bi-Lakes Precinct
- Artist engaged to paint Kuranda amenities block mural. Mural to be completed October 2025
- Continued work on Public Art Audit
- Community arts and cultural priorities consultation completed to develop arts, culture and heritage priorities
- Regional Arts Development Fund (RADF) Program 2024/2028 adopted by Council
- Community safety initiatives continued to be actioned and supported
- Advocated to Federal Government regarding Pacific Australia Labour Mobility Scheme impacts in Mareeba and Dimbulah
- Mayor Toppin, Cr Wyatt and Cr Braes appointed to the Local Government Domestic and Family Violence Prevention Champions Network.
- Proposed Local Laws amendments adopted following consultation and providing further information available online
- Get Ready event held 10 October 2024
- Local Disaster Community Support Sub-Group meeting held, 29 October 2024
- Community education conducted at Under 8's Day at St Thomas' Primary School and Mareeba State Primary School
- Planning for 'Get Ready Tablelands Event'
- Community Recovery meetings held with Kuranda Neighbourhood Centre and Mareeba Community Centre
- Preparations commenced for 2023-2024 Northern Queensland Bushfires Community Resilience Officer Request for Quote
- Royal Flying Doctor Service - Community and Wellbeing Service promoted
- Red Cross Emergency Redi workshops promoted

✦ Community and Culture

Council's strategic focus on Community and Culture supports the goal of building an informed, engaged and resilient community through effective partnerships and inclusive initiatives. In 2024–2025, significant progress was made across several key strategic priorities to enhance engagement, wellbeing, safety and resilience throughout the Mareeba Shire.

Council improved digital access and communication with the community by updating its website and online services. Enhancements included the implementation of Forms Express Flexipay to streamline customer payment plans and upgrades to the community assistance section of the website, improving clarity and user experience. In response to Information Privacy amendments, website content and online forms were comprehensively reviewed for compliance.

Council also expanded community engagement through online surveys, gathering valuable input on priorities such as arts and culture, affordability, and the Mareeba CBD Project Blueprint. These efforts have ensured community members remain informed and empowered to participate in decision-making processes.

Public art remained a key focus during the year, with mural installations completed at Julatten, Irvinebank and the Bi-Lakes Precinct. An artist was also engaged to deliver a new mural at the Kuranda amenities block, scheduled for completion in October 2025. The development of the Public Art Audit continued, supporting informed planning and investment. To guide future cultural programming, Council conducted a comprehensive community consultation to identify local arts, culture and heritage priorities. The Regional Arts Development Fund (RADF) Program 2024–2028 was adopted, reflecting these community-informed goals.

Community safety also remained a priority, with Council collaborating with Queensland Police and relevant stakeholders to address escalating crime concerns in Mareeba and Kuranda. Council advocated to the Federal Government regarding the local impacts of the Pacific Australia Labour Mobility (PALM) Scheme and supported multiple forums aimed at addressing community safety and social cohesion. Councillors and staff played active roles in the Domestic and Family Violence Prevention Network, with participation in awareness campaigns and initiatives across the region.

Council undertook a series of initiatives to strengthen community preparedness and disaster resilience. These included hosting the annual 'Get Ready' event and local disaster support meetings, along with education sessions in schools and community centres. Planning commenced for the 2023–2024 Northern Queensland Bushfires Community Resilience Officer procurement. Council continued to work alongside the Red Cross and Royal Flying Doctor Service to promote community wellbeing, emergency readiness and support services.

Through these initiatives, Council continues to demonstrate its commitment to building a connected, informed and safe community that embraces creativity, partnership and preparedness as foundations for a strong and inclusive future.



✦ Transport and Infrastructure

The provision of quality infrastructure to service our growing community using sound asset management principles.

TI1 Safe, reliable and resilient Infrastructure

- Deliver safe and effective transport networks
- Maintain safe and reliable drinking water supply
- Maintain safe and reliable wastewater service
- Where possible develop infrastructure to mitigate against future severe weather events

TI2 Sustainable Infrastructure for the future

- Manage Council infrastructure in accordance with Long Term Asset Management and Long Term Financial Plans
- Integrate infrastructure planning to meet future capacity needs
- Partner with community, private sector and government to optimise Council infrastructure
- Advocate for significant local and regional infrastructure through the State and Federal governments

Major Achievements

- Long Term Asset Management Plan 2024-25 to 2033-34 adopted by Council
- Annual review of Asset Management Plan completed
- Continuous review of Asset Management Plan and sub-plans
- Parks and Open Spaces Asset Management Sub Plan developed December 2024
- Project Lifecycle Management (PLM) implementation complete
- DRFA Manager recruitment finalised
- Environmental cleanup completed
- Barron Falls Road, Hilltop Close Landslips practical completion
- Bushy Creek Bridge, Jarawee Road sites nearing completion
- Emerald End Road Culvert, Carman Road Culvert nearing completion
- Tenders for restoration of flood damage underway
- DRFA work tenders have been received and awarded for Western, Mid-Western, Dimbulah and Eastern areas of the shire
- Booster Pump station project commissioned in October 2024
- Water filtration project completed and commissioned in November 2024
- Continuing installation of new water mains
- Water main renewal program for the 2024-2025 FY commenced October 2024
- Asset revaluation adjustments to be reflected in 2024/25 financial statements
- Continuous review and improvement of asset registers
- Facility inspections and defect assessments with condition rating are ongoing
- Stormwater asset data verification ongoing
- Asset Maturity Summary updated December 2024
- Continuous review of Asset Management Plan and sub-plans
- Long Term Asset Management Plan updated and adopted by Council on 16 July 2025
- Capital budget preparation aligns with Long Term Asset Management Plan and Long Term Financial Plan

✦ Transport and Infrastructure

In 2024–25, Mareeba Shire Council continued to deliver on its commitment to quality infrastructure through proactive planning, delivery and maintenance guided by strong asset management frameworks. With the community's growth in focus, Council invested in initiatives that ensure infrastructure is reliable, resilient and future-ready.

A major outcome for the year was the adoption of the Long Term Asset Management Plan 2024–25 to 2033–34, aligning infrastructure planning with the Long-Term Financial Plan. This was supported by the annual review and continuous refinement of asset management plans and sub-plans, ensuring that Council's investment decisions are based on robust data and long-term sustainability.

Council advanced its asset knowledge base through ongoing data verification, condition assessments and asset revaluations, ensuring decisions are informed by accurate asset performance insights. This underpinned the delivery of critical water infrastructure projects, including the commissioning of the Booster Pump Station and Water Filtration projects and the initiation of the 2024–2025 Water Main Renewal Program.

Maintaining focus on resilience, Council made significant progress in restoring disaster-impacted infrastructure. The DRFA program was successfully delivered across several locations, with tenders awarded for flood damage restoration in Western, Mid-Western, Dimbulah, and Eastern areas. Sites such as Barron Falls Road and Hilltop Close Landslips reached practical completion, while Bushy Creek Bridge, Jarawee Road and Emerald End Road Culvert moved toward finalisation.

Operational improvement was also prioritised, including the implementation of the Project Lifecycle Management (PLM) system and the appointment of a dedicated DRFA Manager, strengthening Council's project governance and delivery capacity.

Council also progressed the Parks and Open Spaces Asset Management Sub Plan and continued work on the Stormwater Asset Maturity Summary and Facility Condition Ratings, reinforcing a culture of continuous improvement in asset management.

These achievements reflect Council's strategic intent to provide high-quality infrastructure services that not only meet current community needs but also anticipate future demands all underpinned by sound asset management practices.



✦ Liveability and Environment

Improve the liveability of the Shire by enhancing amenity and valuing natural assets.

LE1 Attractive and accessible public facilities

- Manage open spaces, parks and council facilities to engage active communities and support quality of life
- Deliver council services which enhance liveability
- Partner with community organisations to enhance the use of existing facilities and promote recreation opportunities
- Enhance connectivity and accessibility within communities

LE2 Sustainable Planning and protection of environmental assets

- Maintain a planning scheme that balances the various land uses across the Shire while protecting environmental assets
- Promote water quality of our region's waterways limiting impact on the Great Barrier Reef and Gulf of Carpentaria
- A coordinated approach to land management and the control of biosecurity threats

LE3 Environmentally responsible service delivery

- Continue to investigate and implement cost-effective practices across council operations to minimise impact on the environment
- Provide environmentally responsible and cost-effective waste services to the community
- Provide community education on sustainable waste management practices, including recycling, circular economy principles and environmental stewardship

Major Achievements

- Final report on Parks and Open Spaces three-year action plan presented to Council 16 April 2025
- Kuranda CBD Streetscape Project Commenced
- Bicentennial Lakes Southern Precinct Footbridges under construction
- Ongoing FNQROC meetings including FNQROC delegation to State and Federal Government scheduled for later in the year
- Meetings have been held with the new State Government Ministers and MPs
- Reef Guardian Action Plan 2024-2028 adopted and implementation continues
- Sewer manhole refurbishment underway
- Awaiting notification from State Government regarding Grant application for funds to review Planning Scheme and to identify amendments to facilitate timely residential housing development
- Regional Waste Coordinator commenced duties with FNQROC
- Expressions of Interest for Council's Waste Management Services are under review



✦ Liveability and Environment

In 2024/25, Council remained focused on enhancing the Liveability and Environment of the Shire by delivering attractive and accessible public facilities, supporting sustainable planning, and providing environmentally responsible service delivery. These efforts reflect Council's commitment to building a Shire that is accessible, environmentally responsible and responsive to community needs.

Council progressed several major initiatives aimed at delivering attractive and accessible public facilities. The Kuranda CBD Streetscape Project was commenced and the final report on the Parks and Open Spaces three-year action plan was presented in April 2025. Construction is also underway on key footbridge infrastructure at Bicentennial Lakes Southern Precinct, further improving community access and connectivity.

Strong regional collaboration remained a central theme, with Council continuing its active participation in FNQROC. Through this forum, Council contributed to ongoing regional advocacy efforts, including delegations to both State and Federal Government. Council also held direct discussions with new State Government Ministers and MPs to advance key local priorities.

In line with Council's goal to ensure sustainable planning and protection of environmental assets, the Reef Guardian Action Plan 2024–2028 progressed into implementation. Planning scheme review activities were initiated, with work underway to secure grant funding to identify amendments that would better support residential housing development in a sustainable way. Critical infrastructure improvements, including sewer manhole refurbishments, were also undertaken to support long-term environmental management.

Progress was also made in delivering environmentally responsible waste management services. A Regional Waste Coordinator was appointed through FNQROC to support coordinated planning and service delivery. Council also invited Expressions of Interest for its Waste Management Services, which are currently under review. These initiatives aim to align local strategy with the broader Regional Waste Plan and support more efficient and sustainable long-term waste management.

Across all initiatives, Council's approach has been grounded in a commitment to enhancing the Shire's amenity while protecting the natural assets that make the region unique. These projects and partnerships demonstrate Council's determination to deliver high-quality, sustainable services that support the wellbeing of the community and the environment.

As Mareeba Shire continues to grow, Council remains focused on planning for the future, advocating for regional priorities and delivering tangible results that improve liveability for all residents.



Photo: Tourism Tropical North Queensland

✦ Economy and Growth

Promote and encourage investment in local industry to build a resilient economy.

EG1 Sustainable economic development and growth

- Promote and expand opportunities for business to grow and/or establish themselves within the Shire
- Partner with community, private sector and government to harness opportunities for growth and innovation
- Highlight the positive attributes and benefits of Mareeba Shire to attract and retain business and investment

EG2 Effective strategic partnerships

- Advocate Council's strategic and operational position on key issues affecting the community to other government sectors
- Maintain and develop close and productive working relationships with relevant stakeholders, including State and Federal governments
- Fostering and developing relationships with industry groups, community organisations, business and individuals to promote and develop the Shire

Major Achievements

- Council collaborated with Regional Development Australia Tropical North to bring a 'State of the Region Roadshow' to Mareeba in July 2024
- Ongoing partnership with Mareeba Shire Tourism Inc to offer networking, upskilling and promotional opportunities for tourism operators
- Local Laws Amendment for temporary accommodation adopted December 2024
- Celebration of construction completion held on 16 August 2024 for social housing duplex for seniors in Mareeba
- Funding agreement for triplex build for social housing executed, March 2025
- Awaiting notification regarding application to Queensland Government for grant funds to identify appropriate amendments to the Mareeba Shire Council Planning Scheme to increase the rate, density and diversity of residential housing to better meet the needs of the changing population and help build more houses faster
- Design of Mareeba Industrial Park Masterplan is progressing and expected to be finalised in Q1 2025/26, with all developed sites now sold
- Further investment continues at Tom Gilmore Mareeba Aviation Industrial Precinct
- Mareeba Airport development opportunity promoted by Council website, social media and Aviation Trader magazine
- Throughout Small Business Month in May 2025, Mareeba Shire Council coordinated and supported a range of targeted activities across the Shire. These activities were designed to increase digital literacy, support innovation, and improve access to small business services and support agencies. Events were delivered in collaboration with Mareeba Chamber of Commerce, the State Library of Queensland, Launch Y(E)P, the Australian Small Business Advisory Services and various state and federal partners
- Mayoral Alliance for the Pacific roundtable meeting with Minister Conroy, 19 November 2024. Alliance meetings are ongoing
- Talking Tourism Forum February 2025 with key tourism stakeholders
- Ongoing FNQROC meetings
- Meetings have been held with the new State Government Ministers and MPs
- FNQROC delegation to State and Federal Government scheduled for later in the year
- Engagement continues with airport users group and FNQ Aviation Museum

✦ Economy and Growth

Council remained focused on its Economy and Growth as a strategic objective in 2024/25 to promote and encourage investment in local industry and build a resilient economy. A wide range of initiatives were delivered to attract business activity, support industry growth and position the Mareeba Shire as a competitive, future-ready regional economy.

Targeted efforts to enable sustainable economic development and growth included attracting investment to industrial and aviation precincts, improving the planning framework for housing supply and expanding partnerships with key sectors. Council continued to drive the development of the Mareeba Industrial Park Masterplan, with finalisation anticipated in early 2025/26. All currently developed sites have now been sold, indicating strong market interest and confidence in the local economy. Similarly, new investment in the Tom Gilmore Mareeba Aviation Industrial Precinct helps position the Shire as a regional hub for aviation-based industries.

Council worked to address housing affordability and supply, a critical enabler of workforce attraction and economic resilience. In December 2024, a Local Laws Amendment was adopted to support temporary accommodation options. Council celebrated completion of the social housing duplex in Mareeba in August 2024 and funding agreements for a social housing triplex were executed in March 2025. Council is also seeking Queensland Government support for amendments to the Planning Scheme, aimed at increasing residential density and diversity in response to population and workforce needs.

Council's commitment to attracting and retaining business and investment was further demonstrated through high-profile events and regional collaboration. The Mareeba-hosted State of the Region Roadshow, in partnership with Regional Development Australia Tropical North, highlighted local investment opportunities to key stakeholders. Ongoing work with Mareeba Shire Tourism Inc provided direct benefits to tourism operators, including marketing support and capacity-building. Council's total investment in tourism for 2024/25 was \$576,634. This spend includes contributions towards Mareeba Shire Tourism LTO, Mareeba Chamber of Commerce and Visitor Information Centres.

Council also strengthened effective strategic partnerships to build long-term economic resilience. In May 2025, Council coordinated a successful Small Business Month program, delivering events with partners such as the Mareeba Chamber of Commerce, Launch Y(E)P, and the Australian Small Business Advisory Service. These activities supported digital capability, innovation and access to essential business support services.

Council remained an active participant in FNQROC and other regional networks, advocating for the Shire through meetings with State and Federal Ministers and progressing shared priorities through tourism and aviation forums.

These achievements reflect Council's commitment to enabling industry success, stimulating local investment and securing a robust economic future for the Mareeba Shire.



Operational Plan Progress

Council develops key performance measures as part of the annual Operational Plan. The table below outlines the Operational Plan objectives for the 2024/25 financial year and provides a measure of achievement for each. These objectives are actionable targets that move us closer to our vision 'A growing, confident and sustainable Shire'.



Completed



In Progress



Not Commenced

Project	Outcome	Progress
Long-term Financial Plan	Effective and sustainable financial management	
Comprehensive Asset Revaluations: Roads	- Effective and sustainable financial management - Sustainable Infrastructure for the future	
Internal Access to Financial Information	- Effective Business Management - A Skilled and Sustainable Workforce	
Information Systems Strategy implementation	Effective business management	
Sustainable Workforce	A skilled and sustainable workforce	
Workforce Management	A skilled and sustainable workforce	
Cybersecurity Enhancements	Effective governance	
Compliance Monitoring	Effective governance	
Accountable Decision Making	Effective governance	
Arts Connection to Tourism	A vibrant and healthy community	
Enhanced Online Presence	An engaged community	
Community Safety	- A vibrant and healthy community - Effective strategic partnerships	
Disaster Resilience	A resilient community	

Project	Outcome	Progress
Review Asset Management Plans across asset classes	• Safe, reliable and resilient infrastructure • Sustainable Infrastructure for the future • Attractive and accessible public facilities • Effective and sustainable financial management	
Restoration of assets	• Safe, reliable and resilient infrastructure	
Secure Water Supply	• Safe, reliable and resilient infrastructure	
Waste Management Services Strategy	• Environmentally responsible service delivery	
Planning Scheme Review	• Sustainable Planning and protection of environmental assets	
Reef Guardian Council	• Sustainable Planning and protection of environmental assets	
Parks and Open Spaces Strategy	• Attractive and accessible public facilities	
Strategic Partnerships	• Effective strategic partnerships • A vibrant and healthy community • Sustainable Infrastructure for the future • Attractive and accessible public facilities	
Housing Strategy	• Sustainable economic development and growth	
Mareeba Industrial Estate	• Sustainable economic development and growth	
Tom Gilmore Mareeba Aviation Industrial Precinct	• Sustainable economic development and growth • Effective strategic partnerships	

✦ Community Engagement

Disaster recovery engagement activities commenced in 2023 and continued in 2024/25. Department funded Mareeba Community Centre (MCC) and Kuranda Neighbourhood Centre (KNC) Community Recovery Connect Workers, Department Communities Recovery Lead Officer and Council officers met regularly to ensure support continued for affected residents. The implementation of a mental health program operated by the Royal Flying Doctor Service has had a significant impact in the shire.

The Muluridji Tribal Aboriginal Corporation registered native title body corporate (RNTBC) played a pivotal role in implementing an Ex-Tropical Cyclone Jasper environmental clean-up project. Working with Council officers and consultants the Corporation supported the removal of rubbish safely and respectfully from the Granite Creek.

Robust engagement continued for the Lighter Infrastructure, Affordable Improvements, Effective Solutions (LAE) project commenced in April 2024. Community survey results provided mixed feedback on the safety and accessibility improvements to the walking and cycling network at sites across Mareeba.

Specific engagement activities were carried out for the Mareeba Centenary Park footpaths and fencing, Byrnes Street safety and garden improvements, Ray Road drainage issues and the Coondoo Street Kuranda footpaths, plantings and lighting project. Council officers also worked with Almaden residents to resolve street naming issues in the township.

A comprehensive community engagement plan kicked off for a once in a generation planning project for Mareeba.

Project Blueprint will develop a shared vision for the future of Mareeba's main shopping area, delivering a precinct plan and construction ready plans for future grant applications. The Mareeba Chamber of Commerce is a major partner in the project and the Stakeholder Reference Group formed for the project is integral in the engagement plan.

In June 2025 property owners, business operators, residents and visitors were invited to help shape a vibrant, sustainable town centre that reflects the needs and aspirations of our community. Pop-up drop-in sessions were held over four days and an online survey conducted.

2024/25 saw Councillors begin a tour of the shire connecting with residents. Sessions were held in Dimbulah, Julatten, Speewah, Irvinebank and Mount Molloy. Residents were invited to come along for a chat and share what matters to them and their community.

Project Blueprint engagement and Councillors Connecting with Community will continue in 2025/26.

Council remains committed to delivering the Community Partnerships Program and provided \$329,726 in support to not-for-profit community groups in 2024/25:

Grants to Community Organisations	Amount
Cash	\$24,357
Rate Rebates and Charge Remissions	\$167,720
In-Kind Assistance	\$11,232
Community Loan	\$78,000
Regional Arts Development Fund (RADF)	\$48,417
Total	\$329,729



Community Events

Mareeba Shire Council plays an active role in hosting events throughout the year.

ANZAC Day

Partnering with RSLs across the Shire, Council helps deliver ANZAC Day ceremonies. This important day is an opportunity to thank all men and women who have served Australia and to honour those who made the ultimate sacrifice.

Australia Day Awards

The Australia Day Awards celebrate the achievements and exceptional contributions of people in Mareeba Shire. Twenty-nine nominations were received, with Cheryl Emmerson awarded 'Citizen of the Year' and Steven Young receiving 'Young Citizen of the Year'.

Australian Citizenship Ceremonies

Five ceremonies were held, welcoming 40 new Australian citizens from 14 different countries, with the Philippines, New Zealand and the United Kingdom being the most popular countries of origin.

Get Ready Tablelands

Together with Queensland Reconstruction Authority, Council delivered the first Get Ready Tablelands event at the Mareeba Drive-In. Residents were invited to connect with local services and learn how to prepare for disasters. *The Stories of Jasper* documentary and a free family movie were aired in the evening.

Great Wheelbarrow Race

Raising over \$260,000 for local charities, the Great Wheelbarrow Race saw nearly 50 teams travel 140km from Mareeba to Chillagoe over an action-packed, three-day weekend of fun and endurance.

Mareeba Multicultural Festival

A highlight for the community, the Mareeba Multicultural Festival returned for the 26th year, bringing people together to enjoy delicious traditional food and incredible non-stop performances.

Seniors Morning Tea

To celebrate Seniors month in October, Council hosts a free Seniors Morning Tea, providing catering and entertainment for 250 residents at the Mareeba International Club.

✦ Legislative Compliances / Disclosures

GOVERNANCE

Mareeba Shire Council continues to be a responsible local government, operating in accordance with legislation and focusing on the ethical business activities and relationships between Councillors, senior management, employees, the community, government departments, business clients and other key stakeholders.

Council has a governance framework outlined below, that enhances organisational performance, whilst monitoring and maintaining compliance with legislative and other controls.

- Building awareness of organisational responsibilities and accountabilities;
- Strong financial stewardship and fiscal responsibility;
- Monitoring and maintaining compliance with legislation, policy, standards and controls;
- Integral practices, procedures and ethical decision-making with continuous improvement activities and transparent reporting; and
- Involving the community as a key stakeholder in decision-making and consultation opportunities.

RISK MANAGEMENT

Risk management is the identification, assessment and prioritisation of risks. It also includes the steps taken to minimise such risks. Council has an Enterprise Risk Management Policy, Framework and Process, which guides Council to identifying risks in all aspects of Council operations. Council risk management is integrated into other governance instruments of Council to ensure identification, mitigation and monitoring. All identified risks are annually reviewed, monitored and reported to the Audit Committee and Council.

Council will continue its commitment to ongoing work towards integrating risk management activities into all organisational areas to ensure compliance with ISO 31000:2018 Risk Management – Guideline. Additionally, Council continues to support a commitment to best practice via representative attendance at regional and inter-state risk focus events.

ROLE OF COUNCIL AND ELECTED MEMBERS

Council and its Elected Members continue to fulfil their roles and responsibilities in accordance with legislative requirements. Council is committed to effective, transparent, and accountable governance.

Section 12 of the *Local Government Act 2009* states that the role of elected members is to:

- represent the current and future interests of residents in the local government area;
- ensure that Council acts responsibly, achieves the goals set out in the Corporate Plan and complies with all laws that apply to local governments;
- provide high-quality leadership to the region and Council;
- participate in Council meetings, policy development and decision making, for the benefit of the local government area and
- be accountable to the community for the local government's performance.

The Mayor and Elected Members perform their roles by attending and participating in Council meetings, engaging with residents within Council area, participating in policy development and decision-making processes.

The Mayor has additional responsibilities to those listed above, which include chairing Council meetings, being a member of each standing committee of the local government, leading and advising Council's Chief Executive Officer and representing Council at ceremonial or civic functions.

The Mayor and Elected Members are elected democratically by the community to represent the current and future interests of the residents within the entire local government area. One of Councillors is elected as Deputy Mayor by their fellow Councillors.

The Mayor and Elected Members hold monthly Ordinary Meetings to consider and decide on strategic matters of interest to the residents of Council's local government area and Council's operation. In addition to Ordinary Meetings, Special Meetings are held when required to discuss and decide upon urgent strategic matters.

ELECTED MEMBER MEETING ATTENDANCE

The below list outlines Councillor attendance at Council meetings held between 1 July 2024 and 30 June 2025. Leave was granted for all unattended meetings by Councillors.

Note:

- Cr Davies served until 14 January 2025
- Cr Bosnic commenced his term on 16 April 2025

	Ordinary Meeting	Special Meeting
Mayor Angela Toppin AM	11	2
Deputy Mayor Lenore Wyatt	11	2
Cr Mladen Bosnic	2	0
Cr Amy Braes	12	2
Cr Edward (Nipper) Brown	12	2
Cr Ross Cardillo	12	2
Cr Kevin Davies	5	1
Cr Mary Graham	12	2

Meetings Held

- Ordinary meetings: 12
- Special meetings: 2

ELECTED MEMBER REMUNERATION

The amount of remuneration paid to Local Government Councillors for the time and effort spent on Council business is determined by the Local Government Remuneration and Discipline Tribunal (The Tribunal).

The Tribunal has determined that the Mareeba Shire Council is a Category two Council and the following annual remuneration amounts applied to Category two Councils during the period 1 July 2024 to 30 June 2025.

- Mayor - \$146,239
- Deputy Mayor - \$91,399
- Councillors - \$77,688

The total remuneration paid to each Councillor and the total superannuation contribution paid on behalf of each Councillor during the pay periods falling between 1 July 2024 to 30 June 2025 is listed in the table below.

In addition to remuneration for time spent on Council business, Local Government Councillors are also entitled to receive reimbursement of all approved expenses incurred in undertaking their role as a Councillor. Council has adopted the Councillor Remuneration, Expenses Reimbursement and Resources policy as required by section 250 of the *Local Government Regulation 2012* on 15 April 2020.

In accordance with the policy, Councillors are provided with reimbursements of expenditure for their vehicles, as well as incidental costs such as mobile phone costs and other costs related to Council business.

The total amount of expenses reimbursed to each Councillor during the period 1 July 2024 to 30 June 2025 is as follows:

Councillor	Remuneration Paid	Superannuation Paid	Reimbursement Paid
Cr Angela Toppin AM	146,239	17,485	3,709
Cr Lenore Wyatt	91,399	10,913	3,709
Cr Mladen Bosnic	15,537	1,443	599
Cr Amy Braes	77,688	9,270	3,709
Cr Nipper Brown	77,688	9,270	3,709
Cr Ross Cardillo	77,688	9,270	3,709
Cr Kevin Davies	41,832	5,326	2,140
Cr Mary Graham	77,688	9,270	3,709

In accordance with policy provisions, Councillors were also provided with the facilities and resources necessary to effectively undertake the requirements of their position.

These facilities and resources include:

- Administrative and secretarial support
- Office space and Council meeting rooms
- Access to computers
- Use of Council landline telephone and internet access
- Access to fax, photocopier, scanner, printer and stationery
- Council owned vehicles available for business use by all Councillors
- Insurance cover under relevant Council policies (Public Liability, Councillors' Liability, Personal Accident, Workers Compensation)
- Provision of meals (lunches/morning teas) when attending Council meetings and workshops
- Attendance at approved work-related conferences and workshops
- Travel and accommodation to attend Council related business

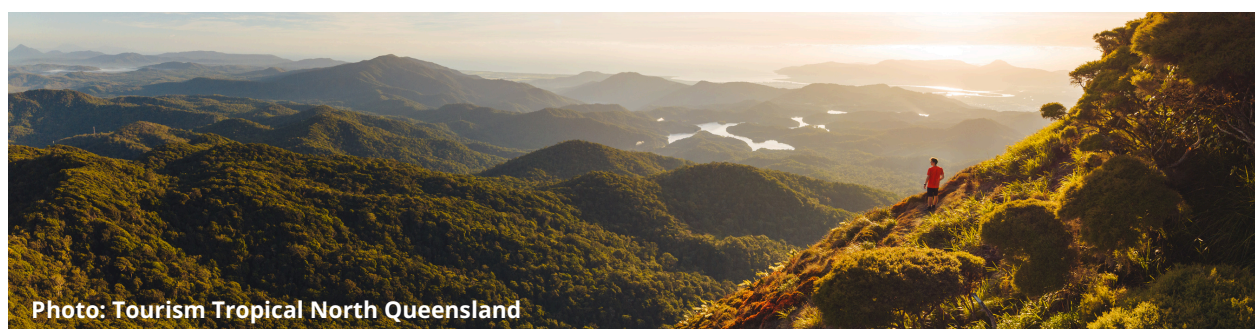


Photo: Tourism Tropical North Queensland

COUNCILLOR CONDUCT MATTERS

The table below reflects complaints dealt with during the financial year in accordance with Councillor conduct framework provided for under Chapter 5A of the *Local Government Act 2009* (the Act) and the *Local Government Regulation 2012* (the Regulation).

Orders made under section 150I(2) of the Act	Nil
Referral Notices given to the Local Government under section 150AC(1) of the Act	Nil
Total number of suspected conduct breaches under section 186(1)(g) of the Regulation	Nil
Total number of suspected conduct breaches under section 186(1)(g) of the Regulation, for which an investigation was not started or discontinued under section 150AEA of the Act	Nil
Orders made under section 150IA(2)(b) of the Act	Nil
Orders made under section 150AH(1) of the Act	Nil
Decisions, orders and recommendations made under section 150AR(1) of the Act	Nil
Complaints referred to the Independent Assessor under section 150P(2)(a) of the Act	1
Notifications made to the Crime and Corruption Commission under section 150P(3) of the Act	Nil
Notifications made to the Independent Assessor under section 150R(2) of the Act	Nil
Notifications made to the Independent Assessor under section 150S(2)(a) of the Act	Nil
Information provided to the Independent Assessor under section 150AF(3)(a) of the Act	
Decisions made under section 150AG(1) of the Act	Nil
Number of matters not decided by the end of the financial year under section 150AG(a) of the Act	Nil
Average time taken to make a decision under section 150AG(1) of the Act	N/a
Number of occasions Council requested another entity to investigate Councillor conduct under Chapter 5A, Part 3, Division 5 of the Act	Nil
Complaints referred to the Independent Assessor for which no further action was taken under section 150Y of the Act	Nil
Complaints referred back to Council by the Independent Assessor under section 150W(b) for investigation under section 150AF of the Act	Nil
Applications heard by the Councillor Conduct Tribunal	Nil

ADMINISTRATIVE ACTION COMPLAINTS

Council is committed to dealing fairly with administrative action complaints. All complaints are processed in accordance with the provisions of Council's adopted Administrative Action Complaints Management Policy. The objectives of the policy are to ensure that Council has an organised process for responding to, recording, reporting and using complaints to improve service to the community.

The Complaints Management System governed by the policy aims to:

- Be fair and objective. All complaints are considered on their merits and the principles of natural justice are observed.
- Support continuous improvement. Where applicable, the outcomes from a complaints management process are applied to improve business operations, policies and procedures.
- Be open and accountable. The decisions and outcomes regarding a complaint are made available to the affected person, subject to statutory provisions.
- Be accessible and simple to understand. The process facilitates feedback from the community in a form that encourages participation.

The table below reflects Council's performance in resolving complaints during the financial year. The 2024/25 financial year experienced a 1 unit increase in complaints carried over from the previous 2023/24 financial year. The total number of complaints lodged during the 2024/25 financial year decreased by 12 units in comparison with the previous 2023/24 financial year. The number of complaints outstanding at the end of the 2024/25 financial year remained consistent with the previous 2023/24 financial year at 3 units.

Administrative action complaints carried over from the previous financial year	3
Administrative action complaints lodged during 2024/25	45
Administrative action complaints resolved during 2024/25	45
Administrative action complaints not resolved at close of the financial year	3
Administrative action complaints not resolved at close of the financial year 2024/25 which were lodged during the previous financial year 2023/24	0

AUDIT

Audit Committee

Council's Audit Committee comprises three (3) members, an independent member as chairperson (John Andrejic) and two (2) Councillors. The two Councillors elected as audit committee members were Cr Kevin Davies and Cr Mary Graham. Cr Amy Braes and Cr Ross Cardillo (as Proxy) were appointed as audit committee members on 16 April 2025, replacing Cr Kevin Davies. The independent chairperson is also responsible for probity audits.

Three meetings of the Audit Committee were held during the financial year – 14 August 2024, 1 October 2024 and 12 March 2025.

Items considered by the Audit Committee throughout the 2024/25 year included:

- Financial statements for the year ended 30 June 2025
- External Audit strategy, results and recommendations for the 2024/25 financial year
- Internal Audit strategy and project status
- Enterprise Risk Management including Business Continuity Plans, Compliance Checklist and Policy renewals
- Probity audit review outcomes
- Audit Committee Self-Assessment

Three-year Strategic Internal Audit Plan, incorporating the 2024/25 Annual Internal Audit Plan

The projects that are included in 2025/26 and 2026/27 of the Strategic Internal Audit Plan are subject to an annual review process to ensure they remain relevant. This may involve revision of planned projects and re-prioritisation, where appropriate, to meet the changing needs of the organisation.

Year	Project	Department
2024/25	Town Planning, Building & Plumbing Efficiency, Effectiveness & Performance focus	Planning & Building Services
2025/26	Customer Services Efficiency, Effectiveness & Performance focus	Customer & Community Services
2025/26	Procurement Practices Compliance & Processes, Control Effectiveness (Process Improvement & Compliance focus)	Finance
2026/27	Customer Request Management Processes (Process Improvement & Compliance focus)	Customer & Community Services
2026/27	Facilities Management (Efficiency, Effectiveness & Performance focus)	Technical Services

COMPLIANCE ACTIVITIES

Compliance with section 23 *Public Sector Ethics Act 1994*

Council's commitment to Queensland's public sector ethical principles and the local government principles is reflected in our policies and procedures. Our internal administrative procedures and management practices also have due regard to the ethical principles, local government principles, and Council's Employee Code of Conduct.

The *Public-Sector Ethics Act 1994* requires that the Annual Report of each public-sector entity (which includes a Local Government) must include an implementation statement giving details of the action taken during the reporting period to comply with those sections of the Act relating to the preparation of codes of conduct and access to, and education and training in, the ethics principles and public-sector ethics.

The four (4) ethics principles are:

1. Integrity and impartiality
2. Promoting the public good
3. Commitment to the system of government
4. Accountability and transparency

Council's Employee Code of Conduct is compliant with current legislation, in particular, the ethics principles outlined above. Education and training in relation to the ethics principles and the Employee Code of Conduct are included as part of the induction process for all new employees and periodic refresher training is provided to all employees.

Topics covered by this training include:

- The operation of the *Public Sector Ethics Act 1994*
- The application of ethics, principles and obligations
- The contents of the Employee Code of Conduct to include alignment with Council's corporate values and principles and strategic priorities and
- The rights and obligations of employees in relation to a contravention of the Employee Code of Conduct

Education and training have been provided to new employees, contractors, volunteers and students on work experience.

Copies of the ethics principles and Employee Code of Conduct are provided at each workplace for access by Council staff. Any person, other than Council staff, can obtain access to, or purchase a copy of the Code of Conduct at any of Council's administration offices.

The administrative procedures and management practices of Council have regard to the ethics obligations of public officials and Council's Employee Code of Conduct and all employees are required to act in ways which give a commitment to a high standard of ethics and which ensure the highest standards of public administration.

Registers kept by Council

Council's registers provide a source of truth for various subject matters and help ensure efficient, effective, and transparent governance processes. Council kept the following registers during the 2024/25 year:

Register of Members Interests
Register of Councillor Conduct
Register of Delegations by Council
Register of Delegations by the Chief Executive Officer
Register of Roads
Register of Assets
Register of Cost Recovery Fees
Register of Local Laws and Subordinate Local Laws
Register of Lands
Register of Policies
Cemetery Register
Impounding Register
Gifts and Benefits Register
Register of On-site Sewerage Facilities
Beneficial Enterprises
General Complaints Database
Large Contracts Register
Preferred Suppliers
Pre-qualified Suppliers
Register of Councillors
Register of Electoral Gifts
Right to Information Database
Sole Supplier Register

Overseas Travel

No overseas travel was undertaken during the 2024/25 financial year.

Senior Management Remuneration

The below table shows the range of remuneration (excluding superannuation) for the 12 month period from 1 July 2024 to 30 June 2025 provided to Council's senior management staff.

The total remuneration payable (excluding superannuation) in 2024/25 to senior management was \$915,285.33.

Package Range	Number
\$400,000 - \$499,000	1
\$200,000 - \$299,000	2

Councillor Advisors

Council has not resolved to allow a Councillor to appoint Councillor Advisors.

Special Rates and Charges

Council did not, during the year, take any action in relation to, or expend funds on, a service, facility or activity, under section 190(d) of the *Local Government Regulation 2012*:

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

Concessions for Rates and Charges

The Rate Rebate and Remission Policy sets out Council policy, as per annual budget resolution, in relation to the granting of rebates and remissions on rates and charges.

The Local Government Regulation 2012 - Chapter 4, Part 10 Concessions, gives local governments the power to grant concessions for rates and charges.

A concession may only be of the following types:

- a) a rebate of all or part of the rates or charges
- b) an agreement to defer payment of the rates or charges
- c) an agreement to accept a transfer of unencumbered land in full or part payment of the rates or charges

A concession may only be granted by resolution of Council and, for Mareeba Shire Council, this is done as part of the annual budget adoption process and also noted in the adopted Revenue Statement.

Conduct of Business Activities

Application of Code of Competitive Conduct

The following business activities were conducted by Council during the 2024/25 financial year:

- Water Supply
- Sewerage
- Waste Management
- Soil Laboratory
- Building Certification

The *Local Government Act 2009 section 45(b)* requires that a Council's Annual Report must identify the business activities that are a significant business activity. Significant business activity does not include a roads activity, or an activity related to the provision of library services. All significant business activities have had the Competitive Neutrality Principles applied. The *Local Government Regulation 2012 section 19* identifies the following expenditure thresholds for significant business activities:

- 10,000 or more premises being connected to water service for the provision of combined water and sewerage services
- \$9.7 million for another business activity

The Regulation also provides that a Local Government must use the financial information for the previous financial year that was presented to the Local Government's budget meeting to identify each new significant business activity for the financial year. None of Council's business activities exceeded the threshold for a significant business activity for the 2024/25 financial year. The business activities listed above were also conducted by Council in the previous financial year (2023/24) and there were no new business activities commenced in 2024/25.

Changes to Tender

There were no occasions during the year where persons who submitted a tender were invited to change their tender to take account of a change in the tender specification prior to Council making a decision under section 228(7) of the *Local Government Regulation 2012*.

Competitive Neutrality complaints

During the 2024/25 financial year Council was not in receipt of any competitive neutrality complaints. During the same period, Council was not in receipt of any Queensland Productivity Commission notices of investigations, nor any Queensland Productivity Commission recommendations on any competitive neutrality complaints.

Summary of Investigation Notices

During the 2024/25-year, Council did not receive any notices of investigation by the Queensland Competition Authority, under section 49 of the *Local Government Regulation 2012*.

During the same period, Council did not receive Queensland Competition Authority recommendations on any competitive neutrality complaints under section 52(3) of the *Local Government Regulation 2012*.

Particular Resolutions

Non-Current Assets as an Expense

There were no resolutions made during the year under section 206(2) of the *Local Government Regulation 2012* (setting 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). It has previously been determined that the threshold for capitalisation of asset classes other than land is \$5,000. These details form part of Note 13 to the Financial Statements.

Debt Policy

The Debt Policy details the principles upon which Council bases its decisions when considering the type of expenditure to be funded by borrowings for the financial years 2024/25 to 2033/34, the total current and projected borrowings and the ranges of periods over which they will be repaid.

Revenue Policy

The Revenue Policy (adopted annually) governs the principles used by Council for making and levying rates and utility charges, exercising powers to grant rebates and concessions, for recovering unpaid amounts of rates and charges and the setting of miscellaneous fees and charges.

Procurement

Council procurement is governed by the *Local Government Act 2009*, the *Local Government Regulation 2012*, and Council's own Procurement Policy and associated procedures.

As set out in section 104(3) of the *Local Government Act 2009*, Council employees must have regard for the sound contracting principles when conducting procurement activities.

These principles are:

- Value for money;
- Open and effective competition;
- The development of competitive local business and industry;
- Environmental protection;
- Ethical behaviour and fair dealing.

Council is required to publicly tender work that has an expected value of more than \$200,000 (exclusive of GST). Council is not required to publicly tender work of more than \$200,000 where there is an exemption. Exemptions include the use of Localbuy, Council's registers of pre-qualified suppliers and sole suppliers. To be considered a sole supplier, Council must be satisfied that the supplier is the only supplier who is reasonably available to Council. Council uses VendorPanel, an online portal to manage public tenders and some of its quotation processes.

Major Construction Contracts Awarded

Council values economic development in our region and aims to support local businesses whenever possible. The page shows the total number of major construction contracts awarded and provides a breakdown of those contracts by the geographical location of the supplier.

Supplier Location	Number
Contracts awarded to suppliers within Council's local government area	13
Contracts awarded to suppliers within Far North Queensland	14
Contracts awarded to suppliers outside Far North Queensland	2
Contracts awarded to interstate suppliers	1

Bicentennial Lakes Revitalisation Project



Keeble Street Footbridge Restoration



Pump Track Installation

Financial Review

FINANCIAL SUMMARY

Council has successfully completed its Financial Statements within the statutory deadlines set by the *Local Government Act 2009* and the *Local Government Regulation 2012*. The independent Queensland Audit Office audit report presents an unqualified result, reflecting the accuracy and integrity of Council's financial records.

To foster transparency and understanding within the community, we have produced a Community Financial Report. This report is designed to provide a clear and accessible overview of our financial performance and position over the past financial year. To improve stakeholders comprehension of the key elements of our financial statements, the Community Financial Report utilises language and visual aids such as graphs and tables to present Council's 2024/25 results.

During the 2024/25 financial year, Council has:

- Continued to refine and implement our Asset Management Plan, supporting informed and strategic asset management decisions;
- Maintained a robust financial position, resulting in an operating surplus of \$21 million, which continues to strengthen Council's long-term financial sustainability. This operating surplus is committed to fund asset renewals and upgrades in accordance with long term asset management plans and
- Kept debt levels relatively low, with an end-of-year loan balance of \$6.1 million.

About the Financial Report

The Community Financial Report is prepared in accordance with Section 179 of the *Local Government Regulation 2012* and the Financial Review below focuses on the following elements:

- Statement of Comprehensive Income;
- Statement of Financial Position;
- Statement of Changes in Equity;
- Statement of Cash Flows and
- Measures of Financial Sustainability Performance.

STATEMENT OF COMPREHENSIVE INCOME

The Statement of Comprehensive Income (often referred to as the Profit and Loss Statement) shows the details of Council's operating and capital income and expenses for a specified reporting period. Income minus expenses result in either a profit or loss amount known as the net result.

A Summarised Statement of Comprehensive Income for the year ended 30 June 2025 is shown in the table below.

Summary of Statement of Comprehensive Income	2024/25 \$'000	2023/24 \$'000
Operating Revenue	93,104	64,498
Less: Operating Expenses	(72,037)	(60,880)
Operating Result	21,067	3,618
Plus: Capital Income	28,893	18,455
Less: Capital Expenses	(1,458)	(2,999)
Net Result	48,502	19,074

It is important to note that the Net Result does not represent surplus cash funds available. A significant portion of Council's income is restricted to specific purposes and cannot be used for general operations. For instance, Benefited Area income and funds governed by legislative provisions are earmarked for designated uses. Additionally, capital grants are allocated specifically to maintain or expand Council's infrastructure and are not available for operational expenditure.

Operating Results

Council's operating position reflects the ability to meet running costs using operating revenue. This includes Council's ability to fund future acquisition and replacement of assets.

Operating position is calculated by subtracting operating expense from operating revenue. This calculation does not include revenue or expenses for capital projects (assets).

Summary of Statement of Comprehensive Income	2024/25 \$'000	2023/24 \$'000
OPERATING REVENUE		
Rates & Utility Charges (Net of discount and remissions)	42,014	38,962
Fees & Charges	2,420	2,103
Operating Grants, Subsidies & Contributions	35,934	12,197
Sales & Services Revenue	6,780	5,453
Interest – Investment & Rates	4,419	4,432
Other Revenue	680	563
Lease and Rental Income	857	788
TOTAL OPERATING REVENUE	93,104	64,498
OPERATING EXPENDITURE		
Employee Benefits	19,786	19,005
Materials & Services	38,815	28,915
Finance Costs	317	329
Depreciation & Amortisation	13,119	12,631
TOTAL OPERATING EXPENDITURE	72,037	60,880
OPERATING RESULT	21,067	3,618

Operating Revenue and Expenditure

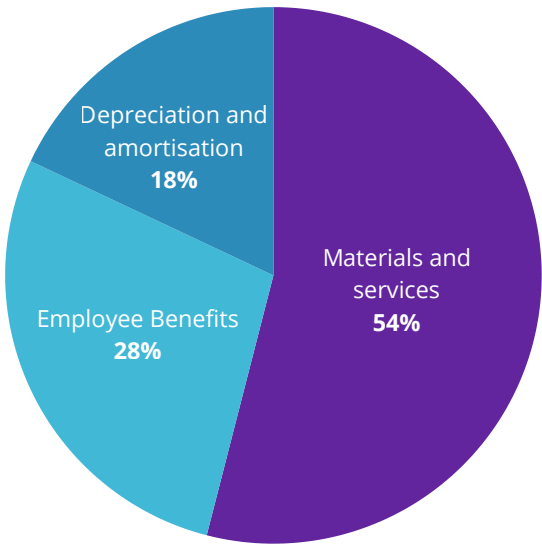
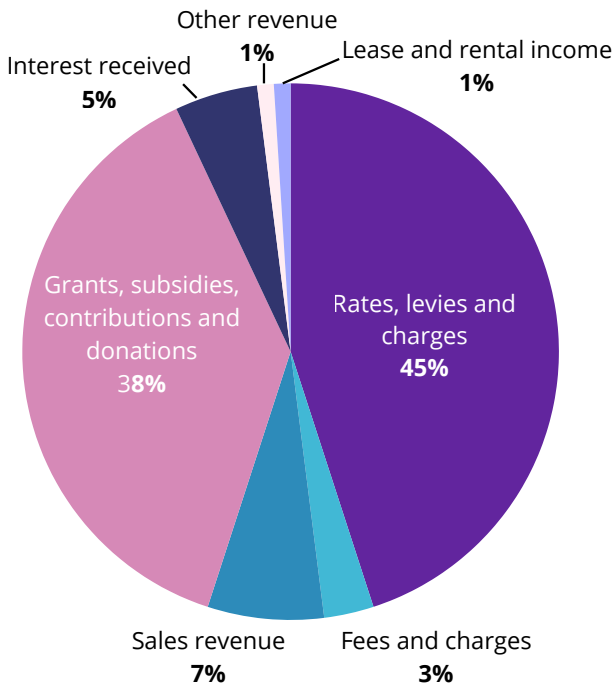
Council's operating position for the year ended 30 June 2025 reflects a surplus of \$21 million. The gross surplus shown in the Statement of Comprehensive Income, represents the difference between income and expenses for a given period. However, it doesn't necessarily equate to actual surplus cash available for general use. Various factors, like restricted funds, non-cash items and specific allocations mean that it doesn't translate directly into extra cash available for discretionary use.

The notable increase in surplus from 2023/24 to 2024/25 is primarily attributed to the early receipt of the Commonwealth Government Financial Assistance Grant which is an allocation towards the 2025/26 financial year. There was also an increase in the receipt of funds from the Disaster Funding Recovery Arrangements in 2024/25.

Accounting depreciation continues to have a substantial impact on Council's operating results. Depreciation and amortisation expenses totalling \$13.1 million have been recorded to reflect the usage and deterioration of community assets over their expected lifespans.

Council received \$93 million in operating revenue during the 2024/25 financial year. The primary source of this revenue was Rates and Charges, which contributed \$42 million (45%). The second largest revenue source came from grants, subsidies, contributions and donations, which provided \$35 million (38%). The remaining operating revenue was generated from fees and charges, rental income, interest revenue and other income sources.

Council's operating expenses for the 2024/25 financial year totalled \$72 million. The major expenses were materials and services, which accounted for \$38 million (54%), employee benefits totalling \$19 million (28%), and depreciation and amortisation amounting to \$13 million (18%).



Net Result

Council's net result is determined by subtracting total expenses (operating and capital) from total revenue (operating and capital), excluding any adjustments for asset revaluations. For the 2024/25 financial year, the net result includes the following key items:

- \$28 million in capital grants, subsidies, contributions, and donations received from various government agencies to support the provision of capital infrastructure. Of this amount, \$1 million was recorded as contributed assets, representing non-cash revenue; and
- \$1.4 million in capital expenses, primarily reflecting the value of assets that were replaced or disposed of during the year.

Other Comprehensive Income

Council conducted a comprehensive valuation of Roads, along with a desktop revaluation of all other asset classes (excluding Plant and Fleet) to report fair values as at 30 June 2025. This process resulted in an increase in Council's total asset values by \$115 million.

Capital Expenditure

Key capital works completed during the year include:

- \$3.5M for upgrades towards Mareeba Water Treatment Plant;
- \$2.4M for Mareeba water main replacements;
- \$2.6M to widen and seal parts of Ootann Road;
- \$9.8M for Gamboola bridge construction;
- \$3.6M for Bushy Creek bridge construction;
- \$1M for Kuranda Coondoo Street refurbishment;
- \$1.4M for Herberton Constance Streets intersection upgrade and
- \$1.5M for Emerald End culvert replacement.

STATEMENT OF FINANCIAL POSITION

The Statement of Financial Position, commonly known as the Balance Sheet, provides a snapshot of Council's assets and liabilities at a point in time. This statement measures what Council owns (assets) and what it owes (liabilities). The difference between these two elements represents the net wealth (equity) of Council and the community, known as Community Equity.

Each section of the Statement of Financial Position is broken down into detailed subheadings, with cross-references to Notes in the Financial Statements for further clarification.



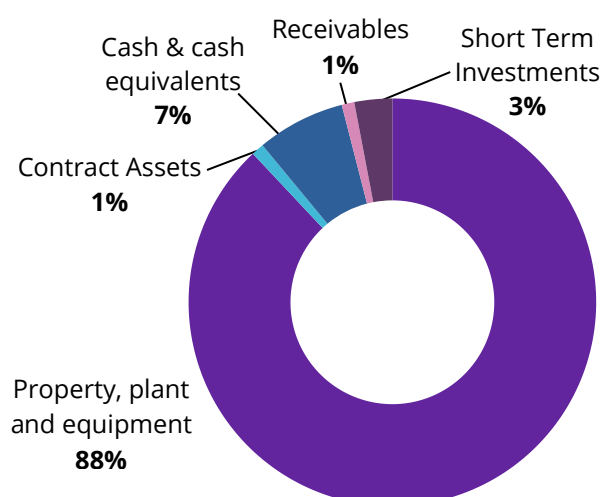
Photo: Tourism Tropical North Queensland

Assets

Assets represent a resource owned Council which provides economic value. There are two asset categories, current and non-current.

- Current assets include cash and cash equivalents, trade and other receivables, inventories, and other financial assets that can be converted into cash within one year.
- Non-current assets consist of property, plant, and equipment, intangibles, and other financial assets.

As of 30 June 2025, Council reached an exciting milestone, with total assets surpassing \$1 billion for the first time. This includes \$126 million in current assets (liquid assets or amounts receivable within twelve months) and \$906 million in non-current assets. The most significant portion of Council's assets is in property, plant, and equipment, valued at \$906 million, which accounts for 88% of the total assets.



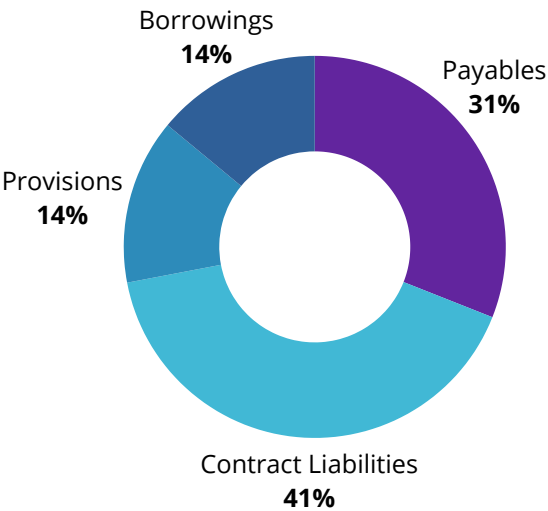
Asset	What is it?	Why it matters?	30 June 2025 \$'000
Cash & Cash Equivalents	Cash on hand and bank balances.	It shows how much cash is readily available to meet immediate expenses or emergencies.	66,574
Short term investments	Term Deposits less than a year.	Provides a way for Council to earn some interest while keeping funds accessible for future needs.	34,500
Receivables	Amounts owed to Council by others, such as unpaid rates, fees, or other charges that residents or businesses need to pay.	It indicates expected cash inflows, helping to plan for future cash availability.	9,432
Property, Plant & Equipment	All physical assets owned by Council such as land, buildings, roads, water and wastewater.	Represents Council's investment in assets that are essential for delivering services to the community.	906,428
Contract Assets	These are amounts Council is yet to receive for works already provided.	It shows money that is expected to come in, to offset expenditure that has already been incurred.	14,523
Inventories	The total value of goods and materials on hand to be used in works or to be sold.	Provides insight into resources available for future use.	1,558

Liabilities

Liabilities represent what Council owes. There are two liability categories, current and non-current.

- Current liabilities are short term financial obligations that are due within one year. For example amounts payable to suppliers.
- Non-current liabilities are financial obligations that are not due for more than a year. This includes loans, employee leave entitlements, and provisions for future expenditures, such as landfill restoration cost.

As of 30 June 2025, Council's total liabilities stood at \$45 million, comprising \$35 million in current liabilities and \$10 million in non-current liabilities. Current liabilities are obligations that are due to be settled within twelve months.



Liability	What is it?	Why it matters?	30 June 2025 \$'000
Payables	These are amounts the council owes to suppliers or contractors for goods and services already received but not yet paid for.	It shows the council's current obligations, helping to understand what payments are due in the near future.	13,426
Provisions	Amounts set aside to cover future liabilities or expenses that are likely to occur but where the exact amount or timing is uncertain. This could include things like employee leave entitlements.	It reflects the council's preparedness to meet future obligations, ensuring that funds are available when these liabilities arise.	6,526
Contract Liabilities	These are amounts Council has received in advance for goods or services that it has yet to provide.	It shows money that is expected to be incurred, to offset revenue that has already been received.	18,556
Borrowings	Council's borrowings consist of a loan from the Queensland Treasury Corporation (QTC).	It indicates the level of debt the council is carrying, helping to assess the long-term financial commitments and the impact on future budgets.	6,127

Queensland Treasury Debt

The Queensland Treasury Corporation (QTC) is the State Government's lending agency, providing financing to local governments and state agencies within Queensland for infrastructure projects.

Council did not undertake any new borrowings during the 2024/25 financial year. As of 30 June 2025, the loan balance was \$6.1 million. Repayments of this debt are made quarterly, covering both principal and interest, in accordance with the terms and conditions set by the Queensland Treasury Corporation.

STATEMENT OF CHANGES IN EQUITY

The difference between assets and liabilities represents the total community equity or net wealth of Council. The Statement of Changes in Equity illustrates the overall change in Council's "net wealth" over the year. As of 30 June 2025, Council's net wealth was \$988 million. This community equity comprises an asset revaluation reserve and retained surpluses, which increased by \$115 million and \$48 million, respectively, during the year. The asset revaluation surplus reflects the changes in the value of Council's assets over time.

Council's retained surplus represents funds available to be reinvested into assets, either now or in the future, to support community services. These surpluses also serve as a buffer against unforeseen financial challenges or adverse changes to the business environment.

STATEMENT OF CASHFLOW

The Statement of Cashflow measures the inflow and outflow of cash during the reporting period, categorised into three main activities:

- Operating activities: These are the routine, day-to-day functions of Council, including receipts from rates, fees and charges, interest earned on investments, and payments for employee wages, materials, and services;
- Investing activities: This category includes capital grants for the purchase and construction of property, plant, and equipment, as well as proceeds from the sale of assets, including term deposits and
- Financing activities: These involve the repayment of loans and any inflows from new loans drawn down during the year (if applicable).

Statement of Cashflow	2024/25 \$'000	2023/24 \$'000
Opening Balance	68,372	70,993
Plus: Cash inflow (outflow) from operating activities	40,802	17,853
Cash inflow (outflow) from investing activities	(42,164)	(20,051)
Cash inflow (outflow) from financing activities	(436)	(423)
OPERATING CASH AVAILABLE AT END OF YEAR	66,574	68,372

FINANCIAL SUSTAINABILITY RATIOS

Financial sustainability measures indicate whether Council is operating in a financially sustainable manner. There are 8 ratios Council is required to report on.

#	Type	Measure	Rationale	Target Met
1	Financial Capacity	Council Controlled Revenue Ratio	Capacity to generate revenue internally	✓
2	Financial Capacity	Population Growth Ratio	Population growth/decline pressures on Council	✓
3	Operating Performance	Operating Surplus Ratio	Holistic overview of Council operating performance	✓
4	Operating Performance	Operating Cash Ratio	Cash operating performance (less depreciation and other non-cash items)	✓
5	Liquidity	Unrestricted Cash Expense Cover Ratio	Unconstrained liquidity available to Council	✓
6	Asset Management	Asset Sustainability Ratio	Capital renewals program performance	✓
7	Asset Management	Asset Consumption Ratio	Extent to which assets are being consumed	✓
8	Debt Servicing Capacity	Leverage Ratio	Ability to repay existing debt	✓

Measure	Target	Actual Current Year	5 Year Average	Narrative
Council Controlled Revenue Ratio	N/A	47.73%	57.82%	A higher council-controlled revenue ratio suggests a council can generate its own operating revenue effectively, reducing dependence on external sources and enabling better response to unexpected financial challenges. A lower ratio indicates limited capacity to influence revenue, making the council more reliant on external, often less reliable, income sources like grants and contracts.
Population Growth Ratio	N/A	1.43%	1.05%	A growing council population enhances the ability to generate revenue through rates and statutory charges but also increases the need for investment in new infrastructure. In contrast, a shrinking population reduces opportunities for revenue generation and requires adjustments in spending to match the declining use of infrastructure and community assets.

Measure	Target	Actual Current Year	5 Year Average	Narrative
Operating Surplus Ratio	Greater than 0%	22.63%	14.97%	An operating surplus ratio above 0% indicates that a council is managing its finances well, generating surplus funds for capital or other needs. A ratio below 0% suggests operating expenses exceed revenue. While a single-year deficit isn't necessarily concerning, long-term deficits can hinder a council's ability to fund capital projects and initiatives internally, potentially leading to a reliance on external funding.
Operating Cash Ratio	Greater than 0%	36.89%	33.14%	A positive operating cash ratio suggests that a council is generating surplus cash from its core operations, indicating the ability to self-fund capital expenditures. A negative operating cash ratio signals financial sustainability challenges and potential liquidity issues, as it means the council's cash position is declining, with revenues failing to cover operational costs.
Unrestricted Cash Expense Cover Ratio	Greater than 4 months	16.8 months	N/A	A higher unrestricted cash expense cover ratio indicates that a council has enough free cash to cover future planned or unplanned expenses, such as infrastructure investments or disaster recovery. However, an excessively high ratio might suggest cash hoarding, poor cash management, or large upcoming capital needs. A low ratio points to limited liquidity for capital investment or emergencies, but this isn't a concern for councils with efficient cash management and strong borrowing capacity. However, if a council also has a negative operating cash ratio, a very low or negative unrestricted cash expense cover ratio could indicate potential solvency issues.
Asset Sustainability Ratio	Greater than 80%	99.03%	127.90%	An asset sustainability ratio close to 100% indicates that a council is adequately spending on asset renewal to offset deterioration, as approximated by depreciation. Ratios significantly below this level may suggest underspending on capital replacement. However, because this measure relies on depreciation rather than detailed asset planning data, it may not fully reflect the needs of councils with large investments in new capital assets, especially in rapidly growing communities. In such cases, a lower asset sustainability ratio is not concerning if the council is addressing the capital needs of its current and future population.
Asset Consumption Ratio	Greater than 60%	74.03%	75.70%	A minimum target of 60% for the asset sustainability ratio suggests that a council's assets are being consumed in line with their estimated useful lives. If the ratio falls below this target, the council may need to increase investment in asset replacement or maintenance to ensure assets meet community needs. Conversely, if the ratio is significantly higher than the target, the council might need to review its asset management plans to reassess current service levels or the accuracy of the estimated useful lives of its assets.
Leverage Ratio	0 – 3 times	0.2 times	0.3 times	A higher leverage ratio signifies that a council's capacity to take on additional debt is limited due to high existing debt levels or decreasing operational performance. Conversely, a lower ratio suggests greater capacity for additional borrowing. However, a lower leverage ratio does not automatically ensure that further debt will be approved, as borrowings are assessed through a separate process by the Department and QTC, which considers various factors. Similarly, councils with higher leverage ratios may still be eligible for additional borrowings if there are other mitigating circumstances.