



Council of Mayors
South East Queensland

ANNUAL REPORT

2020-2021



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Traditional Owner Acknowledgement: Council of Mayors (SEQ) acknowledge the place we now live and operate in has been nurtured by Australia’s First Peoples for tens of thousands of years. We believe the spiritual, cultural, and physical consciousness gained through this custodianship is vital to maintaining the future of the region.

Acknowledgements: Council of Mayors (SEQ) thanks all contributors and stakeholders involved in the development of this document.

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 @SEQMayors  @Council of Mayors (SEQ)

Front cover image: SolStock.





Who we are

The Council of Mayors (SEQ) was established in 2005 to represent the interests of the fastest growing region in Australia. Representing residents across South East Queensland (SEQ), member Councils work together to tackle the region's biggest challenges and leverage opportunities to ensure the region is the best possible place to live, work and play.

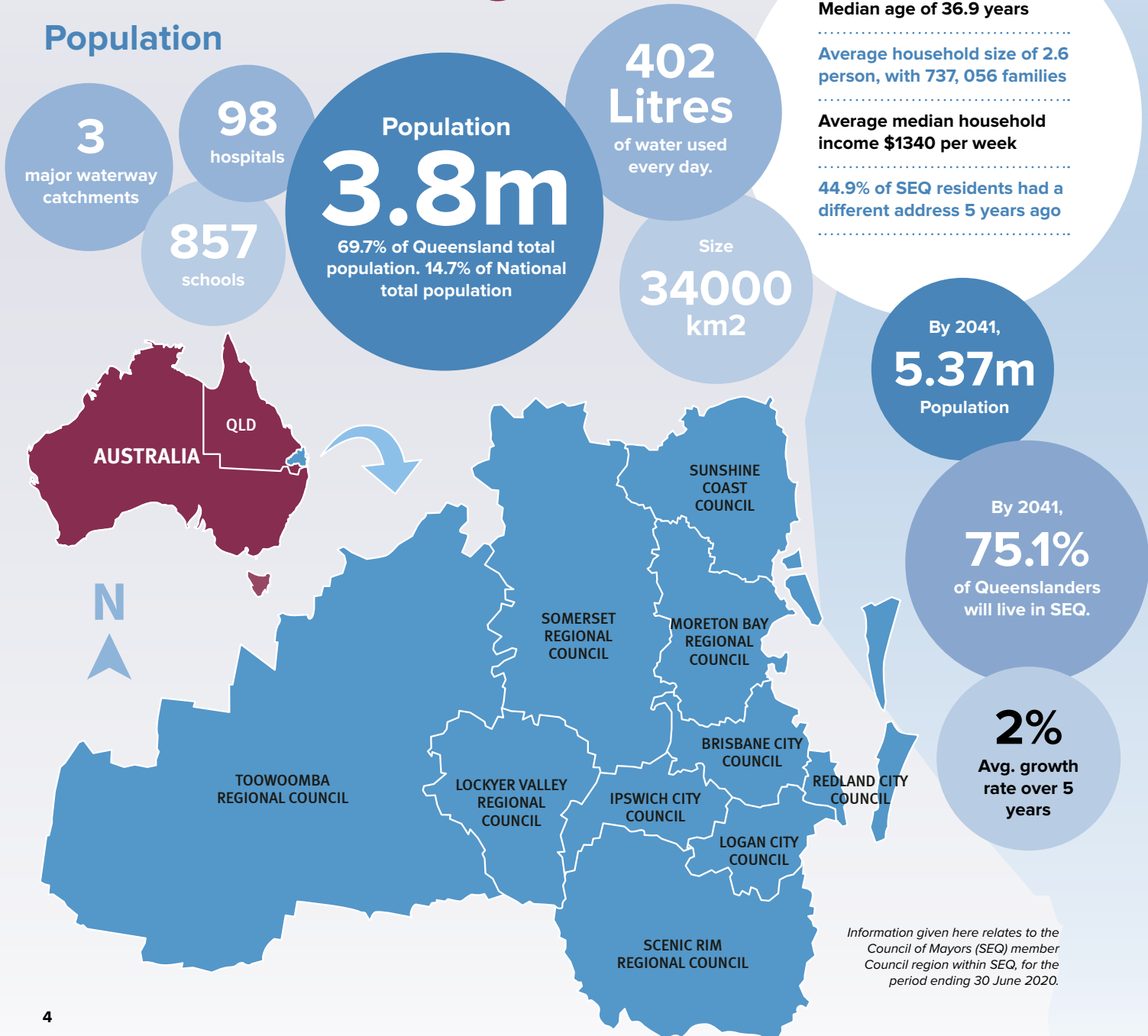
Over the past two decades we have built a reputation of being an action-based organisation, delivering innovative and strategic outcomes for the region.

Using the collective influence of member Councils, we help shape positive government policy and funding outcomes for SEQ. We work together to explore innovative ideas and deliver solutions which protect and enhance the prosperity of SEQ.

As at 30 June 2021, member Councils included Brisbane City Council, Ipswich City Council, Lockyer Valley Regional Council, Logan City Council, Moreton Bay Regional Council, Redlands City Council, Scenic Rim Regional Council, Somerset Regional Council, Sunshine Coast Council and Toowoomba Regional Council.

About our Region

Population



Information given here relates to the Council of Mayors (SEQ) member Council region within SEQ, for the period ending 30 June 2020.



Jobs & employment

By 2041,
2.62m
employment.
73.4% of QLD's total
employment.

1.92m
jobs in region

1.89m
employment in 2020,
73.5% of QLD total
employment

**6.8% unemployment rate, with
some LGAs experiencing up to 9.1%**

**63,676 families classed as low-
income live in the region**

**Top 5 industries: Education, Food
and Beverage Services, Professional,
Scientific and Technical Services,
Construction, Retail**

276,056 businesses

Information relates to the Council of Mayors (SEQ) member Council region, for the period ending 30 June 2021 unless otherwise stated.

Economy

\$205.9M
Gross Regional Product

\$6B
estimated cost of
road congestion in
SEQ by 2031

Our region's
economy is
larger than
New Zealand's
economy.

Nearly
70M
visitors expected
to the region in
2035

\$1.265B
Capital works
program FY21

**New houses approved within the
12 months ending 31 October 2021:
SEQ 21,590 | QLD 30,506**

**87,251 residential sales within the
12 months ending 31 June 2021**

**1.31 million tonnes of household
waste generated**

**Host Brisbane 2032 Olympic
and Paralympic Games**

**Nearly 800,000 new dwellings needed
by 2041 to cater for population growth**

*Information relates to the Council of
Mayors (SEQ) member Council region, for
the period ending 30 June 2020 unless
otherwise stated.*

Chairman's Message

Despite the ongoing challenges of the COVID-19 pandemic, 2020-21 ended on an incredible high as our region was announced as the preferred candidature for the 2032 Olympic and Paralympic Games by the International Olympic Committee with a decision due in the coming month.

The Council of Mayors (SEQ) started South East Queensland's 2032 Olympic and Paralympic journey in 2015 as a catalyst to deliver critical transport infrastructure, and to position South East Queensland as a global destination for tourism, trade and investment.

The 2032 Games provides an opportunity to transform our region by driving infrastructure investment, boosting tourism, and supporting economic uplift and job creation for South East Queensland for decades to come.

Like many of the initiatives led by The Council of Mayors (SEQ) this has been a long and challenging journey, and I'd like to thank my fellow Mayors and Councillors for their unwavering support, collaboration and leadership driving South East Queensland's bold 2032 Olympic and Paralympic vision.

As our community continues to recover from the impacts of the COVID-19 pandemic, these benefits have never been more important for the future prosperity of our region.

Within 20 years South East Queensland will be the size of Greater Sydney today, and this growth has been further accelerated by increased interstate migration. Population growth and traffic congestion will continue to be one of the region's greatest economic, social and environmental challenges. By

2032 congestion is expected to cost our region more than \$6b annually in lost productivity.

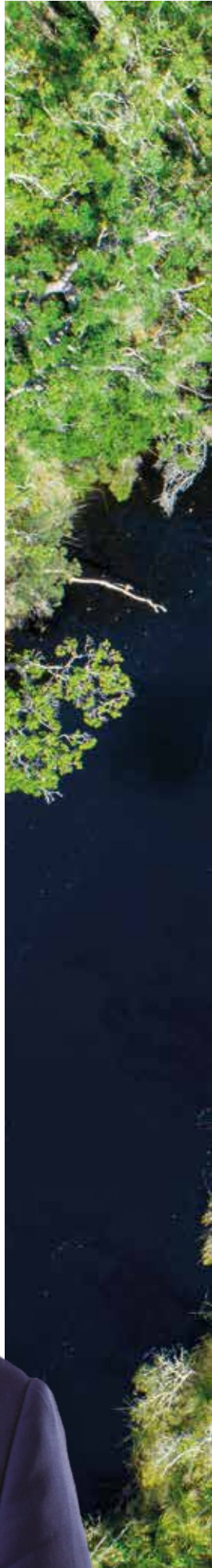
Our 2032 journey has reinforced when governments work together, we achieve better outcomes. That's why the Mayors have continued to work with the State and Federal governments on another bold initiative, securing a City Deal for South East Queensland.

The City Deal will create a platform to accelerate investment in the infrastructure we need for growth and to support a successful 2032 Games. It's our chance to set a long-term vision for our region and work together as three tiers of government with industry, to deliver the investment our region needs to be a healthy, attractive, connected and prosperous global destination.

As we wait for the IOC's official decision on our bid to host the 2032 Games and continue City Deal negotiations, the next year is shaping up as a monumental year that will truly shape the future of our region for generations to come.

What an exciting time to live in South East Queensland.

Cr Adrian Schrinner
Chair



Chief Executive Officer's Message

The Council of Mayors (SEQ) has continued to evolve and adapt by working with our Board, member Councils, the State and Federal governments, and industry on a range of region-shaping initiatives aimed at improving the prosperity of South East Queensland.

None of these projects are more significant than our region's candidature to host the 2032 Olympic and Paralympic Games, and it is exciting to nose we end the report period as the preferred host of the 2032 Games. We await a final decision by the International Olympic Committee in July 2021.

While our 2032 Games candidature was a major focus throughout the reporting period, we continued to lead a number of other priority projects. One of these included finalising and endorsing the SEQ Waste Management Strategy which provides a blueprint for SEQ's resource recovery over the next decade, outlining an evidence-based approach for strategic regional investment. In recent years, the face of waste management has changed and the plan lays out a coordinated response to those changes to deliver benefits to our councils, residents and communities. I'd like to acknowledge the work of the Council of Mayors (SEQ) Waste Working Group, Queensland Treasury Corporation and the Queensland Government for their ongoing engagement and contribution towards the development of the plan. Our focus for the next financial year will turn to working to secure certainty for Councils in relation to the waste levy rebate, and the investment needed to implement the plan and improve SEQ's waste recovery and recycling rates into the future.

We continued to lead advocacy for regional planning priorities including better alignment between transport and infrastructure planning and the SEQ Regional Plan. We've played an important role in the planning for the Strategic Local Government Asset Assessment Project and look forward to working further with Councils and State Government the National Heavy Vehicle Regulator on this.

A key from our members was for the opportunity to connect with their counterparts in other Councils. Thus, the idea of SEQ Councillors Day was born. Our inaugural event in 2020 received excellent representation from across the region, providing updates on key initiatives and an opportunity for Councillors to share ideas and collaborate on regional matters.

Despite the challenges of COVID-19 restrictions, we undertook two successful Federal delegations and one State delegation, helping to bolster support towards our priority projects and build key relationships.

Resilient Rivers continued to provide a coordinated cross-council approach to improving the health of SEQ's catchments. Since the program commenced, it has delivered more than 26 projects across the Brisbane, Bremer, Ipswich, Lockyer, Logan, Scenic Rim and Somerset catchments. In 2021 we delivered projects at Priests Gully in Logan, Downfall Creek in Brisbane and Black Snake Creek in Ipswich.

I'd like to acknowledge the ongoing leadership and contribution of our Board, as well as our small but dedicated team at the Council of Mayors (SEQ). I am extremely proud of their efforts and I look forward to turning our focus towards finalising a City Deal that will support SEQ's long-term growth and transformation into a vibrant and attractive global destination.

South East Queensland's future is looking brighter than ever if we continue to work together, supporting South East Queensland's recovery from COVID-19 and a better future for our region.

SCOTT SMITH
Chief Executive Officer



Council of Mayors (SEQ)

Board of Directors

As at 30 June 2021, Council of Mayors (SEQ) Directors included:



Cr Adrian Schrinner
(Council of Mayors (SEQ) Board Chair
and Resilient Rivers Initiative Chair)
Lord Mayor, Brisbane City Council



Cr Paul Antonio
(Deputy Chair of Council of Mayors
(SEQ) Board and Chair of Economic
Development Working Group)
Mayor, Toowoomba Regional Council



Cr Karen Williams
(Treasurer)
Mayor, Redland City Council



Cr Teresa Harding
Mayor, Ipswich City Council



Cr Tanya Milligan
Mayor, Lockyer Valley
Regional Council



Cr Darren Power
Mayor, Logan City
Council



Cr Peter Flannery
Mayor, Moreton Bay
Regional Council



Cr Greg Christensen
(Waste Working Group Chair)
Mayor, Scenic Rim Regional Council



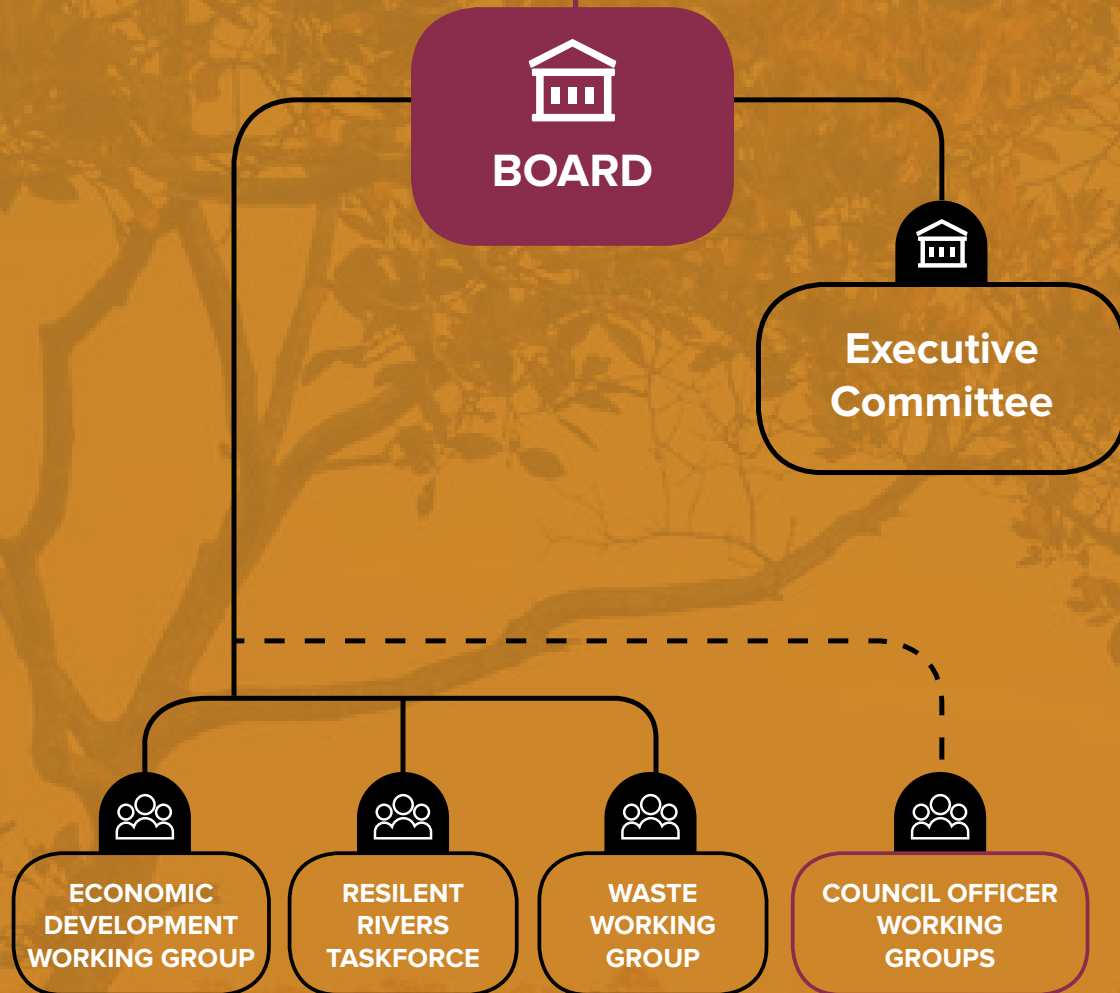
Cr Graeme Lehmann
Mayor, Somerset Regional Council



Cr Mark Jamieson
Mayor, Sunshine Coast Council

Gold Coast Mayor Tom Tate was a Director of Council of Mayors (SEQ) between April 2020 and June 2021

How we operate



Council Membership

Member Councils each hold one share in the Council of Mayors (SEQ) and are represented on the Board of Directors. The Board is supported by an Executive Committee, operational team, formal working groups and Officer working groups. The Board and Executive Committee meet bi-monthly to review priority projects and receive updates on the business. Working Groups meet quarterly with representatives from each member Council to facilitate regional discussions and share learnings across local government boundaries.

Council of Mayors (SEQ) mission

To consistently deliver better regional funding, policy and collaborative outcomes for the communities of South East Queensland.

Strategic Plan 2021-2024

	Strategies	Our success indicators
 <p>We are the voice of SEQ</p> <p>Representing one in seven Australians who call South East Queensland home</p>	<ul style="list-style-type: none"> • Build on our reputation as the authority for South East Queensland. • Create compelling cases for investment in South East Queensland through data driven decision making. • Use our collective influence to successfully lobby government and industry. • Foster strong and positive relations that transcend politics. • Speak as one region. 	<ul style="list-style-type: none"> • Recognised as a transparent and trusted Local Government partner. • High-profile events that showcase the achievements of member Councils. • Election outcomes that advance the region's interests. • Regular and meaningful engagement with our Federal and State representatives. • Positive social and traditional media exposure.
 <p>We are thought leaders</p> <p>Exploring new ways to solve the region's challenges and maximise its opportunities</p>	<ul style="list-style-type: none"> • Lead with bold decision that put people before politics. • Investigate innovative solutions to capitalise on the region's population and economic growth. • Learn, share and grow from the experience of comparable regions around the world. • Enable development of next generation digital infrastructure, in partnership with industry to accelerate the myriad of social, economic and environmental benefits. 	<ul style="list-style-type: none"> • A successful 2032 Games proposal that supports the need for greater transport investment in our region. • A negotiated SEQ City Deal that delivers transformative outcomes, particularly the delivery of catalytic infrastructure.
 <p>We are partners in SEQ's future</p> <p>Forming strategic alliances to achieve regional benefits</p>	<ul style="list-style-type: none"> • Work with public and private sectors to explore collaborative solutions • Contribute to the regional planning of South East Queensland through ongoing government engagement • Effective partnerships with national and international like-minded groups 	<ul style="list-style-type: none"> • A regional and collaborative approach to waste management that delivers better economic and environmental outcomes • A key player in the SEQ Regional Plan's implementation and review, holding the Queensland Government to account.
 <p>We are outcomes focused</p> <p>Focused on delivering tangible outcomes for South East Queensland</p>	<ul style="list-style-type: none"> • Prioritise the funding and delivery of South East Queensland's critical infrastructure projects. • Collaborate with Federal and State governments to transition to a permanent future for the Resilient Rivers Initiative. • Collectively promote South East Queensland as a global destination for investment, trade and tourism. • Work collaboratively with members, government, and industry on building the digital capacity and profile of SEQ. • Work with State and Federal Government to advocate for water security for residents and industry in SEQ. 	<ul style="list-style-type: none"> • A regional Freight Movement Study that builds on the findings of the People Mass Movement Study. • Permanent governance structure and viable funding source for the Resilient Rivers Initiative. • A return to international missions that build profile and investment in South East Queensland. • State and Federal government recognise the importance of water security in SEQ and commit to working with Council of Mayors and member Councils including funding WCRS, PRW, etc.
 <p>We are innovative, agile and motivated</p> <p>Always adding value for South East Queensland's councils</p>	<ul style="list-style-type: none"> • Attract and retain the right people. • Invest in the skills, knowledge and expertise of our team. • Develop a proactive, engaged and member focused organisation. • Consistently engage with our member councils to better understand their needs. • Strengthen our membership value proposition, financial sustainability and long-term viability. • Positive engagement with mayors, councillors and senior councils staff. 	<ul style="list-style-type: none"> • Low staff turnover rate. • Reward and recognition for staff achievements. • Staff given access to annual professional development. • Annual conference of all South East Queensland councillors to learn from each other and share new ideas. Councils including funding WCRS, PRW, etc.





Our year in review

2020

August – Secured funding from the Queensland Government Department of Environment and Science to commence development of Queensland’s first regional waste and resource recovery plan for SEQ.

September – Due to impacts of COVID-19, virtual delegations were undertaken with Federal and State governments, providing Mayors an opportunity to discuss the opportunities and challenges facing South East Queensland including the COVID-19 pandemic recovery, 2032 Games proposal, need for a SEQ City Deal and regional faster rail.

November – Worked with The Courier-Mail on the development of their FutureSEQ campaign, focusing on SEQ regional connectivity and faster rail, opportunities for SEQ if the 2032 Olympic Games Host bid was secured, and how protecting the region’s waterways could also drive regional employment.

December – Priest Gully Bank Stabilisation Project commences under the Lower Brisbane-Redlands Coastal Catchment Action Plan, funded by the Resilient Rivers Initiative in partnership with Logan City Council.

October – Brought together Mayors and Councillors from across SEQ to share ideas, learn from common experiences and discuss SEQ’s opportunities and priorities. The Mayors also used the day to reignite the 2032 Games bid, meeting with Australian Olympic Committee CEO Matt Carroll. The Games was positioned as a key opportunity to support Queensland’s COVID-19 economic recovery, particularly for job creation and tourism.

October – At the IAQ 2020 Major Projects Pipeline Update and Asia Pacific Council Summit, we showcased ConnectedSEQ and the need for increased investment in regional connectivity via faster rail.

September – Launched the 2020 State Election Advocacy Campaign - ConnectedSEQ. The campaign advocated for a faster rail transport vision for SEQ and the benefits of securing the 2032 Games Host bid.



2021

February – Supported 2032 Games Candidature submission through coordination with State Government and member Councils. This resulted in the International Olympic Committee (IOC) entering into targeted dialogue with the Brisbane 2032 Olympic Candidate Leadership Group as the preferred 2032 Games Host.



March – Supported industry events including Queensland Major Contractors Association and Queensland Housing Industry Association.

March – Council of Mayors (SEQ) led a delegation to Canberra to advocate for key regional priorities.

May – Virtual Delegation with International Olympic Committee Future Host Commission to further discuss Brisbane 2032 Olympic bid and outline key components of how the region would deliver the Games.

February – The Mayors met for the first board meeting of the year to discuss key issues including progressing the SEQ City Deal negotiations and the 2032 Games candidature development. The annual Strategy Day was also held with advocacy, waste management and water security the key focus of the day. Hon. Trevor Evans, Assistant Federal Minister for Waste Reduction and Environmental Management attended the Resilient Rivers Taskforce as the nominated Federal Government representative.



February – Lord Mayor Adrian Schrinner, Mayor Mark Jamieson, Mayor Teresa Harding and Mayor Karen Williams attended the Australia-Israel Chamber of Commerce to discuss Council of Mayors (SEQ) priorities including COVID economic recovery and opportunities the Olympic and Paralympic Games could provide for the region.



March – Continued to assist with negotiations to secure an SEQ City Deal. The SEQ City Deal Leadership Group convened for the first time following the State Election. The draft City Deal package was tabled for discussion between leaders.

March – Downfall Creek Restoration Project commenced as part of the Lower Brisbane-Redlands Coast Catchment Action Plan, funded by the Resilient Rivers Initiative in partnership with Brisbane City Council and Port of Brisbane.

May – Mayors endorsed the SEQ Waste Management Plan which charts the trajectory for the region's resource recovery over the next decade and outlines an evidence-based approach for strategic, regional investment.

An aerial photograph of a city skyline at sunset, featuring numerous skyscrapers and a body of water. A large white speech bubble is overlaid on the right side of the image, containing text. To the left of the speech bubble, there is a vertical column of seven white circles of varying sizes, with the largest circle at the bottom, partially overlapping the speech bubble.

We are the voice of South East Queensland

**Representing one in seven
Australians who call South
East Queensland home**

Strategies

Build on our reputation as the authority for South East Queensland.

Create compelling cases for investment in South East Queensland through data driven decision making.

Use our collective influence to successfully lobby government and industry.

Foster strong and positive relations that transcend politics.

Speak as one region.

Success indicators

- Recognised as a transparent and trusted Local Government partner.
- High-profile events that showcase the achievements of member Councils.
- Election outcomes that advance the region's interests.
- Regular and meaningful engagement with our Federal and State representatives.
- Positive social and traditional media exposure

What we achieved

- Despite the challenges of COVID-19 we continued to provide Council updates, local government working groups, as well as State and Federal delegations. Utilising a mixture of in person and virtual engagement platforms ensured regional priorities continued to be on the agenda of all levels of government.
- Conducted two delegations to the Australian Government (one virtual, one in-person) and one virtual delegation to the Queensland Government to raise awareness and advocate for Council of Mayors (SEQ) priority projects for South East Queensland (SEQ). During these delegations Mayors met with 41 MPs from Federal and State governments and opposition to discuss projects, including the SEQ City Deal and secure support for the 2032 regional Olympic and Paralympic Games bid.
- Launched the ConnectedSEQ campaign in September 2020, outlining 2020 Queensland Election advocacy priorities built off the 2019 People Mass Movement Study. The launch included engagement with the State Government as well as campaigns utilising traditional media and social media channels to advocate for the region's priority projects.
- Key advocacy outcomes across the financial year included:
 - Securing funding to investigate regional faster rail
 - Securing funding and partnering with the Queensland Government to develop the SEQ Waste Management Plan
 - Ongoing engagement with State and Federal government to continue negotiations for an SEQ City Deal
 - Reigniting work and negotiations into a Olympic and Paralympic candidature for SEQ
- Actively engaged with and briefed industry on the work of Council of Mayors (SEQ) and member Councils. This included appearances at major industry events such as the Asia Pacific Council Summit, Queensland Major Contractors Association and Infrastructure Association of Queensland 2020 Major Projects Pipeline Update.
- Worked to raise the profile of key regional opportunities and challenges for SEQ by publishing more than 50 media releases and generating over 500 traditional print, tv and radio publicity stories.
- Key campaigns undertaken throughout the period included:
 - ConnectedSEQ campaign
 - SEQ 2032 campaign which focussed on building support for a 2032 SEQ Games. It featured meetings with Australian Olympic Committee President John Coates AC, Johnathan Thurston's backing for the bid, Targeted Dialogue announcement and Future Host Commission's virtual delegation with Queensland representatives.
- Continued to build awareness of regional priorities through Council of Mayors (SEQ) platforms.
- Generated approximately 515 traditional print, tv or radio media stories in relation to Council of Mayors (SEQ) initiatives.
- Established and maintained a SEQ COVID-19 Relief Portal to capture support and relief available to businesses and residents. With many COVID-19 relief packages finishing up on 30 December 2020, the portal was decommissioned.

Using our united voice to advocate for regional priorities

Leveraging our collective influence, Council of Mayors (SEQ) completed three delegations to the Australian and Queensland Governments providing an opportunity to raise awareness of regional opportunities and challenges facing South East Queensland (SEQ) and member councils.

Due to the challenges of COVID-19, virtual delegations were held in September 2020 for the first time with both levels of government. The delegations provided an opportunity to address senior Ministers and MPs in government and opposition, and to discuss SEQ's priority regional issues including supporting the region rebounding from the impacts of the pandemic.

In March 2021, a delegation visited Canberra to continue engagement with the Federal Government, including Prime Minister The Hon Scott Morrison; then Deputy Prime Minister and Minister for Infrastructure, Transport and Regional Development Michael McCormack; and Shadow Treasurer Jim Chalmers.

Across all delegations the Mayors discussed the need to improve regional connectivity across SEQ, and continued to champion region-shaping initiatives such as Resilient Rivers and a more sustainable and collaborative approach to waste management. They highlighted the importance of progressing a City Deal for SEQ, to deliver investment required to protect the region's lifestyle and support significant growth. The Mayors continued to reinforce the importance of securing support from all levels of government for a 2032 regional Olympic and Paralympic Games, highlighting its ability to deliver catalytic regional infrastructure as well as new trade and investment opportunities.

These delegations helped to reaffirm our commitment to collaboration with our State and Federal Government partners and provided a platform for stronger relationships, continued regular and meaningful engagement, and demonstrated our unified voice.



Mayors meet with Prime Minister Scott Morrison, Minister Paul Fletcher and Mr Ted O'Brien during Canberra Delegation in March 2021.



CONNECTEDSEQ media launch



August 2020 Federal virtual delegation



We are thought leaders

Exploring new ways to solve the region's challenges and maximise its opportunities.

SEQ Kids present Lord Mayor gift ahead of OGLC delegation to Tokyo

Strategies

Lead with bold decision that put people before politics.

Investigate innovative solutions to capitalise on the region's population and economic growth.

Learn, share and grow from the experience of comparable regions around the world.

Enable development of next generation digital infrastructure, in partnership with industry to accelerate the myriad of social, economic and environmental benefits.

Success indicators

- A successful 2032 Games proposal that supports the need for greater transport investment in our region.
- A negotiated SEQ City Deal that delivers transformative outcomes, particularly the delivery of catalytic infrastructure ideas.

What we achieved

- Undertook a major audit of regional sporting venues and developed an Olympics Venue Master Plan in collaboration with member Councils and the State Government. This work played a significant role in the 2032 Games candidature submitted in February 2021, by ensuring the proposal met the New Norms principles adopted by the International Olympic Committee (IOC) for future Olympic Games Host Cities. The IOC Future Host Commission subsequently announced they would enter targeted dialogue with the Brisbane 2032 Olympic Candidature Leadership Group (OCLG), signalling it as the preferred Host for 2032 Olympic and Paralympic Games. This announcement placed South East Queensland (SEQ) in the box seat to be awarded the 2032 Games.
- Organised local government working groups to feed directly into Brisbane 2032 OCLG via nominated representatives.
- Lord Mayor Adrian Schinner and Mayor Mark Jamieson represented Council of Mayors (SEQ) on the Brisbane 2032 (OCLG). This included during the IOC Future Host Commission's three day virtual delegation. The Lord Mayor led a final delegation to Tokyo in July 2021 with Premier Anastacia Palaszczuk, to secure the bid on behalf of OCLG.
- Following challenges responding to COVID-19, SEQ City Deal Partners agreed to extend SEQ City Deal negotiations into 2021. A Leadership Group meeting was held in March 2021 between Deal Partners, Minister Paul Fletcher MP, Queensland Deputy Premier Steven Miles, and Lord Mayor Adrian Schinner to continue to advance discussions towards a Foundation City Deal for SEQ.

What is the Foundation City Deal?

The foundation City Deal is a mechanism to deliver long term and lasting change for Australia's fastest growing region.

At the core of the ambition is a deal that transforms regional transport infrastructure by delivering a faster, more connected SEQ region. It is focused on securing our future prosperity by accelerating future jobs, supporting thriving communities and boosting the liveability of our region. This can only be achieved by governments working together to transform the future of SEQ.

And the winner is....

A six-year dream became a reality when Brisbane was announced as the host for the 2032 Olympic and Paralympic Games. Council of Mayors Chair, Lord Mayor Adrian Schrinner and the Queensland Premier Anastacia Palaszczuk led a Brisbane 2032 Olympic Candidature Leadership Group (OCLG) delegation to Tokyo in July 2021 to make a final pitch to the International Olympic Committee (IOC). The proposal went to a full IOC vote with Brisbane awarded Host of the 2032 Olympic and Paralympic Games.

The news was celebrated by the Mayors of South East Queensland (SEQ) who started the 2032 Games journey back in 2015 and contributed significantly to the candidature development through the 2019 Olympic Feasibility study and regional venue audit. They saw the Games as a catalyst for the delivery of critical regional transport infrastructure and to position (SEQ) as a global destination for tourism, trade and investment.

The announcement followed six months on from Brisbane 2032 OCLG entering targeted dialogue with the IOC's Future Host Commission. This announcement placed SEQ in the box seat to be awarded the 2032 Games. Lord Mayor Adrian Schrinner and Mayor Mark Jamieson represented Council of Mayors (SEQ) member Councils on the Brisbane 2032 OCLG. In May 2021 when the OCLG rolled out the 'virtual' welcome

mat for the IOC Future Host Commission's delegation to SEQ. They highlighted how the region would deliver the Games under the New Norms, and why we're ready to host the world's largest sporting event.

These Games will be delivered under the International Olympic Committee's New Norms principles – meaning investment for the Games is strategic and enables the building of infrastructure not for the Games but in time for the Games. It presents a unique opportunity for all tiers of government to work together to deliver the essential infrastructure and connectivity SEQ needs as the nation's fastest growing region.

The Games will deliver decades of environmental, social and economic benefits to the region – thrusting our region front and centre of the international stage. Every corner of our region will have an opportunity to benefit from the Games, open doors for investment, fast tracking regional connectivity and supporting our economic recovery from the COVID-19 pandemic.

The eyes of the world are now on the region and what we do to maximise this opportunity and create a Legacy that lasts well beyond 2032.

While many celebrate this unprecedented win and recognise the years of work to achieve it, the journey has only just begun.

The birth of the SEQ Games dream

2014 – Council of Mayors (SEQ) partners with State Government, Property Council of Australia to explore alternative infrastructure funding models which led to the Economic Growth partnership model

2015 – Council of Mayors (SEQ) Board endorses investigation into regional Olympics pre-feasibility

2017 – Council of Mayors (SEQ) Commissions 2032 Olympic and Paralympic Games feasibility study.

2015 – Lord Mayor writes to Australian Prime Minister, Queensland Premier and John Coats, Australian Olympic Committee, about an SEQ Olympics.

2019 – COMSEQ release findings of 2032 Olympic and Paralympic Games Feasibility Study which demonstrated the region's ability to host a Games, if significant transport upgrades were delivered, and that Games' operation could be cost-neutral (if not profitable).

2018 – Council of Mayors (SEQ) undertook major regional audit of sporting venues and develops Olympics master plan in collaboration with key stakeholders

2019 - International Olympic Committee visits Brisbane, and South East Queensland representatives conduct a delegation to Switzerland to commence formal dialogue with International Olympic Committee Future Host Commission on a 2032 Olympic and Paralympic Games Host City bid.

Press Conference for IOC announcing Brisbane 2032 as preferred candidature. In attendance Brisbane Lord Mayor Adrian Schrinner, Redland City Mayor Karen Williams, Hon. Anastacia Palaszczuk, Premier and Minister for the Olympics, Hon. Stirling Hinchcliffe, Minister for Tourism, Innovation and Sport and Minister Assisting the Premier on Olympics and Paralympics Sport and Engagement, and Mr Ted O'Brien, Member for Fairfax and the Prime Minister's representative for the Brisbane 2032 Olympic and Paralympic Games proposal.



July 2021

Brisbane is announced as the Host City for the 2032 Olympic and Paralympic Games.

2019 – Federal and State Delegations to secure support and funding for a 2032 Olympic and Paralympic Games proposal development.

Feb 2021 –The International Olympic Committee announced they were entering into Targeted Dialogue with the Brisbane 2032 Proposal.

July 2021 –Council of Mayors (SEQ) Chair, Lord Mayor Adrian Schrinner with Queensland Premier Annastacia Palaszczuk lead a delegation to Tokyo, to conduct a final pitch to secure the Host City.

2020 – Council of Mayors (SEQ) Federal and State delegation to maintain support and funding for a Brisbane 2032 Olympic and Paralympic Games bid.

May 2021 – International Olympic Committee Future Host Commission conducts virtual delegation with Brisbane 2032 Olympic and Paralympic Games candidature partners including Federal Government, State Government, Australia Olympic Committee and Council of Mayors (SEQ) to further investigate the proposal and its feasibility.

2020 - President of International Olympic Committee visits Brisbane and is introduced to the regional Games proposition.

2019 - State Government 2032 Taskforce established.





**We are partners
in SEQ's future**

**Forming strategic alliances
to achieve regional benefits**

Strategies

Work with public and private sectors to explore collaborative solutions.

Contribute to the regional planning of South East Queensland through ongoing government engagement.

Success indicators

- Effective partnerships with national and international like-minded groups.
- A regional and collaborative approach to waste management that delivers better economic and environmental outcomes.
- A key player in SEQ Regional Plan's implementation and review, holding the Queensland Government to account.

What we achieved

- The Waste Working Group met four times to engage with member Councils on the development of the SEQ Regional Waste Management Plan. This included collecting information and data, and ensuring the report provided useful information to help inform future decisions. These forums also provided an opportunity for the region's Waste Managers to network and share learnings, while receiving regular engagement with Industry and the Queensland Department of Environment and Science (DES).
- Finalised the development of the SEQ Regional Waste Management Plan in partnership with member Councils, McKinsey & Co, DES and Queensland Treasury Corporation. The plan highlights key infrastructure, legislation and engagement needed to reduce waste to landfill and increase resource recovery across SEQ. The plan was adopted by Councils in June 2021, with Council of Mayors (SEQ) to seek support and funding from the State Government for its implementation.
- Continued to support a regional approach to planning and infrastructure across SEQ by working with member Councils and the State Planning Department to ensure local government is engaged and key regional issues considered through these processes.
- Priorities included:
 - Collaboration: supporting sharing of ideas, experiences, information and solutions between Councils to help tackle strategic issues facing the region
 - Community Planning Education: advocating for increased community awareness of planning. Council of Mayors (SEQ) has been working with the State Government to ensure local government is a partner in this project which will increase community awareness of planning and development in SEQ
 - Regional Infrastructure Planning: advocating for improved alignment between transport and infrastructure planning, and the regional plan, with a focus on growth



Tackling waste is a regional issue

Every Australian produces three tonnes of waste each year, with 1.31 million tonnes of household waste generated in South East Queensland (SEQ) alone.

To deliver a collaborative regional solution, Council of Mayors (SEQ) formed the regional Waste Working Group in June 2018. The Group was tasked with investigating the impacts of the impending State Waste Levy rebate changes expected in FY 2021/2022, new State Government recycling and resource recovery targets, and developing a regional approach to improve waste management in preparation for the region's growth.

Supported by Queensland Department of Environment and Science (DES), the group engaged McKinsey & Co to develop Queensland's first regional waste management and resource recovery plan. Significant consultation was undertaken with member Councils, Queensland Treasury Corporation and DES driving its development.

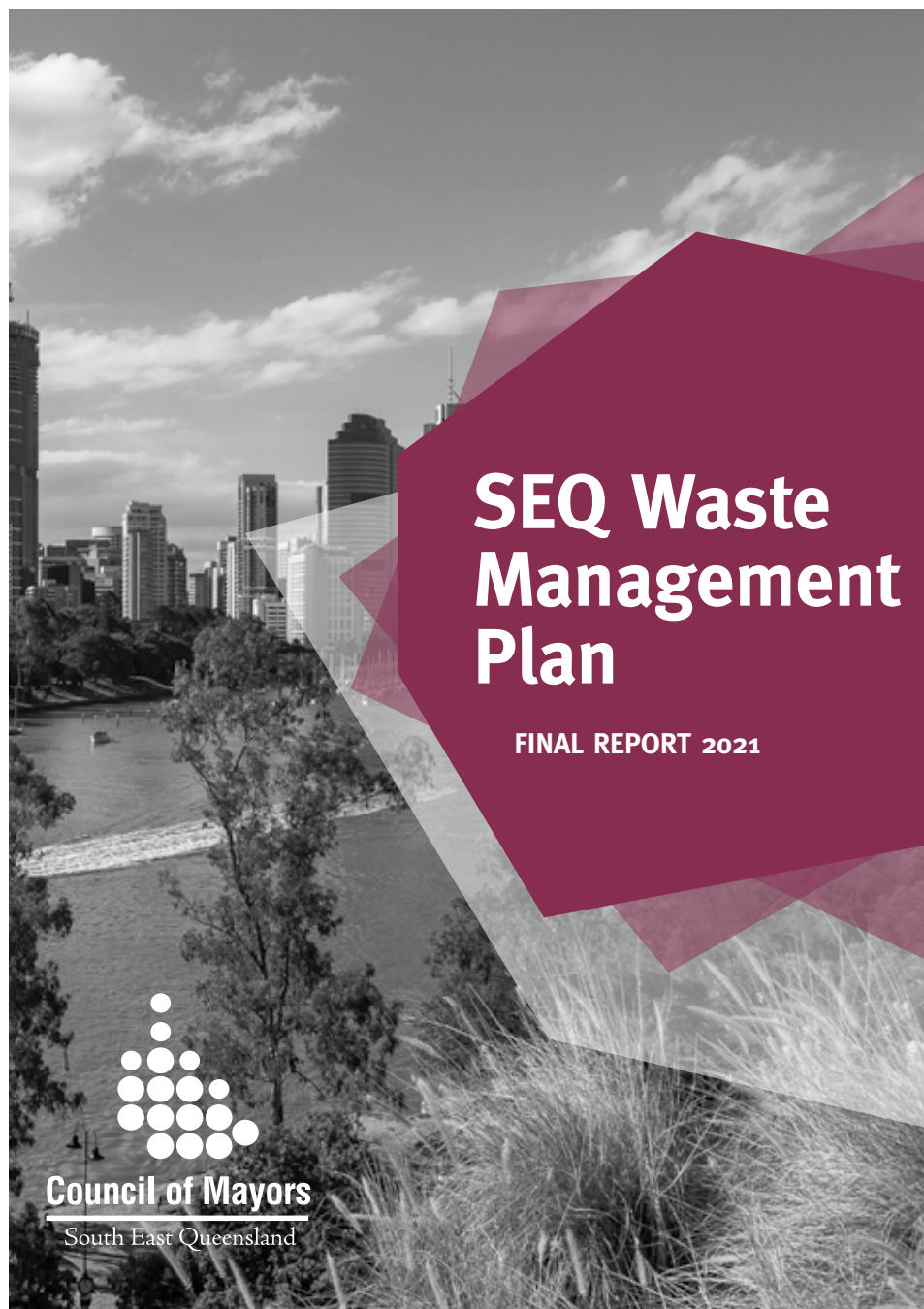
The plan was endorsed at the May 2021 Council of Mayors (SEQ) Board Meeting, delivering a long-term and coordinated solution to our region's waste management. The plan charts a trajectory for resource recovery over the next decade and outlines an evidence-based approach for strategic, regional investment. It aims to divert more than 1 million tonnes of waste from landfill each year by 2030, with the potential to create 310 permanent jobs and up to 3,800 construction jobs in the process.

It focuses on identifying key infrastructure investment required, empowering communities to make a difference through recycling, prioritisation of initiatives and identifying opportunities for member Councils to collaborate to achieve better outcomes.

It also provides a solution that protects ratepayers, meets recovery targets, considers opportunities for economic development and employment, creates orderly change from the status quo to the future, and considers the variable nature of member Councils.

Recommendations are included for regional, sub-regional, and individual Council level with a 'target state' of 2030 and outlook to 2050.

The next step forward is to secure funding and support from the State Government to implement the investment identified in the plan, including establishing the Project Management Office, the waste infrastructure and behavioural change needed. Council of Mayors (SEQ) will continue to work with the Department of Environment and Science for these outcomes, and to secure certainty and a transition plan for the end of the Waste Levy Rebate.





**Australians
produces
THREE TONNES
of waste each
year.**



**We are
outcomes
focused**

**Focused on delivering
tangible outcomes for South
East Queensland**

Strategies

Prioritise the funding and delivery of South East Queensland's critical infrastructure projects.

Collaborate with Federal and State governments to transition to a permanent future for the Resilient Rivers Initiative.

Collectively promote South East Queensland as a global destination for investment, trade and tourism.

Work collaboratively with members, government, and industry on building the digital capacity and profile of SEQ.

Work with State and Federal Government to advocate for water security for residents and industry in SEQ.

Success indicators

- A regional Freight Movement Study that builds on the findings of the People Mass Movement Study.
- Permanent governance structure and viable funding source for the Resilient Rivers Initiative.
- A return to international missions that build profile and investment in South East Queensland.
- State and Federal government recognise the importance of water security in SEQ and commit to working with Council of Mayors and member Councils including funding WCRS, PRW, etc.

What we achieved

- Partnered with the National Heavy Vehicle Regulator as part of the Strategic Local Government Asset Assessment Project. The project undertook heavy vehicle engineering assessments for South East Queensland's (SEQ) priority heavy haulage routes and provides a regional approach to improving freight movements across SEQ.
- Launched ConnectedSEQ outlining priority investment projects needed to increase regional connectivity, boost job creation, improve catchment health, and increase liveability in SEQ. A regional faster rail solution was a key focus with economic and social benefits including providing 45min region, and building on existing infrastructure while identifying key areas requiring new or duplicated infrastructure.
- The Resilient Rivers Taskforce comprised of Council of Mayors (SEQ), SEQWater, Healthy Land and Water, State Government, Federal Government and Queensland Urban Utilities who met four times. The taskforce aims to improve the health of local waterways through a coordinated approach to catchment management across Logan, Somerset, Ipswich, Scenic Rim, Brisbane and Lockyer Valley Council areas. Highlights of the Resilient Rivers Initiative included:
 - Priests Gully Rehabilitation Project commenced with the aim to provide long term stability to the line through battering of eroded banks, installation of grade control structures and planting of 3,000 plants.
 - Weed Management in Upper Logan River catchment was completed, Cats Claw weed from three sites across over 16 kms of waterway. This project was the continuation of successful work completed in FY20 along other areas of the Upper Logan River catchment.
 - Works were completed at Black Snake Creek stage 5 in Marburg, protecting the system from further erosion through revegetation and landholder education.
 - Downfall Creek Restoration Project aimed to reduce bank and bed erosion through the planting of native creek vegetation, including 2500 trees to increase and connect habitat for land and aquatic wildlife. The project was delivered in partnership with Brisbane City Council and the Port of Brisbane.





Council Environment Officer inspects waterway health

- A further 10 sites are currently being investigated, designed, or contracted across SEQ's catchments for weed management, bank stabilisation and erosion control through the Resilient Rivers Initiative.
- Work continued on the Upper Brisbane and Stanley River Catchment Action Plan, with a release date of late 2021.
- Continued to seek greater funding for the Resilient Rivers Initiative through a SEQ City Deal and engagement with State Government.
- Welcomed the Honorable Trevor Evans, Assistant Federal Minister for Waste Reduction and Environmental Management, as the Federal Government's representative on the Resilient Rivers Initiative Taskforce.
- Continued promotion of regional tourism through the SEQ Food Trails program which highlights regional food experiences.
- Highlights included:
 - a total of 274, 292 page views on the website – an 122.62% increase on the previous year.
 - Website traffic was driven through the creation of Facebook and Instagram platforms.
 - Launched co-invested promotional program with member councils to deliver targeted campaign focused on individual region food trails page. This included creation of video content featuring local food business, creation of SEQ Food trails Facebook page and paid social media to promote existing and new trails in the region.
 - Economic Development Working Group met four times to discuss and collaborate on regional challenges including the region's economic response to COVID-19. The working group also used this opportunity to discuss key regional economic and investment opportunities including the Brisbane 2032 Games, SEQ City Deal initiatives and opportunities associated with the SEQ Waste Management Plan.
 - Continued to support dissemination of COVID-19 regional economic stimulus information through the SEQ COVID-19 Relief Portal until 30 December 2020. Portal received positive feedback from councils and industry.



*Downfall Creek Restoration Project –
During construction and after*

Protecting Our Waterways

In 2011 and 2013, South East Queensland (SEQ) experienced devastating floods with each of our member councils facing significant social, economic and environmental impacts. In response, the Resilient Rivers Taskforce formed the Resilient Rivers Initiative, where member councils invested significant funding towards a regional approach to catchment management. This strategy recognised improved water quality in the upper catchments and region would flow downstream to the cities and ultimately Moreton Bay.

Resilient Rivers Initiative aims to support strong partnerships across council boundaries, with private landowners and industry; keeps soil on land and out of our waterways, protects water security, and improves climate resilience.

Since its establishment Council of Mayors (SEQ) has invested \$4.3 million into the Resilient Rivers Initiative, creating 23 direct and 14 indirect full time jobs. This includes a Program Manager and three catchment management officers working across the Bremer, Brisbane, Lockyer, Logan, Scenic Rim and Somerset catchments.

The initiative delivers weed management, bank stabilisation, and erosion control programs. Private landholder engagement is also a critical component of the program, providing support and education for landholders to maintain their properties in a sustainable way.

Further funding from other levels of government remains a priority for Resilient Rivers Initiative to enable further coordinated investment and support towards the health of the region's catchments.

Find out more at resilientrivers.com.au

Just follow the food trail

Launched in 2018 to promote regional tourism, our SEQ Food Trails continues to bloom. The platform now features 34 trails and 448 local businesses across our member Council regions. Council of Mayors (SEQ) continues to co-invested with member Councils to deliver localised campaigns which showcase the diversity of food businesses and local produce in South East Queensland. The program continues to be received positively with strong engagement from across the region and visitors.

Find out more at seqfoodtrails.com.au





**We are
innovative, agile
and motivated.**

**Always adding value for
South East Queensland's
councils and communities**

Strategies

Attract and retain the right people

Invest in the skills, knowledge and expertise of our team

Develop a proactive, engaged and member focused organisation

Consistently engage with our member councils to better understand their needs

Strengthen our membership value proposition, financial sustainability and long-term viability

Success indicators

- Positive engagement with mayors, councillors and senior councils staff
- Low staff turnover rate
- Reward and recognition for staff achievements
- Staff given access to annual professional development
- Annual conference of all South East Queensland councillors to learn from each other and share new ideas.

What we achieved

- Held inaugural SEQ Councillors Day providing Mayors and Councillors with an opportunity to share, learn and connect with each other to strengthen regional collaboration across South East Queensland (SEQ). The day featured a program of guest speakers and interactive panel sessions including Matt Carroll AM, CEO of the Australian Olympic Committee and Ms Romilly Madew AO, CEO of Infrastructure Australia.
- The Board endorsed the extension of the Council of Mayors (SEQ) Strategic Plan with the addition of a water security focused Strategy and Success Indicator.
- Provided Council CEOs with regular updates on key priorities including SEQ City Deal negotiation progress, 2032 Olympic Games candidature and regional waste management plan progress.
- Remained committed to governing excellence, completing quarterly financial statements on time, and passing annual financial auditing.
- Council of Mayors (SEQ) coordinated three working groups comprising members from across Local, State and Federal governments and industry. These include:
 - Economic Development Working Group, provided support for the region's economic managers through the COVID-19 recovery, as well as keeping them informed on key regional economic and investment opportunities including the Olympic Games candidature and SEQ City Deal.
 - Waste Working Group, drove development of SEQ Regional Waste Management Plan to deliver a regional approach to waste management and resource recovery.
 - Resilient Rivers Taskforce continued to share learnings across Council borders and support investigation and delivery of Resilient Rivers Initiative projects.
- Continued to support Queensland Moto Park (QMP) operations as Secretary of the South East Queensland Regional Recreation Facilities (SEQRRF). Established in 2012, SEQRRF's principal activities are to plan, develop and deliver recreational facilities that offer service to SEQ residents. This is achieved through ownership of the QMP property, which is leased and operated by Motorcycling Queensland.



Driving regional collaboration

Faster regional connectivity, the SEQ City Deal and a potential South East Queensland Olympic and Paralympic Games were on the agenda when Mayors and Councillors came together to discuss the challenges and opportunities facing South East Queensland.

The inaugural SEQ Councillor Day in October 2020 was the first gathering of its kind for South East Queensland, which is home to some of Australia's largest councils by population.

Through the Council of Mayors (SEQ), local government in SEQ has been the driving force behind region-shaping initiatives such as the SEQ 2032 Games proposal, the SEQ City Deal and faster regional connectivity.

The inaugural SEQ Councillor Day provided an opportunity for the region's Mayors and Councillors to share, learn and connect so they can continue to build on this strong regional collaboration. It provided a forum to discuss regional challenges and opportunities, share experiences and explore new opportunities for collaboration on regional initiatives.

Key speakers included Mr Matt Carroll AM Australian Olympic Committee CEO, Ms Romilly Madew AO Infrastructure Australia CEO, and Mr Graham Quirk, former Brisbane Lord Mayor.





Council of Mayors
South East Queensland

Financial Report

For the year ended
30 June 2021

ACN 141 329 302

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DIRECTORS' REPORT

The Directors present their report and the auditor's report thereon together with the financial report of Council of Mayors (SEQ) Pty Ltd (the company) for the financial year ended 30 June 2021.

Directors

The names of Directors in office at any time during or since the end of the financial year are:

Cr Adrian Schrinner	1 July 2020 to present
Cr Karen Williams	1 July 2020 to present
Cr Paul Antonio	1 July 2020 to present
Cr Tanya Milligan	1 July 2020 to present
Cr Greg Christensen	1 July 2020 to present
Cr Graeme Lehmann	1 July 2020 to present
Cr Mark Jamieson	1 July 2020 to present
Cr Teresa Harding	1 July 2020 to present
Cr Darren Power	1 July 2020 to present
Cr Peter Flannery	1 July 2020 to present
Cr Thomas Tate	7 July 2020 to 30 June 2021

Company Secretary

The name of the Company Secretary in office at any time during or since the end of the financial year is:

Scott Smith	1 July 2020 to present
-------------	------------------------

Company Details

The company is an Australian proprietary company limited by shares, incorporated and registered in Brisbane, Queensland.

The eleven shareholder members during the 2020/2021 financial year were:

Brisbane City Council
 City of Gold Coast Council
 Ipswich City Council
 Lockyer Valley Regional Council
 Logan City Council
 Moreton Bay Regional Council
 Redland City Council
 Scenic Rim Regional Council
 Somerset Regional Council
 Sunshine Coast Council
 Toowoomba Regional Council

Operating Result

The surplus of the company for the financial year ended 30 June 2021 amounted to \$386,964 [30 June 2020: \$451,637 surplus].

Review of Operations

A review of the operations of the company during the financial year, and the results of those operations, is as follows:

Resilient Rivers Initiative continues successfully in line with the company's strategic and operating plan, with a total of 15 projects under the initiative during the reporting period. Throughout the period 5 projects were completed, several are in the final stages of completion, with the remaining projects actively progressing throughout the year. Due to the COVID-19 pandemic and unfavourable weather conditions several projects were delayed during the financial year however are now on track and that has continued into this financial year. Additionally, operational costs of the company were slightly reduced.

Advocacy activities in relation to the 2032 Olympic and Paralympic Games have continued to evolve with all three levels of government working together. The proposal for 2032 progressed to Targeted dialogue with a decision to be made by the International Olympic Committee full session in Tokyo in July 2021. Additionally, SEQ City Deals negotiations are progressing between all levels of government with negotiations having recommenced in late 2020.

Significant Changes in the State of Affairs

No significant changes in the company's state of affairs occurred during the financial year.

Principal Activities

The principal activities of the organisation are to:

- be a political advocacy organisation that represents the interests of the residents of members of the company;
- proactively influence Federal and State Governments to ensure the long-term viability, wellbeing, and sustainability of the residents of the South-East Queensland region;
- act as an advocate to State and Federal Governments or Public Bodies on issues of concern to members;
- collectively represent members on bodies that influence the operations of the State, regional and sub-regions and the communities of individual members;
- speak with one voice to ensure appropriate funding and delivery of infrastructure and services for the residents of the members of the Company;
- formulate policies and strategies that support coordinated regional growth and management of change;
- foster co-operation amongst members on issues of mutual concern or to further joint interests; and
- ensure relevance of the strategic priorities for the region through an annual review.

Events Subsequent to the End of the Reporting Period

No significant matters or circumstances have arisen since the end of the financial year which significantly affected or could significantly affect the operations of the company; the results of those operations or the state of affairs of the company in future financial years.

Likely Developments and Expected Results of Operations

The likely developments in the operations of the company and the expected results of 2020/2021 will be influenced by the continuation of the Resilient Rivers Initiative, progress towards awarding of the 2032 Olympic and Paralympic Games and the on-going delivery to key objectives of the 2021/2024 Strategic Plan.

Environmental Regulation

The company's operations are not regulated by any significant environmental regulation under a law of the Commonwealth or of a state or territory.

Dividends

No dividends were paid or declared during or since the end of the financial year. The Directors may not authorise the payment to members of any dividends by the company.

Options

No options over issued shares or interests in the company were granted during or since the end of the financial year.

Indemnification of Officers

Insurance premium has been paid in this financial year for Councillors and Officer Liability which covers any natural person who was, or is, or may, hereafter become a Councillor, Director, Secretary, Officer and/or Employee of the company.

Proceedings on Behalf of Company

No person has applied for leave of court to bring proceedings on behalf of the company or intervene in any proceedings to which the company is a party to taking responsibility on behalf of the company for all or any part of these proceedings. The company was not a party to any such proceedings during the year.

Auditor's Independence Declaration

A copy of the auditor's independence declaration as required under section 307C of the *Corporations Act 2001* is set out on page 6.

Signed in accordance with a resolution of the Directors;



Cr Adrian Schrinner
Chairman

22/10/2021



Cr Karen Williams
Treasurer

22/10/2021

AUDITOR'S INDEPENDENCE DECLARATION

To the Directors of Council of Mayors (SEQ) Pty Ltd

This auditor's independence declaration has been provided pursuant to s.307C of the *Corporations Act 2001*.

Independence Declaration

As lead auditor for the audit of Council of Mayors (SEQ) Pty Ltd for the financial year ended 30 June 2021, I declare that, to the best of my knowledge and belief, there have been:

- a) no contraventions of the auditor independence requirements of the *Corporations Act 2001* in relation to the audit; and
- b) no contraventions of any applicable code of professional conduct in relation to the audit.



S Narasimhan
As Delegate of the Auditor-General of Queensland

22 October 2021
Queensland Audit Office
Brisbane

STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2021

	Note	2021 \$	2020 \$
INCOME			
Membership Levies	2a	1,733,148	1,450,190
Project Contributions	2b	1,165,133	1,344,392
Grants and Other Contributions	2c	500,000	375,000
Other Income		60	136
Interest Revenue	2d	16,296	48,061
Total Income		3,414,637	3,217,779
EXPENSES			
Employee Benefits Expense	3a	1,279,613	1,325,346
General Office Expense		58,966	123,017
Interest Expense - Leases	3d	6,280	2,511
IT Expense		58,560	49,636
Travel Expense		18,014	57,381
Other Operating Expenses	3b	48,302	52,621
Other Professional Fees	3c	1,447,935	1,017,565
Depreciation Expenses - Leases	3d	95,007	40,336
Depreciation and Amortisation Expenses	3e	4,996	37,629
Loss on Disposal of Asset		-	45,920
Auditing Fees—Queensland Audit Office	3f	10,000	14,180
Total Expenses		3,027,673	2,766,142
Net surplus (deficit) attributable to members of the company		386,964	451,637
Total Comprehensive Income attributable to members of the company		386,964	451,637

The Statement of Comprehensive Income should be read in conjunction with the accompanying notes to the financial statements.

STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2021

	Note	2021 \$	2020 \$
CURRENT ASSETS			
Cash and Cash Equivalents	4	1,476,490	2,657,360
Other Financial Assets	5	2,035,851	500,000
Trade and Other Receivables	6	17,234	167,753
Prepayments		22,984	11,804
Total Current Assets		3,552,559	3,336,917
NON-CURRENT ASSETS			
Other Receivables	7	55,000	55,000
Office Furniture and Equipment	8	5,981	10,977
Right-of-use Assets	12	241,293	336,301
Total Non-Current Assets		302,274	402,278
Total Assets		3,854,833	3,739,195
CURRENT LIABILITIES			
Trade and Other Payables	9	180,924	355,216
Provisions	10	207,929	174,514
Lease Liabilities	11	92,795	88,836
Total Current Liabilities		481,648	618,567
NON-CURRENT LIABILITIES			
Provisions	10	21,723	63,336
Lease Liabilities	11	157,333	250,129
Total Non-Current Liabilities		179,056	313,465
Total Liabilities		660,704	932,031
Net Assets		3,194,129	2,807,164
EQUITY			
Share Capital	12	11	10
Retained Earnings		3,194,118	2,807,154
Total Equity		3,194,129	2,807,164

The Statement of Financial Position should be read in conjunction with the accompanying notes to the financial statements.

STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 JUNE 2021

2020/2021	Note	Retained Earnings \$	Share Capital \$	Total \$
Balance at beginning of year		2,807,154	10	2,807,164
Net surplus for the year		386,964	-	-
Issued Share	12	-	1	1
Balance at Year End		3,194,118	11	3,194,129

2019/2020	Note	Retained Earnings \$	Share Capital \$	Total \$
Balance at beginning of year		2,355,515	10	2,355,525
Net surplus for the year		451,637	-	451,637
Balance at Year End	12	2,807,154	10	2,807,164

The Statement of Changes in Equity should be read in conjunction with the accompanying notes to the financial statements.

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2021

	Note	2021 \$	2020 \$
CASH FLOWS FROM OPERATING ACTIVITIES			
Inflow			
Receipts from operations		3,537,680	3,094,292
Interest received		16,296	48,061
Total receipts from operations		3,553,976	3,142,352
Outflow			
Payments to suppliers and employees		(3,213,693)	(2,879,741)
Net Cash Flows used in Operating Activities	13	340,283	262,611
CASH FLOWS FROM INVESTING ACTIVITIES			
Inflow			
Disposal of assets	8	8,526	153,914
Outflow			
Medium term deposit investments	5	(1,535,851)	-
Net Cash Flows used in Investing Activities		(1,527,325)	153,914
CASH FLOWS FROM FINANCING ACTIVITIES			
Outflow			
Issue of share capital	12	1	-
ROU Lease assets depreciation	11	95,007	40,336
Cash payment – interest portion of lease liability	11	(6,280)	(2,511)
Cash payment – principal portion of lease liability	11	(82,557)	(35,160)
Net Cash Flows used in Financing Activities		6,172	2,665
NET INCREASE / (DECREASE) IN CASH HELD			
Cash at the Beginning of the Year		2,657,360	2,238,170
Cash at the End of the Year	4	1,476,490	2,657,360

The Statement of Cash Flows should be read in conjunction with the accompanying notes to the financial statements.

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2021

General Information

The financial statements cover Council of Mayors (SEQ) Pty Ltd (the company) as an individual entity. Council of Mayors (SEQ) Pty Ltd is a company limited by shares, incorporated and domiciled in Australia. The company's Registered Office is Level 12, Suncorp Plaza Building, 343 Albert Street, Brisbane Qld 4000.

Compliance with Prescribed Requirements

The financial statements are general purpose financial statements that have been prepared in accordance with Australian Accounting Standards and Australian Accounting Interpretations of the Australian Accounting Standards Board (AASB) and the *Corporations Act 2001*.

The company is a not-for-profit organisation as it is not operating for the surplus or gain of its individual members. The financial statements have been prepared on an accruals basis and are based on historical costs, except where stated. Amounts in the financial statements have been rounded to the nearest Australian dollar.

The financial statements are authorised for issue by the Directors at the date of signing the Directors' Declaration.

Significant Accounting Policies

1. TAXATION AND GENERAL

a. Income Tax

Council of Mayors (SEQ) Pty Ltd is exempt from income tax under the provisions of Item 2.1 of the table in Section 50-10 of the *Income Tax Assessment Act 1997* and has been advised that it would not be required to lodge income tax returns unless and until requested to do so by the Deputy Commissioner of Taxation.

b. Goods and Services Tax

Revenue, expenses and assets are recognised net of the amount of goods and services tax (GST), except where the amount of GST incurred is not recoverable from the Australian Tax Office (ATO). In these circumstances, GST is recognised as part of the cost of acquisition of the asset or as part of the item of expense.

Receivables and Payables are stated with the amount of GST included. The net amount of GST Recoverable from the ATO is included as a current Receivable in the statement of financial position (Note 6). The net amount of GST Payable to the ATO is included as a current Payable in the statement of financial position (Note 10).

c. Application of New Accounting Standards

At the date of authorisation of this report there is one standard issued in the 2020/2021 financial year. It is expected that this Standard will not have a material impact on the financial statements

AASB 1059 Service Concession Arrangements

This standard is applicable to the financial reporting period 2020/2021. The standard defines service concession arrangements and applies a new control concept to the recognition of service concession assets and related liabilities. The entity is not a grantor of any service concession arrangements therefore, this standard will have no impact on the financial statements.

d. Accounting Estimates/Significant Management Judgments

The preparation of financial statements necessarily requires the determination and use of certain critical accounting estimates, assumptions, and management judgments that have the potential to cause a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

Such estimates, judgments and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and in future periods as relevant. (Note 3e and Note 11)

2. INCOME

a. Membership Levies

Membership levies are recognised upon issuing an invoice after resolution of financial commitment of funding at General Meetings by members for the financial period (refer to Note 21).

b. Project Contributions

Project Contributions were received from members for the Resilient Rivers Initiative Program since the 2016/2017 financial year to identify, assess and mitigate high risk flooding areas in the South-East Queensland region. Several new projects commenced this reporting period with the existing projects progressing further and some to completion. Project Contributions were also received for some smaller contributions related to economic development projects.

c. Grants and Other Contributions

Grant funding that is non-reciprocal in nature is recognised as revenue in the year in which the company obtains control over the funds. In the previous financial year, the State Government and the company entered into an agreement to provide a SEQ Regional Waste Management Plan.

Grant funding of \$500,000 for this study provided by the State Government was received upon the completion after the last phase of the study. The company did not receive any reciprocal grants.

d. Interest Revenue

Interest is received from cash and cash term deposit accounts held with Australian banks. Funds are held for a period from one month to six months to maturity depending on the cash flow requirements of the company.

Cash investments are held at amortised cost and subject to interest rate risk. This refers to possible fluctuations in the market interest rate of cash at bank earning interest at a variable rate, which could impact the operating result and equity of the company.

3. EXPENSES

a. Employee Benefits Expense

Employee benefits relate to amounts expected to be paid to or on behalf of employees for annual leave, long service leave, worker's compensation and superannuation. A liability is recognised for employee benefits arising from services rendered by employees to the end of the reporting period.

Employer superannuation contributions are paid to a superannuation fund chosen by the employee at contribution rates determined by each employee's contract of employment. Contributions are expensed in the period in which they are paid or payable with no future liability incurred to the company.

b. Other Operating Expenses

These expenses relate to meetings, conferences and events and advocacy related activities.

c. Other Professional Fees

Professional fees are in relation to contracted projects and the work to be completed in accordance with the individual contract for such projects.

d. Lease Expenses

Lease expenses include interest based on the implicit rate in the rental lease and depreciation calculated on a straight-line basis over the right-of-use asset's lease term. This method is considered to best correspond with the underlining pattern of consumption.

e. Depreciation and Amortisation Expenses

Depreciation and amortisation have been calculated on a straight-line basis over each asset's expected useful life. This method is considered to best correspond with the underlying pattern of consumption. The estimated useful lives are assessed annually and for each class are:

Office Furniture & Equipment:	Between 3 and 10 years with zero residual value
Intangible Assets:	5 years with zero residual value

f. Auditing Fees

Total audit fees payable to the Queensland Audit Office relating to the 2020/2021 financial statements is \$10,000. [2019/2020 \$14,180].

4. CASH AND CASH EQUIVALENTS

Cash and cash equivalents	2021 \$	2020 \$
Cash at Bank and in hand	1,476,490	2,657,360
Total Cash and Cash Equivalents	1,476,490	2,657,360

Cash and cash equivalents include cash on hand and deposits held at call with Australian registered only banks, with terms for a period of between one and three months.

It is the company's intention to hold these short-term fixed bank deposits to maturity. These short-term deposits held by the company are stated at the amortised cost until interest is received into the accounts.

5. OTHER FINANCIAL ASSETS

Other Financial Assets	2021 \$	2020 \$
Fixed Term Bank Deposit	500,000	500,000
Medium Term Bank Deposits	1,535,851	-
Total Other Financial Assets	2,035,851	500,000

Other Financial Assets include deposits held at call with Australian registered only banks, with terms for a period of between four and six months.

It is the company's intention to hold these fixed bank deposits to maturity. These deposits held by the company are stated at the amortised cost until interest is received into the accounts.

6. TRADE AND OTHER RECEIVABLES

Trade and other receivables	2021 \$	2020 \$
Current		
Trade and Other Receivables	1,667	167,753
GST Receivables	15,567	-
Total Trade and Other Receivables	17,234	167,753

Receivables are recognised at the amounts due at the time of sale or service delivery. The collectability is assessed at period end and an allowance is made for impairment if necessary.

It is highly unlikely the company would need to allow for impairment for Receivables given historically no credit losses have ever been recorded and due to the type of debtors.

7. OTHER RECEIVABLES

Other receivables	2021 \$	2020 \$
Non-current		
Receivables - Bank Guarantee	55,000	55,000
Total Other Receivables	55,000	55,000

From 1/02/2020 a new lease agreement commenced for a period of 4 years with the Bank Guarantee reported as a non-current receivable for the total period of the lease.

8. OFFICE FURNITURE AND EQUIPMENT

Office furniture and equipment	2021 \$	2020 \$
Office Furniture and Equipment at Cost	32,622	41,148
Less Accumulated Depreciation	(26,641)	(30,171)
Total Office Furniture and Equipment	5,981	10,977

BALANCE AT 1 JULY 2020	10,977
Additions	-
Disposals – written down value	8,526
Depreciation Expense	(4,996)
Carrying Amount as at 30 June 2021	5,981

BALANCE AT 1 JULY 2019	18,076
Additions	-
Disposals – written down value	-
Depreciation Expense	(7,099)
Carrying Amount as at 30 June 2020	10,977

Office Furniture and Equipment are carried at cost, less where applicable, any accumulated depreciation. Items of office furniture and equipment with a total cost of less than \$1,000 are treated as an expense in the year of acquisition.

All other items of office furniture and equipment are capitalised and subject to impairment testing.

9. TRADE AND OTHER PAYABLES

Trade and other payables	2021 \$	2020 \$
Trade Payables	148,604	282,737
Accrued Salaries	32,320	72,479
Total Trade and Other Payables	180,924	355,216

Payables are recognised when receipt of goods or services have been received and are measured at the agreed purchase/contract price net of applicable discounts.

10. PROVISIONS

	2021 \$	2020 \$
Current Provisions		
Long Service Leave	91,287	28,070
Annual Leave	116,642	146,444
Total Current Provisions	207,929	174,514
Non-Current Provisions		
Long Service Leave	21,723	63,336
Total Non-Current Provisions	21,723	63,336
Total Provisions	229,652	237,850

Movement

Current	2021 \$	2020 \$
Opening Balance	174,514	243,960
Additional Provisions	165,282	107,265
Amounts Used	(131,867)	(176,711)
Balance at Year End	207,929	174,514

Non-Current	2021 \$	2020 \$
Opening Balance	63,336	35,073
Additional Provisions	37,841	28,263
Amounts Used or Re-allocated to Current	(79,454)	-
Balance at Year End	21,723	63,336

A provision has been recognised for current and non-current employee benefits relating to long service leave.

The provision for long service leave represented the present value of the estimated future cash outflows to be made by the company resulting from employees' services provided up to balance date.

The estimate considers future wage and salary increases, periods of service and related on-costs.

11. LEASES

Right-of-use assets	2021 \$	2020 \$
Opening balance as at 1 July	336,300	-
Additions	-	376,636
Depreciation Expense	(95,007)	(40,336)
Closing balance at 30 June	241,293	336,300

Lease Liabilities	2021 \$	2020 \$
Within 1 year		
Lease Liabilities	92,795	88,836
Within 1 - 5 years		
Lease Liabilities	157,333	250,129
Total	250,128	338,965

The company measures right-of-use assets from leases at present value of cost on initial recognition. Lease liabilities are initially recognised at the present value of lease payments over the lease term that is not yet paid. These will subsequently give rise to depreciation expense and be subject to impairment. The discount rate used is the interest rate implicit in the rental lease. All right-of-use assets and lease liabilities are recognised exclusive of GST.

12. SHARE CAPITAL

Share Capital	2021 \$	2020 \$
Fully paid ordinary shares – each share \$1 par value	11	10
Beginning of reporting period	10	10
Issue of share capital	1	-
At the end of the reporting period	11	10
Total Issued Capital	11	10

At shareholders' meetings each ordinary share is entitled to one vote when a poll is called, otherwise each shareholder has one vote on a show of hands. As at 30 June 2020, share capital comprised of ten equal par value fully paid shares of \$1.00 held by each of the ten members.

For the 2020/2021 financial year, City of Gold Coast Council was admitted as a shareholder member effective 1 July 2020. As at 30 June 2021, share capital comprised of eleven equal par value fully paid shares of \$1.00 held by each of the eleven members.

As at 30 June 2021, City of Gold Coast Council forfeited their one par value fully paid share of \$1.00. Consequently as at 1 July 2021, share capital comprised of ten equal par value fully paid shares of \$1.00 held by each of the ten members.

13. RECONCILIATIONS OF CASH FLOWS

Reconciliation of operating result to net cash provided by operating activities	2021 \$	2020 \$
Net Surplus / (Deficit)	386,964	451,637
Non-cash items included in operating result: activities:		
Depreciation	(3,530)	(70,364)
Change in assets and liabilities:		
(Increase)/decrease in trade and other receivables	150,519	(74,838)
(Increase)/decrease in prepayments	(11,180)	(588)
Increase/(decrease) in trade and other payables	(174,293)	(2,054)
Increase/(decrease) in Provisions	(8,197)	(41,183)
Net cash provided by operating activities	340,283	262,611

14. CONTINGENT LIABILITIES AND CONTINGENT ASSETS

There are no contingent liabilities that may become payable or any contingent assets that may become receivable.

15. COMMITMENTS FOR EXPENDITURE

Operating contract commitments	2021 \$	2020 \$
Not later than 1 year	1,775,038	1,585,820
Later than 1 year but not greater than 5 years	-	-
Total Operating Contracts	1,775,038	1,585,820

Operating contract commitments are in relation to several Projects including Resilient Rivers Initiative, Economic Development and Water & Environment that are in progress.

The Company does not have any capital commitments.

16. KEY MANAGEMENT PERSONNEL (KMP) DISCLOSURES

a. Details of Key Management Personnel

The company's Company Secretary and Chief Executive Officer are identified as KMPs, consistent with additional guidance included in the revised version of AASB 124 *Related Party Disclosures*.

Position	Position Responsibility
Chief Executive Officer	The position is responsible for the efficient, effective and economic administration of the company
Company Secretary	The position supports the effectiveness of the Board by monitoring that board policy and procedures are followed and coordinating the timely completion and dispatch of board agenda and briefing material.

b. KMP Remuneration Policies

Key Management Personnel who hold the position of a director or alternate director do not receive any remuneration or employee benefits from the company. Remuneration policy for the company's key executive management personnel is set by the Executive Committee of the company. The remuneration and other terms of employment for the key executive management personnel is specified in the employment contract.

c. KMP Remuneration Compensation

	2021	2020
	\$	\$
Short-term employee benefits	339,206	302,569
Post-employment benefits	29,931	26,829
Long-term benefits	7,883	6,553
Total Remuneration	377,021	335,952

17. BOARD DISCLOSURES

All directors have one equal vote each with all having authority and responsibility for planning, directing and controlling the strategic direction of the company. No board member receives any remuneration or any other employee benefits.

In a director's absence at a board meeting the director may appoint their alternate director to be present and be their proxy vote. Under the company's constitution, a director of this company must also hold the position of Mayor in their respective council.

Directors

The names of Directors in office at any time during or since the end of the financial year are:

Cr Adrian Schrinner	1 July 2020 to present
Cr Karen Williams	1 July 2020 to present
Cr Paul Antonio	1 July 2020 to present
Cr Tanya Milligan	1 July 2020 to present
Cr Greg Christensen	1 July 2020 to present
Cr Graeme Lehmann	1 July 2020 to present
Cr Mark Jamieson	1 July 2020 to present
Cr Teresa Harding	1 July 2020 to present
Cr Darren Power	1 July 2020 to present
Cr Peter Flannery	1 July 2020 to present
Cr Thomas Tate	7 July 2020 to 30 June 2021

Company Secretary

The name of the Company Secretary in office at any time during or since the end of the financial year is:

Scott Smith	1 July 2020 to present
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18. RELATED PARTY TRANSACTIONS

Transactions between shareholders councils and the company are considered and voted on at regular Directors' meetings. No individual council has influence or control over the activities of the company. There have been no transactions with people/entities that are identified as being related to any Key Management Personnel.

19. DISCLOSURE OF MEMBERSHIP IN OTHER ENTITIES

Council of Mayors (SEQ) is one of three members of Healthy Land and Water Ltd with voting rights of 25% with no risks or rewards associated with being a member of this entity. Based on the number and composition of the directors of Healthy Land and Water Ltd, Council of Mayors (SEQ) Pty Ltd does not have significant influence over this entity.

One director of Council of Mayors (SEQ) is appointed to the Board of Healthy Land and Water Ltd as a director.

20. ECONOMIC DEPENDENCY

Council of Mayors (SEQ) activities are dependent upon membership levies from eleven shareholder member councils for the financial year 2020/2021.

Membership levies for the 2021/2022 year have been approved by each of the ten shareholder member councils.

21. FINANCIAL RISK MANAGEMENT

The Board of Directors has the authority to control and manage the company's financial affairs, with development and adherence to the company budget, bank authorisations and day to day management.

Financial assets and liabilities are recognised in the statement of financial position when the company becomes party to the contractual provision of the financial instrument. The company has the following categories of financial assets and liabilities:

	Note	2021 \$	2020 \$
Financial Assets at Amortised Cost			
Cash and Cash Equivalents	4	1,476,490	2,657,360
Other Financial Assets	5	2,035,850	500,000
Trade and Other Receivables	6	17,234	167,753
Total Financial Assets at Amortised Cost		3,529,575	3,325,113
Financial Liabilities at Amortised Cost			
Trade and Other Payables	9	180,924	355,216
Total Financial Liabilities at Amortised Cost		180,924	355,216

a. Market Risk

Cash and cash equivalents are subject to market fluctuations with this exposure limited due to all investments deposited with Australian banks.

b. Credit Risk

The maximum exposure to credit risk at balance date to recognised financial assets is the carrying amount of those assets as disclosed in the statement of financial position and notes to the financial statements.

As at year end, all trade and other receivables are considered current and due within 28 days. No receivables are considered impaired.

c. Liquidity Risk

Liquidity risk refers to the risk that the company is unable to meet its obligations associated with financial liabilities. The company has minimal exposure to liquidity risk as there are no financial loans and only trade payables in terms of financial liabilities. The company manages this risk through the following mechanisms:

- subscriptions for the financial period are invoiced at the beginning of the period and paid within 28 days of invoice date;
- preparing forward-looking cash flow analysis in relation to its operational, investing and financing activities;
- monitoring undrawn credit facilities (credit card balances);
- only investing surplus cash with major financial institutions; and
- comparing the maturity profile of financial liabilities with the realisation profile of financial assets.

22. FUTURE IMPACT OF ACCOUNTING STANDARDS NOT YET EFFECTIVE

Accounting standards issued but not yet effective have not been early adopted and are not expected to have a material impact.

23. EVENTS SUBSEQUENT TO THE END OF THE REPORTING PERIOD

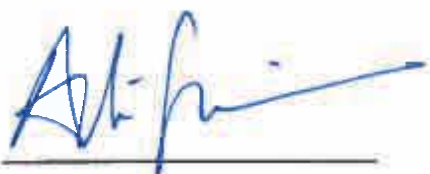
There are no significant events subsequent to reporting date which require disclosure.

DIRECTOR'S DECLARATION

In the opinion of the directors of Council of Mayors (SEQ) Pty Ltd:

1. The financial statements and notes of Council of Mayors (SEQ) Pty Ltd are in accordance with the *Corporations Act 2001*, including:
 - (a) complying with the Australian Accounting Standards (including the Australian Accounting interpretations) and the *Corporations Regulations 2001*; and
 - (b) giving a true and fair view of the company's financial position as at 30 June 2021 and of its performance for the year ended on that date.
2. There are reasonable grounds to believe that Council of Mayors (SEQ) Pty Ltd will be able to pay its debts as and when they become due and payable.

This declaration is made in accordance with a resolution of the Board of Directors.



Cr Adrian Schrinner
Chairman

22/10/ 2021



Cr Karen Williams
Treasurer

22/10/ 2021

INDEPENDENT AUDITOR'S REPORT

To the Members of Council of Mayors (SEQ) Pty Ltd

Report on the audit of the financial report

Opinion

I have audited the accompanying financial report of Council of Mayors (SEQ) Pty Ltd.

In my opinion, the financial report:

- a) gives a true and fair view of the company's financial position as at 30 June 2021, and its financial performance and cash flows for the year then ended
- b) complies with Australian Accounting Standards.

The financial report comprises the statement of financial position as at 30 June 2021, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes to the financial statements including summaries of significant accounting policies and other explanatory information, and the directors' declaration.

Basis for opinion

I conducted my audit in accordance with the *Auditor-General Auditing Standards*, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report.

I am independent of the company in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the financial report in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code and the *Auditor-General Auditing Standards*. I am also independent of the company in accordance with the auditor independence requirements of the *Corporations Act 2001*, and confirm that the independence declaration required by the *Corporations Act 2001*, which has been given to the directors of the company, would be in the same terms if given to the directors as at the time of this auditor's report.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Other information

Other information comprises information included in the directors' report for the year ended 30 June 2021 but does not include the financial report and my auditor's report thereon.

Those directors are responsible for the other information.

My opinion on the financial report does not cover the other information and accordingly I do not express any form of assurance conclusion thereon.



In connection with my audit of the financial report, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or my knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact.

I have nothing to report in this regard

Responsibilities of the company for the financial report

The company's directors are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards, and for such internal control as the company's directors determine is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

The company's directors are also responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless management either intends to liquidate the company or to cease operations, or has no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial report

My objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for expressing an opinion on the effectiveness of the company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the company.

- Conclude on the appropriateness of the company's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. I base my conclusions on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the company's directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.



28 October 2021

Sri Narasimhan
as delegate of the Auditor-General

Queensland Audit Office
Brisbane



Council of Mayors

South East Queensland

Council of Mayors (SEQ)

Level 12, 143 Turbot Street, Brisbane, QLD 4000

PO Box 12995, George Street, QLD 4003

www.seqmayors.qld.gov.au