Annual Report 2012 - 2013
[Cassowary Coast Regional Council]
# Table of Contents

Corporate Vision, Mission and Values ................................................................. 1  
Regional Profile .................................................................................................... 2  
Mayor’s Report ..................................................................................................... 4  
Chief Executive Officer’s Report ........................................................................ 5  
Councillor Profiles ............................................................................................... 6  
Our Organisational Structure ............................................................................ 8  
Executive Team .................................................................................................... 9  
Our Performance  
General Management .......................................................................................... 11  
Corporate Services ............................................................................................. 12  
Community Services .......................................................................................... 20  
Planning and Environmental Services ............................................................... 27  
Works / Technical Services ................................................................................ 30  
Legislative Information  
Significant Business Activities and Commercial Business ............................... 38  
Overseas Travel ................................................................................................... 39  
Registers Open to the Public .............................................................................. 39  
Grants to Community Organisations .................................................................. 39  
Executive Remuneration .................................................................................... 39  
Finance Plans and Reporting ............................................................................. 40  
2011-2020 Financial Sustainability Ratios .......................................................... 46  
Councillors ........................................................................................................... 48  
Councillor Meeting Attendance ......................................................................... 49  
General Complaints Process - Administrative Action Complaints .................. 52  
Public Interest Disclosure ................................................................................... 53  
Changes to Tenders .............................................................................................. 53  
Internal Audit ....................................................................................................... 54  
Audit Committee .................................................................................................. 55  
Rebates and Concessions - Rates and Charges ................................................... 55  
Equal Employment Opportunity - Anti-Discrimination Policy .......................... 56  
Community Financial Report ............................................................................. 57  
Financial Statements ............................................................................................ Attachment 1
CORPORATE VISION, MISSION AND VALUES

OUR VISION

Our region will retain its unique tropical lifestyle, valuing our exceptional natural environment while creating a balanced, sustainable economy for future generations.

OUR MISSION

Through integrity and strong leadership combined with excellence in customer service, we will be a Council in which the community has confidence.

OUR VALUES

Council believes in strong leadership. This is achieved by:

- Being responsible, proactive and positive
- Valuing our integrity
- Being accountable for our decisions
- Valuing the people of our communities
- Respecting others’ points of view
- Working as a team

FIVE FOCUS AREAS

- **A CUSTOMER FOCUSED ORGANISATION**
  
  **Objective:** To build a strong customer focused organisation delivering effective and efficient services to the community.

- **A DIVERSE THRIVING ECONOMY**
  
  **Objective:** To Build a diverse and thriving economy.

- **A STRONG SOCIAL FABRIC**
  
  **Objective:** To build a strong and resilient community that celebrates diversity and operates within strong social networks.

- **A UNIQUE NATURAL ENVIRONMENT**
  
  **Objective:** That our communities value the diversity of our region's natural environment.

- **A LIVEABLE BUILT ENVIRONMENT**
  
  **Objective:** That the development and growth of our region demonstrates social, economic and environmental sustainability.
The Cassowary Coast is a diverse region, covering an area of 4701 square kilometres. The region stretches from Garradunga in the north to Cardwell in the south and the East Palmerston district in the west. Its major population centres are Innisfail, Tully, Cardwell and Mission Beach.

The region incorporates Wet Tropics and World Heritage rainforest areas, a number of islands including the 37 kilometre-long Hinchinbrook Island off Cardwell, rugged ranges and fertile floodplains.

The Cassowary Coast is home to more than 30,800 people (the last official population figure was 30,843 in March 2008). Our community prides itself on its cultural diversity, with, at last count, 48 languages spoken and 46 different religions practiced. Residents live in a mixture of town, rural and coastal communities.

The region is well-known for its high annual rainfall, a factor in its lush tropical rainforests and rich agricultural land. The southern township of Tully holds the nation's annual rainfall record, with a 7.93 metre tally from 1950. Further south, the rainfall lessens dramatically and the forests surrounding Cardwell are testament to the drier conditions.

Water, soils and diverse growing conditions have supported the development of a wide range of agricultural and horticultural industries. The Cassowary Coast is the biggest banana-growing region in Australia, boasting a $400 million a year industry. Cane is the other major crop. Sugar mills operate out of South Johnstone in the north and Tully in the south. Sugar has driven the growth of the region since the late 1800s and still exerts a major influence. Cane and bananas are big employers in the Cassowary Coast region.

A wide range of smaller horticultural industries co-exist in the district. The diversity of crops grown on the Cassowary Coast is ever-increasing. Produce includes tea, paw paws, pineapples, rambutans and mangosteens, limes, lychees, watermelons, flowers, lettuces, pumpkins and even less traditional Cassowary Coast products such as tomatoes and vanilla.

Cattle, timber, aquaculture, fishing and fruit wineries also feature among our agriculture-based industries. Beef cattle are produced both for the domestic market and for export, at times through the region's port, Mourilyan Harbour near Innisfail. Prawn and reef fishing fleets also work out of the region, as do tourist fishing boats. The aquaculture industry also extends to prawn and barramundi farming. Crocodile farming also exists in the region.

The Cassowary Coast’s rainforests, tropical beaches and islands, and its close proximity to the Great Barrier Reef, make it a popular tourist destination. The region serves up rainforest walking trails, idyllic swimming holes, waterfalls, a plethora of stunning beaches, national parks and island getaways. There are also art deco towns for history buffs, indigenous culture, the chance to spot an endangered cassowary and well-established tourist attractions such as Paronella Park and the Mamu Rainforest Canopy Walkway.
The region is also earning a name for itself as an adventure capital of Queensland, with white-water rafting on the Tully River, skydiving at Mission Beach, Tully and Innisfail, scuba diving on the Great Barrier Reef, game fishing, sea kayaking and croc spotting tours. However, our tourism potential remains untapped.

The Cassowary Coast also has plenty of industrial opportunities, with Mourilyan Harbour and Mundoo Airport situated just one hour from Cairns and three hours from Townsville. Mourilyan’s port, near Innisfail, is a gateway for sugar and cattle exports. There is potential for further development of our port and airports, which are situated just south of Innisfail in the north and at Tully and Dallachy in the south. The region’s manufacturing industries include a large foundry and cover everything from plastic products to farm implements, mining and transport equipment.

The Cassowary Coast region is linked north to south by the Bruce Highway and the North Coast railway. It is linked to its western areas by the Palmerston Highway.

The region’s accessibility, natural beauty and year-round warm tropical climate are making it an increasingly attractive proposition for both “sea-changers” and “tree-changers”, bringing even greater diversity to the population.

Our region is steeped in indigenous culture with traditional owners from the Manu, Djiru, Jirrbal, Gulnay, Girramay and Banjin groups. It also has a strong Italian influence, dating back to a large migration before World War One and continuing into the 1930s and post-World War Two. The Chinese began to arrive from the Palmer Goldfields in the late 1880s and South Sea Islander, French, Javanese and Malay migrants arrived with the growth of the agricultural industry, followed by Greek, Maltese and Spanish arrivals.

The region boasts strong Greek, Hmong and Indian communities who have also enriched our cultural identity. There are also large numbers of English and New Zealand-born residents in our midst. Our multiculturalism is celebrated each year at a festival that gives both residents and visitors a chance to experience the many cultures that make up the Cassowary Coast region.

The Cassowary Coast region’s key Council assets include 1169 kilometres of roads, 169 bridges, 139 major road culverts, 54 kilometres of pathways, 4 water supply schemes, 22 water reservoirs, 2 sewerage systems, 52 pump stations, a water treatment plant, 17 managed boat ramps, 5 wharves and a harbour.

Council is currently undertaking $163 million worth of Natural Disaster Relief and Recovery work to restore assets - from roads and bridges to jetties - following Cyclone Yasi. Major projects include the Cardwell foreshore redevelopment, a new jetty at Mission Beach and a reconstructed jetty at Dunk Island.
The Annual Report for the year ended 30 June 2013 sets the scene for our financial rating to be upgraded from weak to moderate.

This, if achieved as a result of the review later this year by the Queensland Treasury Corporation, will be the result of five years’ work and an unprecedented effort to address our infrastructure backlog and the effects of two major tropical cyclones in seven years.

It also reflects the contribution of other levels of government and our ratepayers to ensuring our financial sustainability.

The best way that the Council can contribute to our success as a community is to run the Council efficiently, provide the essential infrastructure, and run balanced budgets while keeping rates as low as possible.

Council expects that the economic climate affecting all levels of government and business will improve and responsible economic management means that we are well placed to benefit from improved conditions and we have the economic drivers in place to assist.

Congratulations to our staff for their efforts and my thanks to the community for their contribution.

Cr Bill Shannon
Mayor

Committees:  FNQ Regional Organisation of Councils; FNQ Regional Roads Group; Cassowary Coast Marine Advisory Committee; Cassowary Coast Local and District Disaster Management Groups; CCRC Australia Day Committee; CCRC Audit Committee; Advance Cairns; Regional Development Australia; Reef Guardian Council Steering Committee; Invasive Plants and Animals Co-investment Model Project Board; Crocodile Management Advisory Committee; Innisfail State College Advisory Committee; Terrain Audit Committee

Contacts:  Tel: (07) 4030 2205 or 0400 220 848
Fax: (07) 4061 4258
Email: mayor@ccrc.qld.gov.au
The 2012/13 year has been one of significant progress for the Council in the reconstruction of assets following damage caused by Cyclone Yasi in 2011. The program of reconstruction works from this event is estimated to be approx. $129 million and it is largely being delivered by contractors, providing a significant boost to the local economy.

The delivery of such a large program of works has required Council to engage significant project management resources to manage the large number of contracts in place. Funding under Natural Disaster Relief and Recovery Arrangements (NDRRA), which is provided by the Commonwealth and State Governments, is meeting the cost of the restoration works.

One of the most significant projects being undertaken is the Reconstructing Cardwell project, which is being jointly delivered by the Department of Transport and Main Roads (DTMR) and Council. The project involves reconstruction of a badly damaged section of the Bruce Highway, including construction of a section of rock wall, and the upgrading of foreshore assets which will substantially enhance the amenity for residents and visitors. The combined cost of the works is approx. $35 million and on completion it will result in a great asset that will benefit the local community and the region.

A significant upgrade of the Council’s business systems was undertaken during the year through the One Business project. A new core suite of software applications has been installed to support improvements in our business processes, replacing an existing system that was outdated and not meeting our needs. The One Business project went live on 16 March 2013, representing the culmination of a substantial amount of work over many months by staff from across the organization to implement the new software. The project represents a significant investment by Council and promises to deliver many benefits in the future.

The Council’s financial position continues to improve and another satisfactory result has been achieved this year. During the year a new Strategic Financial Action Plan was adopted covering the five year period between 2013 and 2017. This will assist to guide the Council in its decision making having regard to its long term financial sustainability, an issue that it has carefully focused since its establishment in 2008 given its poor financial position following amalgamation.

The Executive Management Team has undergone some change during the year with the resignation of the Director Community Services, Julie Murphy and the appointment of Margaret Darveniza to this position. I extend my thanks to Julie for her efforts in the role, particularly in terms of the community recovery following the cyclone, and I welcome Margaret to the organisation.

Council staff have worked hard over the past year to progress the recovery from Cyclone Yasi and the restoration of damaged assets, along with managing their normal work responsibilities. I would like to place on record my thanks for their continuing efforts.

Terry Brennan
Chief Executive Officer
Deputy Mayor Cr Bryce Macdonald — Division 2

Portfolio:
Drainage, Water Supply and Sewerage

Committees:
- Cassowary Coast River Improvement Trust
- Tully Multipurpose Centre Management Committee
- Cassowary Coast Natural Asset Management Advisory Committee
- Cassowary Coast Traffic Consultative Committee
- Tully Police and Community Advisory Committee
- Tully Support Centre Inc.
- Cassowary Coast Local Disaster Management Group
- CCRC Audit Committee
- Cyclone Yasi Recovery Committee
- Cairns Yasi Recovery Committee – Cassowary Coast Hub

Division 2 comprises Tully, Feluga, Silkwood and Mena Creek

Tel: 0417 720 379  Email: bryce.macdonald@ccrc.qld.gov.au

Cr Glenn Raleigh — Division 1

Portfolio:
Planning, Environmental Services and Waste

Committees:
- Local Authority Waste Management Authority
- Cardwell and District Historical Society
- Hinchinbrook Local Marine Advisory Committee
- CCRC Australia Day Committee
- Community Assistance Scheme Grant Selection Panel

Division 1 comprises Cardwell, Hinchinbrook Island, Kennedy, Bilyana, Euramo, Murray Upper, Lower Tully, Tully Heads and Hull Heads

Tel: 0417 719 591  Email: glenn.raleigh@ccrc.qld.gov.au

Cr Alister Pike — Division 3

Portfolio:
Tourism and Cultural Development

Committees:
- Dunk Island Spit Management Committee
- Regional Arts Development Fund Committee
- Mission Beach Visual Amenity Advisory Committee
- Mission Beach Liquor Accord
- Mission Beach Habitat Action Group
- Mission Beach Aquatic Facilities Reference Group
- Tourism Tropical North Queensland
- Tropical Coast Tourism Inc. Board

Division 3 comprises South Mission, Wongaling and Mission Beach, Bingil Bay, El Arish, Kurrimine and Cowley Beach and Silkwood East

Tel: 0417 698 435  Email: alister.pike@ccrc.qld.gov.au
Cr Mark Nolan — Division 4

Portfolio:
Community Services and Natural Environment

Committees:
- Cassowary Coast River Improvement Trust
- FNQ Local Government Pest Plan Advisory Committee
- NQ Sports Foundation
- Cassowary Coast Natural Asset Management Advisory Committee
- Pease Park Management Committee
- Innisfail Aerodrome Management Committee
- Conservatorium Management Committee
- CCRC Australia Day Committee
- Innisfail Combined Sports Association Inc.
- Community Assistance Scheme Grants Selection Panel
- Liveable Cassowary Coast 2020 Committee

Division 4 comprises East Palmerston, South Johnstone, Goondi, Wangan and Mundoo

Tel: 0400 440 837  Email: mark.nolan@ccrc.qld.gov.au

Cr Ian Rule — Division 5

Portfolio:
Transport Infrastructure Planning

Committees:
- Cassowary Coast Traffic Consultative Committee
- Pease Park Management Committee
- Community Assistance Scheme Grants Selection Panel
- Cardwell Esplanade and Marine Infrastructure Recovery Project Steering Committee

Division 5 comprises Innisfail, Vasa Views, Flying Fish Point, Coconuts and Innisfail Estate

Tel: 0400 550 409  Email: ian.rule@ccrc.qld.gov.au

Cr Kylie Farinelli — Division 6

Portfolio:
Economic Development

Committees:
- Regional Arts Development Fund Committee
- Innisfail and District Liquor Accord
- ICM Catchment Management Association
- Johnstone River Catchment Management Association
- Innisfail Aerodrome Management Committee
- Australian Sugar Industry Museum Board
- Economic Development Committee, Innisfail Chamber of Commerce
- Queensland Regional Economic Development Advisory Group
- Liveable Cassowary Coast 2020
- Cassowary Coast Industry Taskforce
- Queensland Regional and Economic Development Advisory Group
- Mourilyan Port Advisory Group
- Cassowary Coast Promotions Committee

Division 6 comprises East Innisfail, South Innisfail, Mourilyan, Etty Bay and Moresby

Tel: 0417 710 378  Email: kylie.farinelli@ccrc.qld.gov.au
Chief Executive Officer
Terry Brennan

Commenced Position on 1 July 2008
**Qualifications**
- Bachelor of Business
- Masters of Business Administration (Local Government)

**Professional Membership**
- FLGMA (Life), CPA

**Responsibilities:**
- Provision of strategic advice and support to Council
- Provide leadership and coordinate overall organisational responsibilities
- Oversight of the financial management of Council
- Ensure appropriate human resource policies, systems and processes are developed and implemented
- Communicate and promote Council policies to the community

Director Corporate Services
Peter Cochrane

Commenced Position on 12 October 2009
**Qualifications**
- Bachelor of Business—Public Administration

**Professional Membership**
- LGMA

**Responsibilities:**
- Finance
- Statutory Reporting
- Policy Development and Advice
- Corporate Records
- Information Technology
- Internal Control
- Disaster Management
- Rates & Charges
- Customer Service

Director Works
David Trotter

Commenced Position on 21 November 2008
**Qualifications:**
- Bachelor of Engineering (Civil)

**Responsibilities:**
- Production and Performance
- Asset Management
- Engineering
- Fleet and Plant
- Transport
- Drainage
- Marine Facilities
- Water
- Sewerage
EXECUTIVE TEAM

Director Community Services
Margaret Darveniza
Commenced Position on 6 May 2013
Qualifications:
• MBA, MEd Studies, and GAICD
Responsibilities:
• Community Services Management
• Parks and Open Space
• Natural Environment
• Community Facilities
• Community Development
• Special Projects & Planning
• Economic Development and Tourism
• Community Knowledge and Information

Director Planning and Environmental Services —John Pettigrew
Commenced Position on 21 November 2008
Qualifications:
• Bachelor of Engineering (Civil)
• RPEQ (5759)
Responsibilities:
• Planning and Building
• Environmental Protection
• Environmental Health
• Waste Management
The general management section within Council includes staff from the office of the Mayor and CEO, Human Resources and Workplace Health and Safety areas of Council.

The section is responsible for the overall coordination of council activities across a range of programs.

The following is a summary of some of the key outcomes achieved over the past 12 months:

**General Management**

- Preparation of meeting agendas and minutes for 22 ordinary meetings and two special meetings of council
- Provision of training opportunities for councillors and portfolio holders
- Development and adoption of a Strategic Financial Action Plan for the period 2013 to 2017
- Adoption of a new lobbying and advocacy strategy
- Establishment of appropriate project management arrangements for the delivery of the NDRRA restoration program
- Chair the Project Steering Committee for the Reconstructing Cardwell project and work in partnership with the Department of Transport and Main Roads for the delivery of the project
- Actively participated in regional initiatives through membership of FNQROC, including various technical committees and joint purchasing arrangements

- Coordination of staff training activities including training for all staff in new HRP module and performance management training for all supervisors
- Completed internal audit for Safe Plan Workplace Health and Safety System and achieved silver award level outcome

**Priorities for the Year Ahead**

- Coordinate completion of the NDRRA reconstruction program for eligible public assets damaged by Cyclone Yasi
- Commence implementation of actions in the Strategic Financial Action Plan 2013 to 2017
- Undertake progressive improvements to Human Resource records and systems through implementation of the One Business solution
- Finalise negotiations for new Enterprise Bargaining Agreement covering the workforce
- Undertake employee recruitment and retention activities to meet organisational needs
- Co-ordinate staff training on identified priority issues
- Implement improvements to performance appraisal and performance management processes across the organisation

**Human Resources & Workplace Health & Safety**

- Coordination of staff recruitment activities, with the filling of 96 vacancies, including casuals, as a result of staff resignations or to meet organisational needs
- Implementation of the new Human Resources Payroll (HRP) module as part of the One Business project

Cardwell Foreshore
Our Performance

Corporate Services

The Department of Corporate Services is responsible for the delivery of a range of core internal and external services essential for the effective delivery of Council operations.

Disaster Management

The past year has seen a continued focus on rebuilding our communities whilst stepping up the emphasis on disaster preparedness. Council’s efforts were greatly enhanced through the work of the three Community Development Officers who were on the ground in all communities. These officers were a key conduit between Council and the community and provided valuable assistance in delivering numerous projects.

A significant amount of work was completed in all communities including the Tully Seat of Knowledge, community noticeboard project (which is still under way) and also Violet Smith Park. In addition to these, the ‘Together We’re Stronger’ disaster preparedness project was a massive undertaking. It included providing Disaster Preparedness kits to almost 2,000 households and also the completion of a disaster preparedness community survey. The survey provided a valuable snapshot of our community and showed that a significant number of those residents have heard our message and developed their household disaster plans.

The ‘Together We’re Stronger’ initiative gained considerable attention from across Queensland, around Australia and overseas and resulted in high praise from other councils and disaster related bodies including the Local Government Association of Queensland. Living in a natural disaster prone area, the preparation will be an ongoing challenge for Council. All residents and visitors to the region are encouraged to take the time to read the disaster information on Council’s website and the preparedness messages and tips contained in the Disaster Hub.

In Tully, the massive project of the construction of the new purpose built Cyclone Shelter was completed in early 2013. This facility is a state of the art centre and includes an automated ventilation system, stand-alone water supply and numerous design features to ensure it can withstand a Category 5 cyclone. It will provide a safe haven for those residents that have no other option for evacuation. Comprehensive training is currently being delivered to personnel who will be staffing the centre during a disaster event. When not in use as an emergency centre, the facility is a valuable asset to the Tully State Primary School and the Tully community in general as a modern multi purpose venue.

New Cyclone Shelter-Tully

The Community Liaison Representative program has continued to gain momentum. At present there are 14 fully trained volunteers. Thankfully there were no significant disaster events in the last year requiring these community volunteers to be activated but they are a valuable asset ready and waiting to assist their communities. To further bolster their capabilities, funding was obtained to purchase hand held radios for each volunteer who will ensure communications remain open between the Disaster Coordination Centre and local communities.

A considerable amount of work has been undertaken on Council’s Disaster Management Plan and also the completion of the required sub-plans. Five of the crucial sub plans have been finalised and adopted by the Local Disaster Management Group and a further three are in the final stages of completion and will be proposed for adoption prior to the 2013/2014 storm season. This will then complete the required suite of plans Council is required to have in place.

The completion of these crucial plans will provide a sound framework for disaster management operations in the event of a future disaster. Many of the lessons from previous disaster events have been incorporated into these plans.

Council’s Disaster Coordinator, Andrew Portelli, has undertaken a substantial amount of training and has built strong relationships with all disaster related agencies. A priority focus has been to build strong cooperative relationships with neighbouring councils to work together during disaster events and share resources and expertise.
Priorities for the year ahead:

• Completion of the remaining disaster sub-plans;
• Continued public education on disaster preparedness;
• Improving communications between Council and the public in times of disaster.

COMMUNICATION

Effective and accurate communication is the foundation of open and transparent government. Council is committed to providing informative and timely information on pertinent community issues in which it has direct involvement.

Staff are continually evaluating Council’s communication methods and looking at new ways to keep residents informed, taking into account differences in age, access to technology and lifestyles.

A recent initiative has been the development of a Council e-newsletter. ”Council Connect” is currently sent to subscribers every two months. The first e-newsletter was produced in May and subscriber numbers are increasing with each edition, providing a new information avenue for a sector of the community wanting to receive news and other information directly from Council.

Council’s facebook page is also continuing to increase in popularity. Via facebook, Council can interact with the community; provide up-to-the-minute information about everything from projects and council meetings to events and regional news, and direct readers via links to Council’s website for more detailed information.

Council’s website is its main on-line information source and a critical point of reference for the public. The website is continually updated and improved, providing information on a wide variety of subjects from roads, water, sewerage and waste management to parks, walking trails, swimming pools, community housing, jetties and boat ramps. The website also provides advice on building and planning, permits and environmental issues, and gives residents the chance to “have their say”, view impounded dogs, employment opportunities, tenders and more.

The website's usage continues to increase, with 107,223 visits in the 2012-13 financial year - almost double that of the previous financial year. On average, users visited three to four pages and spent four minutes on-line per visit. The most popular pages were the home page, employment, contact council, tenders and quotes, the town planning scheme and council caravan parks.

Print, radio and television continue to be primary sources of information for the community and Council’s communications officer issued more than 200 media releases over the course of the year on issues ranging from major infrastructure projects, cyclone recovery projects and Council meeting topics to water restrictions, beach protection, entertainment and events. The releases are sent to newspaper, radio and television outlets as well as some organisations, community groups and individuals in the region.

Council maintains a professional relationship with media outlets and its communications officer facilitates comments on issues under discussion.

Priorities for the year ahead:

• Enhancing Council’s website capabilities;
• Increasing e-news and facebook readership;
• Publishing a Council information brochure for newcomers, residents, developers.

FINANCE

The effective financial operations of the Council underpin not only the delivery of services today but also for the future. For this reason Council places a high priority on effective long term financial planning as well as the development of robust systems to manage daily financial transactions. The past 12 months have been challenging as larger amounts of NDRRA expenditure is carefully applied to cyclone recovery works in a manner that delivers value for money and transparency.
**Our Performance**

**Corporate Services**

**Financial Management**

Council has again achieved an excellent audit result which continues to build Council’s credibility as a good steward of public finance. Each year the process of preparing financial statements and the associated financial audit brings with it challenges particularly regarding the valuation of non-current assets. The effective operation of an asset management plan requires a robust asset register capable of managing a very large quantity of assets related data. The One Business Project has provided the sophisticated software capable of delivering a modern asset register. Whilst there remains some bedding down to be completed for the system to function effectively, the new asset register will strengthen Council’s financial system and address audit issues.

**Financial Systems**

The One Business Project has provided new software for delivering Council’s financial management system. The new software provided by Technology One provides enhanced functionality and the capacity to bring efficiencies and improved service delivery. The new software introduced on 18 March 2013 will take some time to be fully implemented and considerable staff training is required. The One Business Project has been a substantial challenge for Council staff particularly in finance as a major module owner. Whilst change at any time can be difficult, the One Business Project brought a complete new suite of integrated software applications to Council operations all at the one time. Staff have been impressive with the way they have risen to the challenge of adopting new processes and different software.

**New Budget Process**

The annual budget adopted by Council represents the single largest annual policy development initiative for Council and sets financial targets for the current year as well as a foundation for future years. During the year, Council adopted a new budget process which has proved to be successful in streamlining the assessment process and allowed Councillors to more easily focus on important areas of change. The process was strongly supported by finance which provides the essential financial data and processing necessary for a successful outcome. Council’s financial model provides detailed forecast for the next 10 years and plays a critical part in allowing staff and Councillors to fully understand the implication of financial decisions.

**Priorities for the year ahead:**

- Maximizing business efficiencies from the new Technology One computer system;
- Verification of the new financial sustainability rating;
- Development of corporate overheads modelling to allow better understanding and decision-making in relation to the full cost of Council activities;
- Finalization of the NDRRA projects (Cyclone Yasi ) and recognition as non-current assets within Councils asset register.

**Rates and Charges**

Council’s 2012/13 budget provided an increase in the general rate levy of approximately 3.75% however the percentage increase was not uniform across all rating categories, with some being slightly higher.

Due to the annual valuation of the region, the increases in general rates were not uniform, with some properties receiving reductions and others increases greater than the average. Total budgeted revenue from general rates after allowing for 15% discount was $31.047 million.

The budget process included a review of rates and charges to ensure, as much as possible, an equitable system across the region. Utility charges are impacted by particular costs associated with the delivery of those services and this has resulted in some increasing charges.

A new property and rating module has been introduced as part of the One Business Project. This has proven to be a significant challenge as the new property database is configured, existing data imported and new processes established. A review of business processes will follow to identify efficiencies that will come from the new system.
**OUR PERFORMANCE**

**Corporate Services**

**Priorities for the year ahead:**

- Successful implementation of the One Business Project;
- Two-tier water pricing across the region;
- Reduction in rate arrears.

**CUSTOMER SERVICE**

There are three customer service centres - Innisfail, Tully and Cardwell. The following statistics provide an insight into the variety and capacity of the customer services during the year.

- Telephone enquiries 41,148
- Property Searches 410
- Payments Processed 65,769
- Customer Requests 6,963

In addition to the traditional customer service functions, the staff receive and process the majority of customer requests. These requests are electronically recorded and distributed for processing throughout the organisation.

**Priorities for the year ahead:**

- New after hours contract arrangements to streamline the services provided to customers when the offices are closed;
- Streamline Customer Request entry procedures;
- Improve telephone statistics and lower abandoned call rates.

**INFORMATION TECHNOLOGY AND RECORDS MANAGEMENT**

Information Technology provides Council with essential tools for the delivery of services to the community. Constant change is a feature of the industry and Council strives to maintain the relevance and efficiency of its information technology services. The One Business Project is an important step in upgrading the functionality of computer systems throughout Council and this project has been well supported by the Council’s IT section. The upgraded software requires an efficient and reliable network system as well as various hardware devices. The volume of data, the speed of transfer and system reliability are critical features and require maintenance, backups and frequent upgrades.

Council has embraced Citrix as a technology which enables more efficient use of existing networks and hardware. The implementation of this new technology has at times been challenging however the benefits are increasingly becoming evident. A new release of Citrix is due and will provide improved performance as well as some challenges in the rollout.

The IT section has been reviewed and a new Strategic Plan is being prepared. The theme throughout the plan is 'Better Business' and this is evident as the document outlines the road ahead. There is a greater focus on customer service for the many internal customers and a strategic direction towards greater use of mobility technology. The priority at present is the full implementation of the One Business Project together with quality customer service and the provision of a reliable robust IT network.

The challenges facing the IT section can to some degree, be understood as you contemplate the scope and scale of operations revealed in the following statistics:
Corporate Services

<table>
<thead>
<tr>
<th>Physical Servers</th>
<th>16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Virtual Servers:</td>
<td>90</td>
</tr>
<tr>
<td>PC’s, Laptops &amp; Tablets</td>
<td>290</td>
</tr>
<tr>
<td>Information Technology Sites</td>
<td>25</td>
</tr>
<tr>
<td>Data stored</td>
<td>5 Terabytes</td>
</tr>
<tr>
<td>Physical Records</td>
<td>1724 Linear metres</td>
</tr>
<tr>
<td>Physical Records annual growth</td>
<td>47 linear metres</td>
</tr>
</tbody>
</table>

2. Administrative Action Complaints System - Review current practices in place to respond to complaints received against Council’s formal complaint management process.

Enterprise Risk Management

Enterprise Risk Management is a crucial process to assist in the reduction of current and future risks that impact on the operations of Council, and best utilise opportunities that are identified.

Completion of Stage 2 Implementation of ERM was achieved during the year. This involved examining comparative data from the first phase moderation of risk to the completion of Treatment Plans. 226 Operational Risks were reviewed resulting in the following risk profile— Extreme Risks - 2; High Risks - 69; Medium risk - 124; Low Risks 45, with average total risk treatment effectiveness of 34.75% up from 2011/12 at 20.8%.

Insurance

Due to the disastrous events of 2011, Councils premium has continued to increase. With an advised increase for 2013/14 of $230,000, Council sent out an Invitation to Tender No.T1213-032 on 19 February 2013 for ‘Insurance Broking Services & Conceptual Insurance Program’. As a result, Council has appointed Jardine Lloyd Thompson as its broker for the next three years, which has reduced the expected premium increase to $75,446.

Right to Information Act 2009 and Information Privacy Act 2009

<table>
<thead>
<tr>
<th>Year</th>
<th>Right to Information</th>
<th>Information Privacy</th>
<th>Right to Information Third Party</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010/11</td>
<td>6</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>2011/12</td>
<td>13</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>2012/13</td>
<td>16</td>
<td>4</td>
<td>0</td>
</tr>
</tbody>
</table>

Records Management

Storage and access to records and information is essential for effective management and Council’s Records section delivers the service through an electronic system. Incoming records are received and sent electronically throughout the organisation. A focus for the next year is on the delivery of an Archive Management Plan which will establish a path forward regarding effective and cost efficient solutions.

Governance

Governance concerns the values, policies and procedures Council and its staff adopt, to provide ethical, transparent, responsive, effective, equitable and accountable local governance. Ongoing progress has been made in effecting operational change to ensure good decision making.

Sound principles of governance guide the quality of decision making by Council and determine all systems and structures of authority, accountability, control and reporting practices through which Council ensures proper pursuit of its mission.

Internal Audit

Councils Internal Auditors, Pacifica Chartered Accountants conducted Internal Audits on the following areas within Council over the period 1 July 2012 to 30 June 2013—

1. One Business - Review the status of the implementation of the "One Business Project" against the established, formalised project milestones.
Complaint Management

Section 268 (1) of the Local Government Act 2009 (the Act), requires Council to establish a complaints management process for resolving administrative action complaints. This process must include the elements contained in Section 119 of the Local Government (Operations) Regulation 2010. Council went live with the Administrative Action Complaints System in late August 2012 with the number of complaints received for the period of August 2012 to 30 June 2013 being 104.

Delegations, Authorisations and Legislative Changes

Review and or changes to legislation requires amendment of current Delegations and Authorised Officer powers. This process is ongoing.

The Local Government Act 2009 has been amended by the Local Government and Other Legislation Amendment Act 2012 which was complemented by the Local Government Regulation 2012. As a result of these amendments, there have been some minor changes to Council’s delegable powers under the Act.

The Local Government Regulation came into force on 14 December 2012 and puts into action the LNP 'Empowering Queensland Local Government’ Election Policy. The Local Government Regulation seeks to support the Local Government Act 2009 and replaces the Local Government (Beneficial Enterprises and Business Activities) Regulation 2010, the Local Government (Finance, Plans and Reporting) Regulation 2010 and the Local Government (Operations) Regulation 2010.

Policy Review

Policies should be reviewed regularly to accommodate changes in practice, legislation, standards and current trends. Council policies are required to be reviewed regularly, between 1 - 4 years depending on the policy content to ensure policies remain effective and up-to-date.

Council undertook a full review of all Council Policies from September 2012 to May 2013.

NEW CORPORATE PLAN

During the year Council developed and adopted a new Corporate Plan based upon the existing Community Plan. The Corporate Plan is a high level strategic document that sets the direction for Council for the next five years. It is one of the most significant planning documents adopted by Council and is the means by which Council delivers on its mission statement.

Our Mission

Through integrity and strong leadership combined with excellence in customer service, we will be Council in which the community has confidence.

Our Vision

Our region will retain its unique tropical lifestyle, valuing our exceptional natural environment while creating a balanced, sustainable economy for future generations.

The Corporate Plan is structured to present clear strategies in the following five key focus areas:

- A customer focused organization;
- A diverse thriving economy;
- A strong social fabric;
- A unique natural environment;
- A liveable built environment.

The Corporate Plan is supported by the Annual Operational Plan which commits Council to undertaking various activities necessary for delivering on the key strategies in the Corporate Plan.

ONE BUSINESS PROJECT

The One Business application is an integrated software solution which supports business processes across a range of Council activities. The new application replaces the existing financial software product as well as smaller spreadsheet and reporting tools. The application was introduced to consolidate and organise council information, formalise business workflows and introduce time saving measures through automation. With much anticipation the One Business application was successfully launched on the 18 March 2013.
The application also allows responsibilities within the organisation to be analysed and more clearly assigned. As with the introduction of any new application, training has been key in supporting change.

The launch of the new application represents a milestone in the completion of approximately 18 months planning and implementation work. The capability of the application is yet to be fully realised with staff continually finding ways to improve and automate current practices. Council is currently working hard to rollout several new modules of the application, which were originally excluded from the scope due to budget and schedule constraints.

The project management structure has been in place for some time and includes a Project Coordinator and various staff as Module Champions and Module Owners. The new software application represents significant change in terms of systems and ability to provide improved services, both internally and to the community.

Extensive training has been delivered with approximately 200 users undertaking initial training. In addition, module specific training was conducted for approximately 150 users to provide detailed training in daily operations.

**Current functionality of the One Business application includes:**

a) A Modern Financial Management System.

b) Fully automated purchasing system which allows for requisitions, purchase orders and distribution to suppliers to be handled electronically.

c) A secure sophisticated asset register with direct links to the accounting system.

d) A purchasing and costing system which allows for sophisticated commitment costing for projects thus enhancing financial management and control.

e) A robust customer request system with workflows linked directly to officers undertaking the tasks. This allows tracking of customer requests and enhanced reporting capabilities.

f) A single name and address register to be shared by rating, regulatory, planning, human resource management and works.

g) Integration of the property and rating module with Council records management system.

h) Establishment of workflows for regulatory activities such as animal management and permits and licences. This improves accountability and efficiency and also paves the way for further mobility technology to improve the delivery of services.

i) The integration with GIS (Geographical Information System) application allowing greater use of property mapping across the entire organisation.

j) Payroll processing and the use of electronic forms for the entry and approval of staff timesheets and leave.

k) End to end processing for the management of the rates generation and billing processes. This includes property valuations, rates modelling, rates run, pension applications, supplementary processing and debt management.

**Over the next year Council plans to introduce the following functionality:**

a) Business Intelligence capabilities which allows real-time review of corporate performance data.

b) A sophisticated financial budgeting facility to commence in 2013/14 financial year.

c) A modern human resource management system replacing various ad hoc databases. The system will allow for a fully integrated database storing critical personnel information and allowing human resource tasks to be processed on a fully electronic platform.
d) Administration of Cemetery operations and the management of cemetery records.

e) Formalising and streamlining the planning and building application processes within online application management and approval workflows.

f) Property lease and licence management integrated with council property database and financial modules.

g) E-services and mobility solutions to allow field workers to access and record information in real time, leading to more efficient response times to the community.

h) Purchase card management will simplify the purchase process of minor transactions for field staff. The module will allow for the import, reconciliation and dissection of transactions paid with an approved credit card.

i) Fleet Management that encompass the acquisition, maintenance and reporting of vehicle and plant items for their lifecycle. The module will be used to provide total life costing and financial data to assist with vehicle and plant replacement decisions.
The Department of Community Services is responsible for providing facilities, delivering services and building community capacity to enhance the liveability of the Cassowary Coast region and enrich the lifestyle of its residents.

It is a diverse Department that has within its portfolio the management of the region’s natural resources and the protection of its biodiversity; social planning and community development programs aimed at improving the social wellbeing of the region’s residents; and economic development aimed at strengthening and diversifying the region’s economic activity.

Over the last 12 months the department has undertaken a restructure to facilitate the delivery of operational tasks alongside the provision of strategic regional development. The coming year will see the further bedding down of this structure and the strengthening of the Department’s collaborative and innovative culture.

Community Development

Cultural and Recreation

Key outcomes achieved over the past 12 months:

Sport and Recreation
Support for sport and leisure organisations and individual sportspeople continued throughout the year.

• 41 young people supported via Council’s Individual Recognition Program to assist with costs of travelling to Regional and State competitions.

• 40 local community organisations and individuals successfully applied for financial assistance and donations under the Council’s Community Grants Community Assistance Scheme.

• 2 BHP Billiton Cannington Mine Sports Development Bursaries of $750 awarded to local junior athletes.

• 3 Sport and Recreation free community workshops were held across the Cassowary Coast region.

• 4 Grant writing workshops were held across the four major localities of the Cassowary Coast, (Cardwell, Mission Beach, Tully and Innisfail) to give capacity for best practice funding submissions.

• The Liveable Cassowary Coast Community Markets Audit and Strategy was completed and adopted by Council with 12 key recommendations to be implemented over the 2013-2014 year.

Arts and Culture

• Regional Arts Development Fund (RADF) Regional Workshops were held across the four major localities of the Cassowary Coast, (Cardwell, Mission Beach, Tully and Innisfail) to give capacity for best practice RADF applications.

• An (RADF) Committee of nine (9) were elected for the 2012-2014 period and participated in three separate training workshops including a Tablelands Regional Council RADF committee collaborative training workshop.

• The Regional Arts Development Fund (RADF) distributed $69,705 in the region’s arts sector towards a total of 19 organisations and individuals receiving grants.

Social Housing

Key outcomes achieved over the past 12 months:

Accommodation

• Management of 56 Social Housing properties, 17 Council owned properties and 48 bedrooms of temporary accommodation.

• Management of Cardwell, South Mission Beach and Tully Heads halls. Liaising with caretakers of halls and ensuring streamlined efficiencies in operations.

• Assisted members of the Community to access housing by completing Housing applications and advocating on their behalf with the Department of Housing.

• Work with tenants with complex needs to maintain tenancies.
Community Services

Priorities for the year ahead:

- To apply for Registration to the National Regulatory System for Community Housing (NRSCH). The system will introduce nationally consistent regulatory arrangements to promote the growth of the community housing sector nationally.

- The National Regulatory System may make registration a condition of current and future funding. Therefore if Council is not registered there will be no further funding in the future.

- Implement the recently developed Asset Management plans into the operating processes of Council.

- Improve the delivery of service to tenants by applying to Centrelink for access to the Electronic Verification of Rent (EVoR) service. This service, with tenants consent, will enable Council Housing staff to input data regarding rents directly to Centrelink. This function will enable staff to update a tenant's rent amount paid and vary a tenants existing Centrepay Deduction. This process will ensure that rent payments are timely, correct and the correct amount of rent assistance is being received. This system will alleviate preparation of documentation on tenant's behalf.

- Establish and maintain strong and productive links with the region’s community agencies and with the housing sector, to facilitate a coordinated response to housing needs and the needs of tenants across the region.

- To liaise with the Department of Housing and the North Queensland Community Housing Provider Network to ensure dissemination of information on current changes.

Community Development Planning

Key outcomes achieved over the past 12 months:

- Implementing Liveable Cassowary Coast 2020 Plan

- Liveable Cassowary Coast Market Project Strategy Consultation (Audit and Recommendations)

- Liveable Cassowary Coast Transport Project (Stage 1)

Priorities for the year ahead:

- Cultural Plan and Public Art Policy

- Progressing recommendations from Liveable Cassowary Coast Transport Project Stage 1

- Developing Reconciliation Action Plan

- Graffiti Stop projects

- Formalising Councils Volunteer policy and encouraging and supporting the programs that utilise community volunteers

SPECIAL PROJECTS AND PLANNING

The Special Projects and Planning program is responsible for undertaking investigations and developing plans for strategic projects.

Special Projects

Key outcomes achieved over the past 12 months:

- Cardwell Foreshore Redevelopment
  Work on the development of the foreshore has commenced with works scheduled for completion in late 2013. A shared pathway extending from Port Hinchinbrook to the Coral Sea Memorial Park has been constructed. Landscaping works and the installation of two new playgrounds, and an amphitheatre at the Jetty are well underway. Interpretive signage depicting the natural and cultural values of the area have been developed with assistance from the local community.

- Tully Heads Redevelopment
  An upgrade to Penning Park including the provision of interpretive signage, installation of two new playgrounds, upgrade to existing 'juniors' playground and installation of a new 'seniors' playground, along with the extension of pathways, landscaping and access management.
Community Services

- **Tully Showgrounds**
  A plan for the upgrade of the lighting at the showgrounds to include upgrade of the main switchboards, and the lights at main field along with the installation of lights at the third field and Kennel Club has been finalised. The project will be undertaken in 2013/2014.

- **Tully – Lions Park**
  A Masterplan for the upgrade of Butler Street parkland areas has been developed. A funding application for the upgrade of Lions Park to compliment this has been submitted.

- **Wongaling Beach – Rotary Park**
  The Masterplan for Rotary Park has been approved. The design for the replacement of the picnic shelter damaged by TC Yasi is underway. The new picnic facility will double as a performance pavilion/amphitheatre. Mission Beach Rotary is designing a water play area for the park.

- **Mission Beach Aquatic Facility**
  The draft design and financial implications for the facility have been completed. The information will be workshopped by Council in 2013 to determine the next steps.

- **Mundoo Airport Masterplan**
  A Masterplan for the future uses and development of Mundoo Airport has been completed by Cummings Economics. The information will be presented to Council in the first half of 2013.

- **Regional Library**
  The design of a regional library and hub has been completed and costed. Because Federal Government funding through the Regional Development Australia Fund was not forthcoming the council has made a decision that this design cannot be progressed. Investigations into alternative options are underway.

- **Community Engagement Toolkit**
  Development of a project engagement and communication toolkit has been completed.

- **Online community consultation.**
  A “Have Your Say” online community consultation site was established. The site provided opportunities for community feedback on projects including: Disaster Preparedness; CCRC Waste Management Strategy; Cassowary Coast Skills Survey; Stormwater Improvement Project; Tully Showgrounds Redevelopment; Cultural Plan Review; and Proposed Regional Library Learning & Information Hub.

Details of usage of the site include:

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Site Visits</td>
<td>11,412</td>
</tr>
<tr>
<td>Page Views</td>
<td>29,360</td>
</tr>
<tr>
<td>Visitors</td>
<td>4,704</td>
</tr>
<tr>
<td>Document Downloads</td>
<td>7,977</td>
</tr>
</tbody>
</table>

- **Council Caravan and Camping Investigation**
  An investigation into the operations of Council's caravan parks and camping grounds has been completed. The outcomes of the study will progress further through a report and recommendations to Council during 2013.

**Priorities for the year ahead:**

- Mission Beach Coastal Development Masterplan
- Adoption of the CCRC Pest Management Plan
- Development of Co-management plans for key Council Reserves under MOU with Girringun Aboriginal Corporation
- Finalisation of Ulysses Link Pathway connection
- Installation of interpretive signage highlighting environmental values (Cassowary/Shorebirds/Littoral Rainforest)
ECONOMIC DEVELOPMENT AND TOURISM

Key outcomes achieved over the past 12 months:

Economic Development

- **Investment Strategy**
  
  Work continued on the Region’s first investment strategy in collaboration with Advance Cairns and members of the Economic Development Reference Group. Opportunities for major investment have been identified and collaborative efforts across business, industry and Council are being initiated.

- **Workforce Development**
  
  - Council staff provided support to the operation of the Cassowary Coast Industry Taskforce and assisted in the facilitation of upskilling programs for the transport and logistics industry.
  
  - An updated Skills Survey was undertaken in conjunction with CCIT and the Queensland Government through the Department of Education and Training.
  
  - Engaged with regional initiatives to address skills shortages caused by the demands of the resource sector.
  
  - Supported career pathways for the region’s youth, the Mentoring Australian Apprenticeships Program (MAPP) and the building industry on line portal.
  
  - Supported the SPARCS program which matched volunteer experts with community groups including the development of a funding strategy for the Froggery Inc.

- **Business Development**
  
  Support was provided to small businesses in the region through referral to a range of support agencies and programs.

Regional Promotion

A brochure outlining the lifestyle attractions of the Cassowary Coast was developed and distributed through the Lifestyle Expo in Brisbane.

General

Built and nurtured relationships with local business groups, regional economic development agencies, elected officials and government departments through the leadership of the Economic Development Reference Group.

Tourism

- **Signage**
  
  - Obtained funding to repair and renew major signage at Fred Drew Park.
  
  - Installed 4 new Information Shelters in Bilyana, Tully, Mission Beach and El Arish.

- **State Conference**
  
  - Hosted the Queensland Information Centres Association State Conference at Mission Beach.
  
  - The Conference was a great success due to the dedicated staff and volunteers.

- **Tourism promotion**
  
  - Provided support for Tully Gumboot Festival and Feast of the Senses.
  
  - Promoted the Region at 3 major caravan/camping expos.
  
  - Became an authorised booking agent for QPWS.
  
  - Obtained funding to conduct Mission Beach ‘Seachanger’ research.
  
  - Obtained funding to conduct 7 training sessions to strengthen community organisations.

![Bilyana Information Shelter](Image)
Natural Environment

Key outcomes achieved over the past 12 months:

- Provided input into the design of the Cardwell Foreshore Reconstruction.
- Successfully developed and sought funding for CCRC coastal reconstruction. Implemented $498,000 Coastal Reconstruction Project focusing on Wongaling and South Mission Beaches and Tully Hull Heads including Coastal Access management, sand nourishment and vegetation activities.
- Completion of majority (80%) of Coastal NDRRA restoration projects.
- Establishment and maintenance of coastal stewardship program across all coastal locations (FFP-Cardwell) with 300 participants.
- Enhanced the profile of good coastal management through the employment of a Coastal Management Facilitator.
- Development of shorebird nesting signs in conjunction with Wet Tropics Management Authority.
- Completion of Information Brochures highlighting NRM, Parks, Coastal and CCRC managed Walking Trails of the region.
- Developed four (4) fire management plans for key CCRC managed reserves.
- Signing of Memorandum of Understanding with Girringun Aboriginal Corporation for the co-management of identified Council Reserves.
- Developed post-Yasi Environment Recovery Plan as part of Community Recovery Plan.
- Completion of the Cowley Beach - Liverpool Creek coastal dune track.
- Developed Draft Pest Management Plan.
- Completed reconstruction of Dunk Island and Cutten Bros Walking track and commenced reconstruction of Kennedy Walking Tracks.
- Completed restoration of Dunk Island Campground and day use area.
- Provided technical and planning advice to various civil works construction projects.
- Supported multiple service clubs and schools environmental activity days.
- Development of a CCRC wide Crocodile Management Plan in conjunction with Department of Environment and Heritage Protection.
- Progressed with the development of various plans:
  - Sport and Recreation Plan
  - Open Space Plan
  - Commercial Use of Council Reserves
  - Walking Track Plan
  - State of the Environment Statement

Knowledge and Information

Libraries

- Community Events
  - Library staff participated in the Rotary Cassowary Coast Skills Day Out in Tully.
  - Library staff hosted children’s craft activities and badge making for the Feast of the Senses in Innisfail.
  - A successful book sale of discarded items and unsuitable donations was held in July by members of the Residents for the Restoration of the Innisfail Library community group.
  - Spine Poetry competition held in November was enjoyed by the public and staff alike.
Our Performance

Community Services

- **Children's Activities**
  - Children's Library Week (20-28 October).
  - National Simultaneous Storytime (Library Week: 20-25 May).
  - Cartoon Dave cartooning workshop in January.
  - Questacon Science activities in October.
  - School holiday activities.
  - School class visits to the libraries.

- **Author Talks**
  - Sandy Curtis, November.
  - David Cottone, December.
  - Judy Webster, June.
  - Carol Wilkinson, October.

- **Other Presentations**
  - History talks.
  - Speech pathologist.
  - Insurance Council of Australia.
  - Computer classes.

- **Exhibitions**
  - Fred Hollows exhibition on the renowned eye surgeon.
  - Floodlines exhibition - State Library's digital exhibition on the 2011-2012 floods and Cyclone Yasi - hosted by Cardwell and Tully libraries during April and May.

- Stocktake completed at Innisfail and under way in Tully.

- Library policies were reviewed and adopted by Council in January. This paved the way for the introduction of free internet access at all branches.

- A Wi-Fi internet connection was established in both Tully and Innisfail for public use.

- The annual library planning day for all staff was held on 27 March.

- The unsuccessful EOI for RDAF funding for the Library Hub led to further work on this project including identifying alternative sites and reworking costs.

Priorities for the year ahead:

- Conducting and reporting on a user survey.
- Implementing Radio Frequency Identification (RFID) for circulation activities

Museums 2012-2013

- Continuing to receive donations (e.g. framed photo of Mr & Mrs Wilson, postmaster 1966-83).
- Continuing to host group visits (e.g. Innisfail Probus Club, 14 May) and general visitors, despite the disruptions of the foreshore recovery works which blocked Balliol Street for some weeks.
- Continuing to be a distribution point for Queensland Museum display boxes.
- Volunteer familiarisation tour on 27 June to Tully & Innisfail Visitor Information Centres and participation in an Art Deco walk in Innisfail.

Parks and Open Space

**Key outcomes achieved over the past 12 months:**

- Bingil Bay day use area completed.
- Penning Park Upgrade completed.
- Jack Fossey Park Playground Upgrade completed.
- Tree program and coconut de-nutting programs completed.
- NDRRA Cyclone Yasi approved works 90% completed.
- Cyclone Yasi insurance work completed.
- Park furniture renewal program achieved within approved Budget.
- Park restructures and work task alterations completed.
Community Services

- Violet Smith Park Tully Upgrade commenced in conjunction with the Tully Beautification Committee.
- Three (3) new shelters erected at Rotary Park Wongaling.

Priorities for the year ahead:
- Completion of region wide Sport & Recreation Plan.
- Completion of Street Tree Strategy.
- Completion of Capital Program on time and within Budget.

Community Facilities

Key outcomes achieved over the past 12 months:
- Upgrade of two playing fields at Goondi Sports Ground and drainage works completed.
- Roof replacements completed at Coconuts toilet block; Cardwell Sports Ground Lions Building; Tully Swimming Pool; Tully Show Grounds Bird Pavilion.
- Tully Show Grounds - completion of new pavilion.
- Innisfail Swimming Pool - all pools repainted.
- New Columbian walls constructed at Tully and Cardwell Cemeteries.
- $55,000 contributed to new covered basketball court at Innisfail State College.
- Completion of BITE Grant Project which included new pathways along Jack Fossey, Fitzgerald Park, Herb Layt Park, Dalrymple Park and David Dunbar Park (The Corso) along with the completion of a Toilet Block and BBQ Picnic Shelter at Dalrymple Park in front of the Community Gardens.
- Insurance and NDRRA Cyclone Yasi repair work nearing completion.
- Insurance and valuation of Council’s building assets completed.
- NDB (Non Directional Beacon) at Mundoo Aerodrome fully upgraded.
- Council’s Building Painting Program commenced and is on target with approximately 40% completed.

Priorities for the year ahead
- Delivery of Capital Program and approved special projects on time and within Budget.
- Review of garbage collection procedures for Parks & Facilities so that both the northern and southern regions are similar.
- Completion and implementation of Caravan Park Review.
Our Performance

Planning and Environmental Services

The objectives of the Planning and Environmental Services Department are to provide quality management, information and advice to Council and the public, and effective regulatory and policy development services, while promoting sustainable development within the Cassowary Coast Regional Council area.

Planning Services

Key outcomes achieved over the past 12 months:

- Drafting of the new Cassowary Coast Regional Council Planning Scheme completed and submitted for State interest review.
- Progression of the new Cassowary Coast Regional Council Planning Scheme through the State interest review process.
- The Priority Infrastructure Plan was adopted as part of the Cardwell Shire Planning Scheme 2007 and Johnstone Shire Planning Scheme 2005.
- Council made an adopted infrastructure charges resolution that attaches to the Cardwell Shire Planning Scheme 2007 and Johnstone Shire Planning Scheme 2005.
- Assessment and advice on land use matters, including state land and road matters
- 135 development applications were decided under delegated authority and by Council
- Processed 19 applications for reconfiguring a lot
- Assessment of 395 building applications (not Cyclone Yasi related), with an approximate value of $39.49 million, including 79 new dwellings.
- 283 building applications (Cyclone Yasi related), were approved with an approximate value of $21.96 million

Priorities for the year ahead:

- Continue to finalise Cyclone Yasi-related building matters and other dilapidated building matters
- Provision of a high level of advice and address matters in a timely manner for the public
- Completion of draft Cassowary Coast Regional Council Planning Scheme

Sustainability

Key outcomes achieved over the past 12 months:

- Development of a sustainability policy and formation of a sustainability working group.
- Reef Guardian Council membership and development of an action plan showcasing Council’s environmentally-sustainable practices which assist in protecting the Great Barrier Reef Marine Park
- Action plan implementation to reduce CCRC’s greenhouse gas production and provide opportunities for financial savings to Council

Priorities for the year ahead:

- Further support of sustainability programs, activities, practices and procedures through the sustainability working group.
ENVIRONMENTAL HEALTH

Key outcomes achieved over the past 12 months:

- Successful training and development of new team.
- Annual inspection and licensing of all food businesses in the CCRC region.
- Collaboratively working with Qld Health's Dengue Action Response Team to limit the Innisfail dengue outbreak to only nine confirmed cases, and less than one month of active virus transmission.
- Effective management of enforcement and compliance issues relating to:
  - Animal control
  - Parking infringements
  - Overgrown allotment/rat harborage notices
  - Potential airborne hazards
  - Local law matters in general
- Issuing licenses, registrations and permits with annual or as required inspections carried out for the following premises:
  - Hostels/shared accommodation
  - Personal appearance services (skin penetration)
  - Standing stalls
  - Itinerant vendors
  - Outdoor dining
- Re-opening and ongoing service of the Innisfail Animal Refuge with new operator Katrina Taylor.

Priorities for the year ahead:

- Provision of a high level of advice and addressing matters in a timely manner for the public.
- Continuous improvement of systems and procedures, with a focus on full integration of the One Business system.

ENVIRONMENTAL PROTECTION

Key outcomes achieved over the past 12 months:

- Annual inspection and licensing of businesses undertaking an environmental relevant activity.
- Monitor Council operations for environmental compliance, including the Stoters Hill landfill and the sewerage treatment plants (STP).
- Water monitoring at Ninds Creek for impact from Innisfail STP and groundwater monitoring at landfill sites.
- National Pollutant Inventory reporting.
- Responding to community enquiries and incidents of environmental nuisances, illegal dumping and minor water contamination.

Priorities for the year ahead:

- With changes to environmental regulations reducing the number of environmental licenses administered by Council - there will be a renewed focus on ensuring appropriate environmental practices within Council operations.
OUR PERFORMANCE
Planning and Environmental Services

WASTE

Key outcomes achieved over the past 12 months:

- All Yasi waste apart from temporary stockpiles at El Arish and Cardwell has been either recycled or landfilled. The El Arish stockpile is in the process of being moved to the new Tully Landfill Cell. The Cardwell stockpile will be moved to the Innisfail (Stoters Hill) cell when that is completed in November 2013.
- The final cyclone waste figure - at 30 June 2013:
  - 1,090,000 cubic metres of mulch produced
  - 265,000 cubic metres of mixed cyclone debris
  - 4,500 tonnes of steel recycled
- The new Tully (Jarra Creek) cell has been completed and has commenced taking the Yasi stockpile from El Arish.
- The Stoters Hill cell has been designed and work has commenced on its construction.
- Capital works commenced in 2012/13 included:
  o Weighbridge at the Tully Transfer Station (to be commissioned August 2013)
  o Replacement of Safety rails at the Stoters Hill Transfer Station (completed).
- CCRC Solid Waste Management Strategy 2013 to 2023 endorsed by Council 28th March 2013. This followed Community Consultation (October to December) to develop and finalise the strategy.
- Ongoing management of active landfills at Stoters Hill in Innisfail and Jarra Creek in Tully
- Ongoing management of transfer stations at Stoters Hill in Innisfail, Jarra Creek in Tully, Bells Creek in El Arish, Wheatley Road in Mission Beach, Cardwell, Murray Upper and Hull Heads
- Continued participation in Drum Muster and Chemclear

Priorities for the year ahead:

- Completion of the new cell at the Stoters Hill landfills.
- Final disposal of all Cyclone Yasi stockpiles from Cardwell and El Arish.
- Implementation of the Waste Management Strategy for whole of Cassowary Coast.
- New Tenders for the collection of kerbside waste throughout CCRC area.
- New tenders for the Management of Landfills and Transfer Stations.
- Establishment of Tip Shops and recycling opportunities at each of the Transfer Stations.
OBJECTIVES

To deliver and maintain high quality services and infrastructure to the community.

Productivity and Performance Program
To provide support services in relation to asset accounting, budget preparation and reporting, financial modelling, and performance reporting.

Asset Management Program
To provide strategic asset management planning, service level management, priority infrastructure growth planning and geographic information system management.

Engineering Services Program
To provide engineering-related support services (co-ordination, supervision, liaison, planning advice and information) for the effective operation, maintenance and delivery of Council’s civil infrastructure.

Fleet and Plant Management Program
To manage the operation and maintenance of Council’s works depots and plant in a safe and reliable manner.

Transport Program
To manage the construction and maintenance of Council’s roads, bridges, footpaths and cycleways in a safe and cost effective manner.

Drainage Program
To manage the construction and maintenance of Council’s drainage infrastructure in a safe and cost-effective manner.

Marine Facilities Program
To manage the operation and maintenance of Council’s marine facilities in a safe and reliable manner.

Water Program
To provide a continuous, reliable and long-term water supply service to a range of residential and commercial customers within the region.

Sewerage Program
To provide a continuous, reliable and long-term sewerage and trade waste disposal service to a range of residential, commercial and industrial customers within the region.

PRODUCTIVITY AND PERFORMANCE

Overview of Services

- Asset accounting
- Budget preparation and reporting
- Cost control
- Financial modelling
- Performance reporting and review
- NDRRA emergent works claims

Key outcomes achieved over the past 12 months:

- Componentisation & Capitalisation of delivered assets
- Program expenditure was within budget
- Budget preparation undertaken within timeframes
- Continual monitoring and review of internal systems and processes
- Monitoring of operational expenditure levels and detailed capital works costings
- Completed monitoring and claim submission for the 2010 NDRRA event
- Collation of data and reporting mechanisms in relation to restoration submissions for the 2011 NDRRA event (Cyclone Yasi), as required by the Queensland Reconstruction Authority
- Submission of the 2013 NDRRA event emergent works claim
- Preparation of costs for 2013 emergent works submission
- Implementation of TechnologyOne works system
- Liaison with the Department of Local Government and Planning in relation to claims for Priority Sewage Treatment Plant Upgrade Program funding
- Liaison with the Department of Employment, Economic Development and Innovation in relation to claims for fluoridation of the Innisfail Water Treatment Plant
ASSET MANAGEMENT PROGRAM

Overview of Services

- Asset Management Strategy and Policy
- Asset Management Plans and Coordination
- Asset Management Education
- GIS Management
- Priority Infrastructure Plans and Charges
- Service Level Management
- Forward Works Program Development

Key outcomes achieved over the past 12 months:

- Revision of all core asset classes including Road Transport, Bridges, Water, Sewerage, Marine Facilities, Stormwater Systems, Buildings, Beaches and Natural Reserves, Sea Walls, Urban Parks and Streetscapes, Waste Landfill, Footpaths and Recreational Facilities
- Development and adoption of the Asset Management Portfolio that integrates Asset Plans, Priority Infrastructure Plans, Capital Budget Assessment Framework and Forward Capital Works Program
- Setup and Configuration of the Fleet, Works & Asset components of the new Technology One system.
- Review and cleansing of the Asset Register for loading to the new Technology One Asset Register.
- Integration of the Technology One System with the GIS system.
- Completion of modelling of the new CCRC Flood Study, updating existing models and including new areas in the study.

ENGINEERING PROGRAM

Overview of Services

- Technical Support and Advice
- Infrastructure Planning and Studies
- Engineering Survey, Planning and Design
- Traffic Management
- Project Management
- Natural Disaster Mitigation
- Flood Warning Systems and Awareness

Key outcomes achieved over the past 12 months:

- Investigation and resolution of more than 100 infrastructure and engineering issues throughout the region
- Successful funding approval for Lions Park Tully Pathway Upgrade
- Detailed survey and design of projects in excess of $5 million
- Provision of Dial Before You Dig services for the Cassowary Coast Region
- Review of the flood ALERT system and commencement of the Master Drainage Study and Framework
- Program expenditure was within budget
- Implementation of the Master Drainage Study Stage 2 Cardwell & Silkwood
- Project assistance to stores relocation Innisfail & fuel tank delivery shed in Tully
- Design of stage 1 pound refurbishment project management
- Data collection & ground truthing for the Master Drainage
FLEET AND PLANT PROGRAM

Overview of Fleet Replacement

The numbers of Heavy and Light plant at the end of the financial year were:

- 74 Heavy Plant
- 110 Light Plant
- 8 Temporary Light Plant
- (Excess plant used by NDRRA staff)

Light Plant Fleet Replacement

35% of the Light Fleet needed to be replaced to meet the 3 year replacement policy. 28 Light Vehicles were purchased throughout the year, which equates to 25.4% of the total light fleet, a shortfall of 9.6%

Heavy Plant Replacement

20% of Heavy Plant needed to be replaced to meet the 5 year replacement policy. 5 Heavy Plant items were purchased throughout the year, which equates to 6.7% of the Heavy Plant. This figure means a shortfall of 13.3% of the 5 year policy requirement. These shortfalls are as a result of the Fleet Replacement budget being reduced each year. This may lead to an aging council fleet, and increased maintenance costs and a reduction in returns at the time of disposal.

Overview of Fleet Maintenance

A total of 3395 Services/Repairs were carried out in the past 12 months.

1792 Scheduled Repairs - scheduled servicing or plant items booked in for repairs not requiring immediate attention.

1593 Unscheduled Repairs - plant items that have broken down requiring immediate repairs.

Key Outcomes achieved over last 12 months

- The purchase of heavy plant, like the new Hino 500 series Dual Control truck, fitted with MacDonald Johnson Garbage collector/compactor. This vehicle is capable of collecting recyclables and wet waste at the same time. This plant was purchased to upgrade our waste collection fleet and to sustain reliable collection services to the rate payers in the southern part of our shire.
The installation of the refuelling station at the Tully Works depot is almost complete. This $250,000 project was necessary to meet the current EPA and DEHP requirements. The new station has a 5,000 litre double walled unleaded petrol tank and a 35,000 litre double walled diesel tank, housed in a high clearance all weather building which is bunded and fitted with an oil/fuel drainage separator.

The diesel tank is 17,000 litres larger than the old tank, giving almost twice the capacity in time of a natural disaster. The station has been installed outside the depot yard, giving 24 hour access. The fuel can only be drawn with an electronic key supplied for that vehicle only.

The workshop staff completed the rebuild of an Ingersoll Rand Road Roller. Insufficient funds in the budget prevented the replacement of this road roller when its operations were stopped because of safety concerns. Prior to a number of large civil work projects, the decision was made to overhaul the existing road roller. The workshop staff stripped and overhauled the machine including sand blasting and painting, for 25% of the replacement cost, extending its service life for a further 5 years.

The workshop was subject to 6 internal safety audits and 1 external safety audit in the past 12 months, and passed all audits.

Recorded safety incidents in the past 12 months - 0

The Works Department is responsible for the operation and maintenance of:
- 1,169 kilometres of Council roads
- 64.8 kilometres of footpaths and cycleways
- 308 bridges and major culvert
- construction of Council-approved civil infrastructure

Key outcomes achieved over the past 12 months:

Disaster Management
- 2010 NDDRA program completed
- 2011 Submissions finalised and works commenced
- 2012 Emergent Works submission approved
- 2013 Submission in development

Sealed Road Rehabilitation
- The reseal program was deferred to take advantage of savings generated from a joint reseal tender of FNQ Local Governments
Sealed Road Improvements

- Aerodrome and Mundoo Road, reconstruction and drainage upgrade
- Flying Fish Point Road (Bergin Rd to Alurat) kerb and channel widening and drainage upgrades
- Butler Street, widening, kerb and channel, lighting, drainage improvements and roundabout at Murray St Intersection
- Complimentary works to various NDRRA funded repairs including Martin St, Sherwood St, Walter Lever Estate Rd, Ernest St, Rankin St, DeLuca Rd and Eubenangee Road

Complimentary works to seal gravel sections of Gregory St, Cardwell

Unsealed Roads Improvement

- Complimentary works to stabilise and seal a regularly flooded section of Warrami Rd

Footpaths and Cycleways

The major projects undertaken this year include:

- Murray St and Butler Street Tully

Bridges

The timber bridge restoration program was conducted utilising new technologies and materials. This program enabled restoration of structures that were previously believed to be beyond repair and at a significant discount to the anticipated replacement cost. Bridges rehabilitated were:

- Mars Creek Bridge - Old Tully Rd
- McFadden Bridge - Warrakin Rd
- Mackays Bridge - Mullins Rd
Public Transport

- Continual upgrading of public bus stops within the northern area occurred in line with the Disability Discrimination Act 1992. This work was undertaken with funding assistance received from the Department Transport & Main Roads under the Bus Stop Financial Assistance Program.

DRAINAGE PROGRAM

Overview of Services

- Stormwater Drainage
- Drainage Channels
- Stormwater Water Quality
- Flood Mitigation Works
- Drainage Outfalls

Operation and maintenance of:
- 85.3 kilometres of drainage pipes
- 2,241 drainage pits
- Construction of Council approved civil infrastructure

Key outcomes achieved over the past 12 months:
- Reconstruction of Dunk Island Jetty was completed and the Clump Point Jetty significantly progressed.

NDRRA WORKS

Following Cyclone Yasi, submissions were prepared and lodged according to NDRRA guidelines, with the Queensland Reconstruction Authority for the reconstruction of essential assets.

Key outcomes have been achieved over the past 12 months with regard to the Cyclone Yasi event

- $45.4 million expended on restoration works
- Estimated cost to complete works $67.2 million.

Physical construction will be complete by June 2014.

MARINE FACILITIES PROGRAM

- Harbour Facilities
- Coastal Protection Works

Overview of Services

- Marine Facilities
- Boating Facilities
WATER PROGRAM

Overview of Services

- Water Supply, Delivery, Treatment, Management and Reporting
- Water Network Operations and Maintenance
- Capital Works, Construction and Project Management

Operation and maintenance of:

- 12,408 connections
- 820 kilometres of water mains
- 20 pump stations
- 22 reservoirs
- 6 intakes
- 1 treatment plant
- Installation and replacement of new and existing water assets

Key outcomes achieved over the past 12 months:

- Water Supply Scheme management and delivery
- Program expenditure was within budget
- 6,482 megalitres of drinking water supplied
- 1355 properties connected per 100 kilometres of water mains
- Construction of the Innisfail Water Treatment Plant Upgrade continued with completion expected early in the 2013/14 financial year

- Commencement of SCADA upgrade program with completion expected in 2015-16
- Completion of and validation of the water and sewerage system models to be used for development of future capital works programs
- Replacement of various water reticulation mains
- Replacement of Pin Gin Hill Reservoir
- Installation of PRV and flow meters for improved water quality and operation
OUR PERFORMANCE

Works

SEWERAGE PROGRAM

Overview of Services

- Sewage Capture, Treatment, Management and Reporting
- Sewerage Network Operations and Maintenance
- Capital Works, Construction and Project Management
- Trade Waste Management

Operation and maintenance of:

- 7,649 connections
- 226.7 kilometres gravity and pressure mains
- 52 pump stations
- 216 trade waste generators
- Installation and replacement of new and existing waste water infrastructure

Key outcomes achieved over the past 12 months:

- Program expenditure was within budget
- 3,494 megalitres of sewage treated
- 3,374 properties connected per 100km of main
- 100% compliance with sewage effluent standards for BOD
- CCTV inspection and rehabilitation of sewer mains and manholes
- Innisfail Sewage Treatment Plant commissioned and operational with demolition of the previous plant in 2013
- Upgrade of SPS 21 in Blackwood street Innisfail
- Implementation of SCADA upgrade program with completion expected in 2015-16.
- Control upgrades to SPS 1 and SPS3 in Innisfail to increase operational efficiency and reduce environmental overflows.
It is the \textit{Local Government Regulation 2012} that articulates the requirement for council to produce an Annual Report. Council must adopt the Annual Report within one month after the day the Auditor-General gives the Auditor-General’s Audit Report about the local government’s financial statements for the financial year to the local government. In accordance with this regulation, the Annual Report is one of Council’s principal planning and accountability documents.

Council must comply with a range of legislative requirements when compiling its Annual Report. The principal legislation that affects Council is as follows—

- \textit{Local Government Act 2009}
- \textit{Local Government Regulation 2012}

\section*{Significant Business Activities and Commercial Business}

Council’s Annual Report must contain a list of all business activities that Council has conducted during the 2012/13 financial year and identify which of those activities are significant business activities. \textit{The Local Government (Beneficial enterprises and business Activities) Regulation 2010} defines two types of significant business activities.

- Type 1 significant businesses are business activities that have expenditure of at least—
  - for combined water and sewerage services \$40.58 million
  - for other business activities \$24.31 million.
- Type 2 significant businesses are business activities that have expenditure of at least—
  - for combined water and sewerage services \$12.15 million
  - for other business activities \$8.14 million.

Council must state whether it applied the Code of Competitive Conduct to the significant business activity and, if not, provide the reasoning. Council must also confirm if the business activity is a new activity for the organisation. If the business activity is a new activity for Council it must describe the process and outcomes of conducting a public benefit assessment as described in section 46 of the \textit{Local Government Act 2009}.

Council’s response to these requirements can be found as part of the general purpose financial statements on page 61 of this report.

Section 49 of the \textit{Local Government Regulation 2012}, requires Council to report on investigation notices given for competitive neutrality complaints, a summary of and decisions made on any referee’s recommendations or Queensland Competition Authority Tribunal Recommendations.

Council has not received any investigation notices relating to competitive neutrality complaints for the 2012/13 financial year.

Council conducts water, sewerage and waste business activities. These activities do not meet the thresholds set in the \textit{Local Government (Beneficial Enterprises and business Activities) Regulation 2010} to be classed as significant business activities. Council does not conduct a building certifying activity or a roads activity other than through a sole supplier arrangement. In accordance with the \textit{Local Government Act} Section 47 (7) Council resolved on 9 August 2012 not to apply the Code of Competitive Conduct to its business activities in this reporting period.
OVERSEAS TRAVEL

No overseas travel was undertaken by Councillors or employees of the council during 2012/13.

REGISTERS OPEN TO THE PUBLIC

- Register of Members Interests
- Register of Roads
- Register of General Charges and Regulatory Fees
- Register of Delegations by Council to Chief Executive officer
- Register of Sub-Delegations from CEO to Council Officers and Authorised Officers
- Register of Policies
- Cemetery Register
- Impounding Register

GRANTS TO COMMUNITY ORGANISATIONS

The following grants/donations were made during the period 1 July 2012 to 30 June 2013—

Council provided a number of grants and contributions to community organisations to the total value of $451,371.75 as follows—

<table>
<thead>
<tr>
<th>DESCRIPTION</th>
<th>AMOUNT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rates rebates Not for Profit Organisation</td>
<td>$117,387.75</td>
</tr>
<tr>
<td>RADF</td>
<td>$68,946.00</td>
</tr>
<tr>
<td>Tourism</td>
<td>$176,200.00</td>
</tr>
<tr>
<td>Australia Day</td>
<td>$2,000.00</td>
</tr>
<tr>
<td>ANZAC Day</td>
<td>$3,038.00</td>
</tr>
<tr>
<td>Special Events</td>
<td>$12,000.00</td>
</tr>
<tr>
<td>Sports &amp; Recreation</td>
<td>$26,400.00</td>
</tr>
<tr>
<td>Community Development/Youth</td>
<td>$22,400.00</td>
</tr>
<tr>
<td>Animal Management</td>
<td>$16,000.00</td>
</tr>
<tr>
<td>Christmas Celebrations</td>
<td>$5,000.00</td>
</tr>
<tr>
<td>Garden Competition</td>
<td>$2,000.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$451,371.75</strong></td>
</tr>
</tbody>
</table>

EXECUTIVE REMUNERATION

Section 201 of the Local Government Act 2009 requires that the Annual Report of the local government must include—

a) the total remuneration packages that are payable to senior contract employees
b) the number of senior contract employees who are being paid each of the total remuneration packages.

Cassowary Coast Regional Council has the following to report for the 2012/13 financial year—

- 2 senior contract employees with a total remuneration package in the range of $200,000 - $300,000.
- 3 senior contract employees with a total remuneration package in the range of $100,000 - $200,000.
Finance Plans and Reporting

One of the driving forces behind local government reform in 2008 was the need for councils to ensure long term financial sustainability. Through Section 183 of the Local Government Regulation 2012, the State Government has legislated that Council must include in its Annual Report, a long-term financial sustainability statement inclusive of relevant measures of financial sustainability for the year the annual report has been prepared. Council’s measures of the financial sustainability have been defined in the legislation and are outlined in the table on pages 46 and 47 of this report.

In addition Council is required to provide an explanation of how its financial management strategy is consistent with the long-term financial forecasts.

Council has developed a long-term financial forecast (the Forecast) to help monitor and guide its decision-making to ensure the financial sustainability of council and limit further future rate price shocks on the community.

The Forecast provides for the anticipated growth in the Cassowary Coast region and funds renewal and new capital infrastructure to maintain service levels and support growth with millions of dollars invested in infrastructure in recent years.

Cash balances are maintained at a level to provide sufficient liquidity to cover working capital requirements.

Expenditure is forecast to grow in line with the increases to council’s asset base with an expectation for ongoing efficiency gains from Council’s operations.

Council has in place a number of policies to support the management of Council’s finances and the achievement of the long-term financial forecast. These include but are not limited to—

- Revenue policy
- Investment Policy
- Debt Policy
- Procurement Policy
- Asset Management Plan

Expense Reimbursement Policy

Section 185 of Local Government Regulation 2012 requires -

The Annual Report for a financial year is to contain a copy of the resolutions made during the financial year under section 250(1) — an Expense Reimbursement Policy.
POLICY

EXPENSES REIMBURSEMENT FOR COUNCILLORS

Policy Number: 1.4

1. Authority

Local Government Act 2009
Local Government Regulation 2012 - Section 249 - 252

2. Policy Statement

To provide the Mayor and Councillors with reimbursement of reasonable expenses incurred in the performance of their roles.

3. Principles

This Councillor Expenses Reimbursement Policy is based on the following principles:

- **No private benefit to be derived**
  Facilities provided to Councillors are for the sole use of Councillors in undertaking their duties and must be used responsibly and appropriately.

- **Reasonable Expenses Reimbursement**
  Councillors should not be financially disadvantaged when carrying out their roles, and should be fairly and reasonably compensated in accordance with community expectations.

- **Public accountability and transparency**
  The use of the provided facilities will be open for review to the extent appropriate to the proper performance of a Councillor's responsibilities.

- **Public perceptions and community expectations**
  The Council will provide only those facilities reasonably necessary for the efficient performance of a Councillor's responsibilities.

- **Equity and Participation**
  To maximize equity and the participation of Councillors from diverse backgrounds and circumstances, this Councillor Expenses Reimbursement Policy expressly permits the reimbursement of expenses that are necessarily incurred to allow the participation of Councillors who experience unusual barriers to participation, such as a disability or cultural responsibilities.
4. **Scope**

This policy applies to the Mayor and Councillors for the reimbursement of expenses incurred by them in undertaking their roles.

5. **Responsibility**

The Chief Executive Officer is responsible for ensuring this policy is understood and adhered to by the Mayor and Councillors.

6. **Definitions**

**Official Council Business** - activities conducted on behalf of Council where a Councillor is required to undertake certain tasks to satisfy legislative requirements or achieve business objectives for the Council. Official Council business should result in a benefit being achieved, either for the Local Government and/or the local community. This includes:

- Attendance at Council, Committee and Briefing meetings;

- Attendance at prescribed Local Government training activities/workshops, seminars and conferences;

- Attendance at civic ceremonies and community events where a formal invitation has been received inviting Councillors in their capacity to undertake official duty;

- Attendance at public meetings, annual meetings or presentation dinners where invited as a Councillor;

- Attendance at meetings of community groups where appointed as a Council delegate to the group or invited to speak about Council programs and activities;

- Attendance at private meetings with constituents, where arranged through official Council channels and details of discussions are documented in official records or diaries;

- Attendance at civic functions on behalf of the Mayor;

- Attendance at organized meetings/deputations/inspections/community consultations on a one-off basis; and

- Attendance at organized meetings pertaining to a meeting of a community organization where a delegate of the Council has not been appointed to attend or is unavailable to attend.

**Reasonable** - Councillors must make sound judgements and consider what is prudent, responsible and acceptable to their communities when determining reasonable levels of expenditure.
**Expenses** - Council will reimburse Councillors for their reasonable and necessary expenses incurred or to be incurred when discharging their duties as Councillors.

**Professional Development** - Attendance at workshops, courses, seminars and conferences that improve Councillor’s skills relevant to the role of a Councillor. Mandatory Professional Development is the title that applies when the Council resolves that all Councillors must attend the event. Discretionary Professional Development is the title used to describe all professional development that is not Mandatory Professional Development.

7. **Policy**

The Council will reimburse Councillors for expenses as set out in this policy.

In addition to the expenses expressly referred to in the section of this Policy headed Expense Categories, the Council will reimburse other expenses that are necessarily incurred to allow the participation of Councillors who experience unusual barriers to participation, such as a disability or cultural responsibilities.

**Expense Categories**

1. **Professional Development**
   The Council will reimburse expenses incurred for:
   - All mandatory professional development; and
   - Discretionary professional development up to a maximum of $5,000 (indexed annually to CPI) during a single Local Government term.

2. **Travel as required to represent Council**
   The Council will reimburse local, interstate and overseas travel expenses (eg. Flights, car hire, accommodation, meals and associated registration fees) deemed necessary to achieve the business of Council when:
   - A Councillor is acting as an official representative of Council; and
   - The activity/event and travel have been endorsed by resolution of Council.

Councillors must travel via the most direct route, using the most economical and efficient mode of transport. The amount of the reimbursement will be the actual amount expended by the Councillor, or where an actual amount cannot be directly substantiated, an equivalent mileage allowance.

NOTE: Any fines incurred while travelling in Council-owned vehicles or privately-owned vehicles when attending to Council business will be the responsibility of the Councillor incurring the fine.

2.1 **Travel bookings**
   All Councillor travel approved by Council will be booked and paid for by Council. Economy class is to be used where possible although Council may approve Business class in certain circumstances.
Airline tickets are not transferable and can only be procured for the Councillor's travel on Council business. They cannot be used to offset other unapproved expenses (eg. Cost of partner or spouse accompanying the Councillor).

2.2 Travel transfer costs
Any travel transfer expenses associated with Councillors travelling for Council-approved business will be reimbursed, eg. Trains, buses, taxi and ferry fares. Receipts must be provided with all claims for reimbursement.

2.3 Private vehicle usage
Payment for use of the Councillor's private vehicle on Council business will be reimbursed to the Councillor on a kilometre rate as set out in the Australian Taxation Office ‘Allowable deductions for Motor Vehicles’.

In other circumstances, Councillor's private vehicle usage will be reimbursed by Council if the:
- Travel has been endorsed by Council resolution;
- Claim for mileage is substantiated with log book details; and
- Total travel claim does not exceed the cost of the same travel using Economy flights plus the cost of taxi transfers.

2.4 Accommodation
All Councillor accommodation for Council business will be booked and paid for by Council.

Accommodation should be selected that provides:
- Council with the best price value; and
- Convenient to the conference/meeting

Councillors will be reimbursed for the actual cost of meals when:
- The Councillor incurs the cost personally;
- The meal was not provided within the (registration) costs of the approved activity/event/travel; and
- The Councillor can produce documents sufficient to verify the actual meal cost.

If a Councillor cannot produce a receipt for a meal they have purchased then a Statutory Declaration must be completed to claim the reimbursement.

No alcohol will be paid for by Council.

2.5 Hospitability Expenses
The Mayor will be reimbursed up to $1,000 per annum for hospitality expenses deemed necessary in the conduct of Council business.
3. **Facilities Categories - 'Administrative tools'**

Administrative tools will be provided to Councillors as required to assist Councillors in their role. Administrative tools include:

- Office space and meeting rooms
- Computers/IPad with internal access
- Mobile Phone
- Stationery
- Access to photocopiers
- Printers
- Facsimile machines
- Publications
- Use of Council landline telephones and internet access in Council offices
- Secretarial support may also be provided for the Mayor and Councillors as required

Date of Adoption: 16 May 2013
Minute Number: 4 years, or as determined by Council or the Chief Executive Officer
2012-2022 Financial Sustainability Ratios

Service, Facility or Activity supplied by another Local Government and for which Special Rates/Charges are levied

During the year the Council did not take any action in relation to, or expend funds on, a service, facility or activity:

(i) supplied by another Local Government under an agreement for conducting a joint government activity; and

(ii) for which the Local Government levied special rates or charges for the financial year.

Threshold for treating 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).

Council has previously determined that the threshold for capitalisation of asset classes other than land is $5000. These details form part of Note 1 to the Financial Statements.

Measures of Financial Sustainability

The Cassowary Coast Regional Council prepared a long-term financial plan which was adopted by Council at its budget meeting held on 9 August 2012. This plan included details of various measures of Financial Sustainability. The Local Government Regulations 2012 subsequently amended the requirements in relation to financial sustainability ratios with the following measures of Financial Sustainability to be reported on:

<table>
<thead>
<tr>
<th>Operating Surplus Ratio (Target between 0% and 10%)</th>
<th>Net result (excluding capital items) / total operating revenue (excluding capital items)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>12/13</td>
</tr>
<tr>
<td></td>
<td>4%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Asset Sustainability Ratio (Target greater than 90%)</th>
<th>Capital Expenditure on the replacement of assets (renewals) / depreciation expense</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>12/13</td>
</tr>
<tr>
<td></td>
<td>256%</td>
</tr>
</tbody>
</table>
Net Financial Liability Ratio (Target not greater than 60%)
Total Liability - Current Assets / total operating revenue (excluding capital items)

<table>
<thead>
<tr>
<th></th>
<th>12/13</th>
<th>13/14</th>
<th>14/15</th>
<th>15/16</th>
<th>16/17</th>
<th>17/18</th>
<th>18/19</th>
<th>19/20</th>
<th>20/21</th>
<th>21/22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ratio</td>
<td>- 9%</td>
<td>- 49%</td>
<td>- 46%</td>
<td>- 43%</td>
<td>- 49%</td>
<td>- 57%</td>
<td>- 64%</td>
<td>- 73%</td>
<td>- 85%</td>
<td>- 98%</td>
</tr>
</tbody>
</table>

Objectives and Strategies

The Cassowary Coast Regional Council prepared a long-term financial plan which was adopted by Council at its budget meeting held on 9 August 2012 and includes the following objectives and key strategies:

Objectives

1. Implement a responsible capital works program that addresses ageing infrastructure
2. Achieve operating surpluses in Council’s annual budget
3. Achieve and maintain a "moderate" financial rating from the Queensland Treasury Corporation
4. Manage debt within financially sustainable levels
5. Achieve unqualified audits
6. Maximise funding from external sources and commercial revenue streams to reduce dependence on rate income
7. Achieve equitable rating policies across the region

Key Strategies

1. **Debt Policy**—To adopt and implement a Debt Policy that ensures effective management of Council debt within financial sustainable levels.
2. **Review of Council Services**—To complete a systematic review of Council services ensuring that the right services are being provided as efficiently as possible and identify potential savings.
3. **Investment Policy**—To adopt and implement an Investment Policy that strengthens Council’s financial position.
4. **Revenue Policy**—To adopt and implement a Revenue Policy that outlines the principles and processes employed when considering revenue raising issues.
5. **Asset Management Plan**—To develop and adopt an Asset Management Plan in order to ensure the appropriate management of Council infrastructure.
7. **Long term Financial Forecast**—To adopt and implement the Long-term Financial Forecast as developed within the QTC model.
COUNCILLORS

Councillor remuneration is determined by the State Government by 1 December each year. The remuneration applies to the next calendar year and is provided as a percentage range of the State Government Members of the Legislative Assembly salary.

Council must adopt the percentage within that range for remunerating councillors each year.

In addition, council is required to adopt the expenses it will reimburse to councillors and the facilities that will be provided within in order to fulfil their duties.

COUNCILLOR REMUNERATION AND GENERAL MEETINGS ATTENDED

As per Section 244 of the Local Government Regulations 2012:

(1) The tribunal must, before 1 December of the year, and for each category of local government, decide the maximum amount of remuneration payable from 1 July of the following year to a councillor, mayor or deputy mayor of a local government in each category.

(2) The remuneration may include, or may separately provide for, remuneration for the duties a councillor may be required to perform if the councillor is appointed to a committee, or as chairperson or deputy chairperson of a committee, of a local government.

Salary
Remuneration for Cassowary Coast Regional Council Elected members as determined by the Local Government Remuneration and Discipline Tribunal for a category four council shall be—

Mayor
80% of the Reference Rate (the annual base salary payable to Members of the Queensland legislative Assembly on and from 1 January 2013 being $112,462 per annum for the 2013 calendar year.

Deputy Mayor
50% of the Reference Rate (the annual base salary payable to Members of the Queensland legislative Assembly on and from 1 January 2013 being $70,289 per annum for the 2013 calendar year.

Councillors
42.5% of the Reference Rate (the annual base salary payable to Members of the Queensland legislative Assembly on and from 1 January 2013 being $59,746 per annum for the 2013 calendar year.
Method of Payment
Remuneration will be paid in equal instalments in line with the normal council pay periods and in accordance with the escalation provisions set out in the Queensland Parliament Members Entitlements Handbook.

Superannuation
Elected members will be entitled to superannuation benefits in respect to their salary in accordance with section 226 of the Local Government Act 2009.

Councillor Meetings Attendance
Section 186(c) of the Local Government Regulation 2012 requires Council to provide details of the number of general meetings attended by each Councillor during the year. These particulars are contained in the table below.

Ordinary meetings of Council were held fortnightly in the council chambers located at Tully and Innisfail. Local Government Meetings are held on the 2nd and 4th Thursday of the month, unless otherwise advertised. The maximum number of meetings held was 24.

| Councillor's Remuneration and Meeting Attendance from 1 July 2012 to 30 June 2013 |
|---------------------------------|---------------------------------|-------------------------------|
| Description                     | Remuneration                    | No. of Meetings Attended |
| Cr Bill SHANNON                 | Salary/Allowances               | $ 110,984.63 |
|                                 | Vehicle/mileage                 | $ 0.00 |
|                                 | Superannuation                  | $ 13,318.29 |
|                                 |                                 | 23 |
| Cr Bryce MACDONALD              | Salary/Allowances               | $ 69,396.00 |
|                                 | Vehicle/mileage                 | $ 3,151.50 |
|                                 | Superannuation                  | $ 6,810.74 |
|                                 |                                 | 24 |
| Cr Glenn RALEIGH                | Salary/Allowances               | $ 58,960.00 |
|                                 | Vehicle/mileage                 | $ 6,795.42 |
|                                 | Superannuation                  | $ 7,075.28 |
|                                 |                                 | 22 |
| Cr Alister PIKE                 | Salary/Allowances               | $ 58,960.00 |
|                                 | Vehicle/mileage                 | $ 6,043.58 |
|                                 | Superannuation                  | $ 7,075.28 |
|                                 |                                 | 21 |
| Cr Mark NOLAN                   | Salary/Allowances               | $ 58,960.00 |
|                                 | Vehicle/mileage                 | $ 266.72 |
|                                 | Superannuation                  | $ 7,075.28 |
|                                 |                                 | 24 |
| Cr Ian RULE                     | Salary/Allowances               | $ 58,960.00 |
|                                 | Vehicle/mileage                 | $ 0.00 |
|                                 | Superannuation                  | $ 7,075.28 |
|                                 |                                 | 24 |
| Cr Kylie FARINELLI              | Salary/Allowances               | $ 58,960.00 |
|                                 | Vehicle/mileage                 | $ 2,036.25 |
|                                 | Superannuation                  | $ 7,075.28 |
|                                 |                                 | 22 |
EXPENSES INCURRED UNDER EXPENSE REIMBURSEMENT POLICY

Section 186(b) of the Local Government Regulation 2012 requires Council to provide particulars of the expenses incurred by, and the facilities provided to, each of its Councillors, under the Expense Reimbursement Policy during the year. The following domestic travel and professional development expenses were incurred under the Expenses Reimbursement Policy.

<table>
<thead>
<tr>
<th>Councillor</th>
<th>Date of Conference</th>
<th>Destination</th>
<th>Purpose</th>
<th>Total cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cr Bill SHANNON</td>
<td>16-17/7/2012</td>
<td>Cairns</td>
<td>Elected Members Professional Development workshop 2012.</td>
<td>$ 487.50</td>
</tr>
<tr>
<td></td>
<td>29/08/2012</td>
<td>Longreach</td>
<td>Local Government Managers conference.</td>
<td>$1,473.00</td>
</tr>
<tr>
<td></td>
<td>15/02/2013</td>
<td>Cairns</td>
<td>Elected Members update 2013 workshop.</td>
<td>$ 295.00</td>
</tr>
<tr>
<td></td>
<td>7/03/2013</td>
<td>Brisbane</td>
<td>Invasive Plant &amp; Animals Co-Investment Model Project.</td>
<td>$ 416.00</td>
</tr>
<tr>
<td></td>
<td>10/05/2013</td>
<td>Mackay</td>
<td>Queensland Plan summit.</td>
<td>$ 438.00</td>
</tr>
<tr>
<td>Cr Bryce MACDONALD</td>
<td>16-17/7/2012</td>
<td>Cairns</td>
<td>Elected Members Professional Development workshop 2012.</td>
<td>$ 487.50</td>
</tr>
<tr>
<td></td>
<td>22-25/10/2012</td>
<td>Brisbane</td>
<td>LGAQ 116th Annual Conference.</td>
<td>$ 541.32</td>
</tr>
<tr>
<td></td>
<td>15/02/2013</td>
<td>Cairns</td>
<td>Elected Member update 2013 workshop.</td>
<td>$ 295.00</td>
</tr>
<tr>
<td>Cr Glenn RALEY</td>
<td>16-17/7/2012</td>
<td>Cairns</td>
<td>Elected Members Professional Development workshop 2012.</td>
<td>$ 487.50</td>
</tr>
<tr>
<td></td>
<td>3-4/10/2012</td>
<td>Mackay</td>
<td>Waste Q Interactive conference.</td>
<td>$1,290.00</td>
</tr>
<tr>
<td></td>
<td>22-25/10/2012</td>
<td>Brisbane</td>
<td>LGAQ 116th Annual Conference.</td>
<td>$ 435.00</td>
</tr>
<tr>
<td></td>
<td>15/02/2013</td>
<td>Cairns</td>
<td>Elected Members update 2013 workshop.</td>
<td>$ 295.00</td>
</tr>
<tr>
<td>Cr Alister PIKE</td>
<td>16-17/7/2012</td>
<td>Cairns</td>
<td>Elected Members Professional Development workshop 2012.</td>
<td>$ 487.50</td>
</tr>
<tr>
<td></td>
<td>15/02/2013</td>
<td>Cairns</td>
<td>Elected Member update 2013 workshop.</td>
<td>$ 295.00</td>
</tr>
<tr>
<td>Cr Mark NOLAN</td>
<td>16-17/7/2012</td>
<td>Cairns</td>
<td>Elected Members Professional Development workshop 2012.</td>
<td>$ 487.50</td>
</tr>
<tr>
<td></td>
<td>15/02/2013</td>
<td>Cairns</td>
<td>Elected Member update 2013 workshop.</td>
<td>$ 295.00</td>
</tr>
<tr>
<td>Cr Ian RULE</td>
<td>16-17/7/2012</td>
<td>Cairns</td>
<td>Elected Members Professional Development workshop 2012.</td>
<td>$ 487.50</td>
</tr>
<tr>
<td></td>
<td>15/02/2013</td>
<td>Cairns</td>
<td>Elected Member update 2013 workshop.</td>
<td>$ 295.00</td>
</tr>
<tr>
<td>Cr Kylie FARINELLI</td>
<td>16-17/7/2012</td>
<td>Cairns</td>
<td>Elected Members Professional Development workshop 2012.</td>
<td>$ 487.50</td>
</tr>
<tr>
<td></td>
<td>26/07/2012</td>
<td>Cairns</td>
<td>2012 ALGWA Conference.</td>
<td>$ 800.99</td>
</tr>
<tr>
<td></td>
<td>17-20/09/2012</td>
<td>Cairns</td>
<td>International Economic Development conference.</td>
<td>$1,299.10</td>
</tr>
<tr>
<td></td>
<td>15/02/2013</td>
<td>Cairns</td>
<td>Elected Member update 2013 workshop.</td>
<td>$ 295.00</td>
</tr>
</tbody>
</table>
COUNCILLOR CONDUCT AND COMPLAINTS

In accordance with section 186(d)(i) of the Local Government Regulation 2012, Council Annual Report must contain the number of orders or recommendations made under Section 180(2) or (4) of the Local Government Act 2009 (the Act) by the Regional Conduct Review Panel or the Mayor in relation to Councillor misconduct or inappropriate conduct.

Council must also provide a report on the complaints it has received and dealt with for the financial year in relation to councillors.

<table>
<thead>
<tr>
<th>Item</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>(i) Orders and recommendations made under section 180 (2) or (4) of the Act;</td>
<td>Nil</td>
</tr>
<tr>
<td>(ii) Orders made under section 181 of the Act;</td>
<td>Nil</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Item</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>(i) The name of each Councillor for whom an order or recommendation was made under section 180 of the Act or an order was made under section 181 of the Act.</td>
<td>Nil</td>
</tr>
<tr>
<td>(ii) A description of the misconduct or inappropriate conduct engaged in by each of the Councillors.</td>
<td>N/A</td>
</tr>
<tr>
<td>(iii) A summary of the order or recommendation made for each Councillor;</td>
<td>N/A</td>
</tr>
</tbody>
</table>
LGR Section 186 (f) the number of each of the following during the year:

<table>
<thead>
<tr>
<th></th>
<th>Complaints about the conduct or performance of Councillors for which no further action was taken under section 176C(2) of the Act.</th>
<th>Nil</th>
</tr>
</thead>
<tbody>
<tr>
<td>(i)</td>
<td>Complaints referred to the Department’s Chief Executive Officer under section 176C(3)(a)(i) of the Act.</td>
<td>Nil</td>
</tr>
<tr>
<td>(ii)</td>
<td>Complaints referred to the Mayor under Section 176C(3)(a)(ii) or (b)(i) of the Act.</td>
<td>Nil</td>
</tr>
<tr>
<td>(iii)</td>
<td>Complaints referred to the Department’s Chief Executive Officer under Section 176C(4)(a) of the Act;</td>
<td>Nil</td>
</tr>
<tr>
<td>(iv)</td>
<td>Complaints assessed by the Chief Executive Officer as being about official misconduct.</td>
<td>Nil</td>
</tr>
<tr>
<td>(v)</td>
<td>Complaints heard by a Conduct Review Panel.</td>
<td>Nil</td>
</tr>
<tr>
<td>(vi)</td>
<td>Complaints heard by the Tribunal.</td>
<td>Nil</td>
</tr>
<tr>
<td>(vii)</td>
<td>Complaints to which Section 176C(6) of the Act applied.</td>
<td>Nil</td>
</tr>
</tbody>
</table>

**GENERAL COMPLAINTS PROCESS - ADMINISTRATIVE ACTION COMPLAINTS**

Council is required to include in its Annual Report a statement about the local government’s commitment to dealing fairly with administrative action complaints and how the local government has implemented its complaints management process. This includes an assessment of the local government’s performance in resolving complaints under the process.

Requirements under section 187(2) of the *Local Government Regulation 2012* are for council to report the number of—

- Administrative action complaints made to the local government
- Administrative action complaints resolved by the local government under the complaints management process
- Administrative action complaints not resolved by the local government under the complaints management process.
- The number of those complaints not resolved that were made in a previous financial year.
Council adopted a Complaints Management Policy and established an Administrative Action complaints procedure to manage, monitor and report on complaints received. A dedicated complaints management system ("ICasework") was implemented to centrally capture, assign, track and report on the actions taken to resolve Administrative Action complaints.

The Complaints system was audited by the Internal Auditor, Pacifica in May 2013, and the findings of the review indicate that legislative requirements and better practice principles are embedded in council’s Complaints Management Policy and that complaints management adopted by Council represents a better practice model, at both a governance and operational level.

The following report for the 2012/13 financial year is in accordance with the provisions of the general complaints process as outlined in the Local Government Act 2009.

<table>
<thead>
<tr>
<th>Total Complaints made to Council</th>
<th>107</th>
</tr>
</thead>
<tbody>
<tr>
<td>Complaints resolved under the complaints management process</td>
<td>96</td>
</tr>
<tr>
<td>Complaints not resolved under the complaints management process in 2012/13 - (complaints still open)</td>
<td>7</td>
</tr>
<tr>
<td>Complaints made in a previous financial year</td>
<td>0</td>
</tr>
<tr>
<td>Complaints resolved under the general complaints process</td>
<td>4</td>
</tr>
<tr>
<td>Complaints not yet resolved under the general complaints process in 2012/13</td>
<td>0</td>
</tr>
</tbody>
</table>

PUBLIC INTEREST DISCLOSURE

As per Chapter 5 Section 61 of the Public Interest Disclosure Act 2010 Cassowary Coast Regional Council is committed to the disclosure, in the public interest, of information about wrongdoing in the public sector and to provide protection for those who make disclosures.

Council has adopted a Public Interest Disclosure Policy Number 1.11. Last review date 23 May 2013.

No Public Interest Disclosures were received by Council for the period 1 July 2012 to 30 June 2013.

CHANGES TO TENDERS

There were no occasions during the year that persons who submitted a tender were invited to change their tender to take account of a change in the tender specifications prior to council making a decision (Section 190(1)(e) of the Local Government Regulation 2012).
INTERNAL AUDIT

Section 207 of the Local Government Regulation 2012, makes provision for council to include in its Annual Report a report on the internal audit for the financial year.

Internal Audit Team - Pacifica Chartered Accountants have been engaged by Council for a period of three years commencing from 1 July 2011.

The Internal Audit team is responsible to the Chief Executive Officer and Council’s Audit Committee and is independent of other officers and departments within council. Internal Audit specifically assists in ensuring council’s corporate goal of “Responsible governance” is achieved.

The Internal Audit team undertakes assurance services in accordance with international standards for the Professional Practice of Internal auditing issued by the Institute of Internal Auditors. Assurance services include operational, financial and compliance assurance, involving all of council and covering regulatory requirements, policy and procedures, efficiency and effectiveness of processes and operational performance to assist council in the management of risk.

Internal Audits were undertaken on the following areas within council over the period 1 July 2012 to 30 June 2013—

“One Business Project” Review Implementation Status

Overview of project scope—

Review the status of the implementation of the “One Business Project” against the established, formalised project milestones. Liaise with the project steering committee; “One Business Project” team; vendor and nominated senior management to confirm that the project status is consistently reported. Provide independent assurance and any recommendations to the project management team, organisation and Audit Committee.

Complaints Management Process

Overview of project scope—

Review current practices in place to respond to complaints received against Council’s formal complaint management process. The mechanisms in place to ensure all complaints are captured and reported on in accordance with the Local Government (Finance Plans and Reporting) Regulation 2010 will also be reviewed.

Post implementation migration review of non financial data into “One Business Project”

Overview of project scope—

Various officers will be assigned responsibility for ensuring that data is completely and accurately migrated from the former systems and spreadsheets into the relevant modules of the “One Business Project.” Financial and non-financial data migration will occur at various stages of the system role out. Using a staggered approach across financial years, Internal Audit will validate on a sample basis, the accuracy and completeness of the non-financial data migration (for various modules) as they are completed. Ideally this independent assurance will be performed prior to the modules moving into full operation and the legacy systems ceasing to run in parallel. Any errors, omissions or inaccuracies noted in the test sample reviewed will be advised to enable correction.
Audit Committee

Section 105 of the Local Government Act 2009 requires every Local Government to establish an internal audit function. Large Local Governments are also required to establish an audit committee. Cassowary Coast Regional Council established its Audit Committee in June 2009. The role of the Audit Committee is to monitor and review financial and operational integrity and effectiveness and make recommendations to the Local Government.

Audit Committee Membership from 1 June 2012 to 30 June 2013

**Independent Members**
- Ruth Faulkner, Chairperson
- Mr Bruce Gillan
- Mr Dominic Mobbs

**Council Members**
- Cr Bill Shannon, Mayor
- Cr Bryce Macdonald, Deputy Mayor

Meetings—
The Committee must meet at least two times per year. Meetings held during the 2012/13 financial year were as follows—
- 5 September 2012 - Innisfail
- 14 September 2012 - Tully
- 5 December 2012 - Tully
- 13 March 2013 - Innisfail
- 19 June 2013 - Tully

Rebates and Concessions - Rates and Charges

At its budget meeting on 9 August 2012, Council approved the following rate rebate and concessions policies—

- **Council Pensioner Concession Policy**
  This policy provides rate remission for eligible pensioners to an amount of 50% of the general rates to a maximum of $300 per annum.

- **Water Consumption Concession Policy**
  This policy provides a measure of rate concession in respect to excess water charges or water consumption charges resulting from a leak.

That pursuant to Section 172(2)(a)(ii) of the Local Government Regulation 2012, that for the 2012/2013 financial year Council allow a discount of 15% on General Rates only on full settlement of all rates and charges (including any overdue rates and interest) up to 30 (thirty) days after the date of issue of the rate Notice.
EQUAL EMPLOYMENT OPPORTUNITY ANTI-DISCRIMINATION POLICY

The purpose of this policy is to—

- promote a safe and healthy work environment for all staff
- prevent discrimination in the workplace
- ensure that directors, managers and staff are aware of their roles and responsibilities in relation to preventing and resolving complaints or discrimination; and
- describe procedures for the effective resolution of complaints of discrimination.

The Anti-Discrimination Act 1991 applies to all workplaces of the Cassowary Coast Regional Council. Its provisions extend to all employed by the Council including permanent, temporary and casual employees when dealing with one another and members of the public.

The Anti-Discrimination Act 1991 states that it is against the law to discriminate against people in particular circumstances, including when they—

- apply for a job or try to get into a course
- work, whether it be full-time, casual, temporary or voluntary
- attend schools, colleges, universities or other educational institutions
- purchase goods and services in shops, hotels, cafes, restaurants etc.
- seek or use services from legal, medical and other professionals, businesses or tradespersons
- rent a house, flat or apartment, hotel or motel room, caravan, office or shop
- purchase land or property
- apply for a credit loan
- join, visit or use the services of a club or similar organisation
- seek or use the services of state or local governments.

Discrimination is only against the law if it covers at least one of the grounds listed in the Act and if it occurs in particular circumstances.
Community Financial Report

This community financial report is intended as a brief guide to assist in understanding the financial statements. For further information please refer to the complete financial statements, comprising statement of comprehensive income, statement of financial position, statement of changes in equity, statement of cash flows, and explanatory notes, which are contained at the end of this annual report.

Information about the statement of comprehensive income

<table>
<thead>
<tr>
<th>Total operating income</th>
<th>$87,892,004</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less Total operating expenditure</td>
<td>$ 84,264,103</td>
</tr>
<tr>
<td>Net operating surplus (1)</td>
<td>$ 3,627,901</td>
</tr>
<tr>
<td>Add income and expenses for Capital items only</td>
<td>$ 25,280,718</td>
</tr>
<tr>
<td>Net result shown at Statement of Comprehensive Income</td>
<td>$ 28,908,619</td>
</tr>
</tbody>
</table>

(1) The net operating surplus is a recovery of expenditure incurred in previous years.

Total income for the 12 month period was $122,504,106, received from the sources shown in Chart 1 below. This includes both operating income and capital income, with only operating income being applicable to the net operating surplus for the financial year. Capital income is applied to the construction of assets.

Chart 1
The total operating expenditure for the 12 month period was $84,264,103 which is broken down by expenditure category as shown in Chart 2 below.

![Chart 2](image-url)

The total operating expenditure was split amongst Council’s main functions as shown in Chart 3 below.

![Chart 3](image-url)
Information about the statement of financial position and cash balance

The statement of financial position sets out council’s assets and liabilities. In addition to the operating expenditure reported in the statement of comprehensive income council spent $84,120,571 on new property, plant & equipment and repayment of loans. This type of expenditure referred to as "capital" appears as an addition to the assets that council owns recorded in the statement of financial position. During 2012/13 asset completions included the Innisfail Sewerage Treatment plant and approximately $50m of road, drainage and bridge infrastructure restored under the Natural Disaster Relief and Recovery program (NDRRA).

Assets completed by council in the 2012/13 year are shown by type in the below Chart 4.
Overall Council’s net asset value has increased during 2012/13 (refer to chart 5). The increase in current liabilities includes unpaid June invoices relating to some of the large NDRRA restoration projects currently being undertaken.