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OUR VISION

Our vision aims to unite our region by recognising what is important to residents and by focusing on the future. We see many great opportunities for our region in the coming decade, and in recognising these opportunities we are able to encapsulate our priorities for the future in one statement:

“We will retain our unique tropical lifestyle, whilst valuing our exceptional natural environment, and create a balanced, sustainable economy.”

OUR MISSION

Our mission sets out the purpose of our organisation and demonstrates how we will achieve our community vision.

“By building the foundations of a new regional council and providing integrity and strong leadership combined with excellence in service to our customers, we aim to become a council in which the community has confidence.”

OUR GUIDING PRINCIPLES

Council’s strategic decisions and day-to-day activities are guided by our values. We believe in strong leadership. This is achieved by:

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

OUR STRATEGIC PRIORITIES

Community: Providing community services and facilities; helping to maintain a connected and engaged community, building on our sense of community and pride, supporting community events, building partnerships with the Cassowary Coast community.

Environment: Valuing the region’s biodiversity; helping to maintain a sustainable environment through natural resource management; monitoring the potential impact of climate change on the region; striving for best-practice waste management; improving water and waste management practices.

Economy: Encouraging development of new businesses and industries; fostering expansion of existing businesses and industries; developing the region as a transport hub; helping the region to develop as a tourist destination; continuing land-use planning that supports a sustainable economy.

Governance: Responsible financial management; achieving best-practice asset management; complying with legislative obligations; providing great customer service; maintaining best practice disaster management practices; effective communication and community engagement practices; influencing the future of our region by increasing the effectiveness of our lobbying and advocacy; recognition as an employer-of-choice and as a high-performing organisation.
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 mangosteen, 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, Mouriyan 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 Mamu, 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. Council’s standard capital works program is continuing alongside these works, with completion of a $35 million sewerage treatment plant and significant progress on the $11 million upgrade of water treatment plant occurring in the 2011-12 year among other projects.
The Annual Report for the year ended 30 June 2012 reflects the beginning of massive expenditure of Natural Disaster Relief and Recovery Arrangements (NDRRA) funding following Tropical Cyclone Yasi.

The processes around this funding are complex and time consuming and involve all three levels of government. Whilst somewhat frustrating, it is important to follow proper process when dealing with public money. The important point is that NDRRA funding is flowing and contracts are being awarded at an unprecedented pace. Full recovery from Yasi was always going to take years, not months.

There are also offers of some funding for the Innisfail library, and improvements to Mission Beach marine facilities.

Decisions on these capital works projects are expected to be made in the upcoming year.

With a majority of councillors newly elected and a change of state government, Council is reviewing potential locations for the Mission Beach pool. In order for this project to be ready for any major sport and recreation projects funding, Council will need to resolve the location and conceptual design issues in the next few months.

Our region is recovering from the cyclone, our three main industries (bananas, tourism and cane) are all showing signs of improved trading conditions and our financial position is sound, so the future looks promising.

My congratulations to our staff for their excellent efforts in the recovery process and my thanks to our citizens for their ongoing hard work and resilience.

Cr Bill Shannon
Mayor

Committees: FNQROC, Mission Beach Marine Advisory Committee, Cassowary Coast Local Disaster Management Group, Australia Day Committee, CCRC Audit Committee

Contacts: Tel: (07) 4030 2205 or 0400 220 848 Fax: (07) 4061 4258 Email: mayor@ccrc.qld.gov.au
The past year has presented a range of challenges for the Cassowary Coast Regional Council due to the damage sustained from Cyclone Yasi in February 2011. Council has devoted significant resources to the recovery from this natural disaster, working cooperatively with other levels of government to undertake the huge task of rebuilding damaged infrastructure, assisting affected communities to recover from the impacts of the disaster and improving future resilience.

All areas of Council have been involved in supporting recovery activities and external support has also been obtained in developing the detailed submissions to restore damaged public infrastructure, with the final figure likely to exceed $160 million, including emergent works and counter disaster operations costs. In relation to the special funding provided for the Cardwell reconstruction works and the marine infrastructure recovery at Mission Beach, Council has entered into a joint working relationship with the Department of Main Roads for the delivery of these works.

Whilst a significant focus has been on disaster recovery activities, substantial progress has also been made in completing major infrastructure projects. During the year the Jubilee Bridge project was completed and opened, the Innisfail Sewerage Treatment Plant upgrade was finalised and commissioned, the Tully Sewerage Scheme was significantly upgraded and the Innisfail Water Treatment Plant upgrade was nearing completion. The combined value of these projects is approximately $75 million and the Council has been fortunate to secure substantial State Government funding support for these projects, with subsidies of approximately $55 million provided.

The completion of these major projects has enabled Council to address the huge infrastructure backlog that it was faced with following amalgamation. The scale of the projects and associated risks was seen as a major impediment to Council's long term financial sustainability and it is pleasing to note that works have been completed within budget.

The Local Government elections in April 2012 resulted in a significant change in the composition of the Council, with a number of sitting councillors not seeking re-election or unsuccessfully contesting the election. Recognition should be given to the councillors that served during the first term of Council, as they had to address many difficult issues that were important to establishing a strong foundation for the future. The new councillors have settled into their new roles and completed an intensive induction process to help them undertake their responsibilities.

The outcomes achieved over the past 12 months would not have been possible without the dedication and commitment of our employees. They have had to confront a huge workload associated with the recovery from Cyclone Yasi, delivery of a large Capital Works Program and the maintenance of our normal operations. Given the resource constraints they have had to work with this is a remarkable achievement.

The focus over the next year will be on delivering the major reconstruction program associated with the recovery from Cyclone Yasi. These works will extend into the 2013/14 financial year given the magnitude of the reconstruction program to be undertaken. This will require the dedication of significant resources in managing the various contracts and complex compliance requirements. The program will provide a boost to the local economy and help restore confidence in the future of our region. This would not be possible without the financial support provided by the State and Federal Governments under the Natural Disaster Relief and Recovery Arrangements (NDRRA) program.

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

Portfolio:
Drainage, Water Supply and Sewerage Infrastructure Planning

Committees:
- Tully Multipurpose Centre Management Committee
- Cassowary Coast Traffic Consultative Committee
- Tully Community Centre Advisory Committee
- Cassowary Coast Local Disaster Management Group
- CCRC Audit Committee,
- Cyclone Yasi Recovery Committee
- Johnstone/Cardwell River Improvement Trust

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:
- LAWMAC
- Cardwell District Historical Society
- Hinchinbrook Local Marine Advisory Committee
- 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
- RADF Committee
- Mission Beach Visual Amenity Advisory Committee
- Mission Beach Liquor Accord
- Mission Beach Habitat Action Group
- Tourism Tropical North Qld
- Tropical Coast Tourism
- Mission Beach Aquatic Facilities Reference Group

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
COUNCILLOR PROFILES

Cr Mark Nolan — Division 4

Portfolio: Community Services and Natural Environment

Committees:
- Community Information Hub/Library Reference Group
- FNQ Pest Advisory Forum
- NQ Sports Foundation
- CCRC Natural Assets Management Advisory Committee
- Pease Park Management Committee
- Aerodrome Management Committee
- Conservatorium Committee
- Australia Day Committee
- Goondi Combined Sports Association
- Community Assistance Scheme Grants Selection Panel
- Liveable Cassowary Coast 2020
- Johnstone/Cardwell River Improvement Trust

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

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

Cr Ian Rule — Division 5

Committees:

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:
- RADF Committee
- Innisfail Liquor Accord
- Aerodrome Management Committee
- Australia Sugar Museum Committee
- Economic Development Reference Group
- Liveable Cassowary Coast 2020
- ICM Catchment Management Association
- Cassowary Coast Industry Taskforce

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

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
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

Director Community Services
Julie Murphy

Commenced Position on 23 March 2009

Qualifications:
• Bachelor of Social Work

Responsibilities:
• Community Engagement
• Parks and Gardens
• Natural Environment
• Community Facilities
• Community Services
• Libraries
• Tourism
• Economic Development
The general management section of Council includes staff members from the office of the Mayor and CEO, Human Resources, and Workplace Health and Safety areas.

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

The following key outcomes have been achieved over the past year:

- Preparation of meeting agendas and minutes for 21 ordinary meetings and two special meetings of Council
- Completion of an intensive induction program for the new Council following the April 2012 Local Government elections
- Finalised the implementation of key actions identified in the Strategic Financial Action Plan adopted by Council
- Completion of major infrastructure projects including the Jubilee Bridge, Innisfail Sewerage Treatment Plant and Tully Sewerage upgrade with special State Government funding support
- Established and maintained good working relationships with the QRA and various state government departments concerning recovery from Cyclone Yasi and NDRRA funding assistance
- Established an MOU with the Department of Main Roads for the project management and delivery of the Cardwell Esplanade and Marine Infrastructure Recovery (CEMIR) project
- Actively participated in regional initiatives through FNQROC, including participation by staff on various specialist subgroups
- Coordination of staff recruitment activities, with the filling of 53 vacancies as a result of staff resignations or to meet organisational needs
- Successful negotiation and certification of a new Enterprise Bargaining agreement for a three year period covering the workforce
- Development of new or updated human resource policies including a new employee Code of Conduct
- Coordination of staff training activities including training of all staff on the employee Code of Conduct
- Completed external compliance audit for Safe Plan Workplace Health and Safety System and achieved bronze level award

Priorities for the Year Ahead

- Coordinate the reconstruction program for the restoration of damaged public assets arising from Cyclone Yasi
- Establishment of a new lobbying and advocacy strategy for Council
- Undertake improvements to Human Resource records and systems through implementation of the One Business solution
- Undertake employee recruitment activities to meet organisational needs
- Undertake audit of Workplace Health and Safety system and achieve silver level benchmark for compliance
- Co-ordinate staff training on identified priority issues, including implementation of the One Business solution
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

Two themes dominated the year - Recovery and Preparation. Recovery from Cyclone Yasi continued to be a major focus during the year with Community Development Officers working closely with communities affected by Cyclone Yasi. Support for people in need has been substantial and this is continuing as people re-adjust and rebuild their lives.

The second theme is Preparation. This involves systematically building the processes and the relationships, the infrastructure and the level of community awareness. Community Development Officers have again taken a lead in building a high level of preparedness in the community so in the event of the next cyclone the community will be ready and resilient.

In September 2011, the Disaster Management and Public Education and Training Facility in Innisfail was opened by the then Minister for Police, Corrective Services and Emergency Services, the Honorable Neil Roberts MP.

This building has been purpose built to allow effective disaster management coordination and also allow for the community to receive public education and training particularly relating to disaster preparedness. Since the opening, the building has been regularly used both by the community and disaster management for preparation and training exercises.

In response to concerns expressed by the community relating to effective communication during disasters, Council has established Community Liaison Representatives to assist with on the ground communication. Approximately 24 volunteers have been nominated, selected and trained to fill this critical role. These people will not have the responsibilities of front-line service such as the SES officers, but will rather assist in communication both in the local community and up the line to assist with effective disaster response.

Council's Disaster Management Plan and the various necessary sub-plans have been reviewed and are systematically being assessed and approved by the Local Disaster Management Group. This is critical work that lays a firm foundation for effective management during the next disaster. The lessons learned have been built into these sub plans. Updated mapping work has been completed particularly regarding storm tide and river flooding. An increasing amount of data is on Council's website which will form a critical resource during the next disaster.

Council's new Disaster Coordinator, Andrew Portelli, is currently undertaking substantial training in all aspects of disaster management. Building relationships with key response agencies is a critical part of the work he undertakes. Having strong working relationships with neighbouring councils helps foster a united approach to response and recovery efforts.

Priorities for the year ahead:

- Completion of disaster management plans and sub-plans
- Community preparedness
- Community liaison system
Communication

Council is committed to providing informative and timely information on pertinent community issues where Council has direct involvement.

The use of the website as a critical point of reference for the public is increasing as evidenced by the website access statistics. Page readership and interaction is steadily increasing. Council’s website, which was redesigned last financial year, is continuing to increase in popularity on a month-by-month basis. In the 2011-12 financial year, 26,447 people visited the website, and there were 55,468 visits overall. On average, users visited four pages and spent four minutes on the website per visit. The most popular pages were the home page, employment, contact Council, tenders and quotes, the Town Planning Scheme and impounded animals.

Print, radio and television media continue to be primary sources of information for the community and Council’s Communications Officer issued 170 media releases over the course of the year on issues ranging from cyclone recovery projects, major infrastructure projects and Council meeting topics to water restrictions, beach protection, entertainment and events. The releases go to newspaper, radio and television outlets as well as some organisations, community groups and individuals in the region.

In the past 12 months Council has re-launched its Facebook page which has provided another communication avenue. Facebook is being used to inform a sector of the community that may not read newspapers or listen to radio news broadcasts regularly. It is also another way to interact with the community, via posted comments, and to direct people, via links, to Council’s website as a main online information source.

Effective and accurate communication is the foundation of open and transparent government. Council maintains a professional relationship with media outlets and its Communications Officer facilitates comments on issues under discussion.

Priorities for the year ahead:

- Enhanced capabilities with Council website
- Publication of a Council e-newsletter

Finance

The financial year began with the adoption of a challenging budget featuring a capital works program of $70.18 million. In addition to the replacement of aging infrastructure the budget laid the foundation for substantial NDRRA reconstruction works following Cyclone Yasi. Despite the impacts of the cyclone, Council was able to frame a budget that met all the sustainability ratios as required under legislation.

Council’s debt position as at 30 June 2011 was $31.1 million. Repayments of $3 million resulted in a debt position as at 30 June 2012 of $28.1 million.

Council’s current debt policy allows for additional borrowings of $17.1 million for sewerage and water infrastructure over the 2013/15 financial years. The debt level in the short term will be approximately $36.7 million with progressive payments resulting in a debt forecast of $12.8 million as at 30 June 2022.

The work associated with the cyclone recovery has resulted in some additional challenges for Council’s Finance Section. The additional workload in processing claims and cash flow challenges has been managed effectively. The substantial damage to Council infrastructure needed to be reflected within Council’s financial statements and this required a revaluation of assets based upon condition assessment. This added additional challenges to the preparation of the financial statements and the corresponding financial audit. The 2010/11 financial statements were not completed until February 2012 and it is pleasing to report that again an unqualified audit was achieved. An unqualified audit has also been achieved for the 2011/12 financial statements which were completed within the statutory timeframe without extension.

Council has embarked upon the One Business project which involves the introduction of an integrated software system incorporating finance, asset management, works and property and rating modules. This system will substantially enhance Council’s financial management capabilities through advanced computer functionality and streamline work processes.

The challenge of changing core software systems can be quite daunting and finance staff have made substantial commitments towards achieving a successful outcome.

Priorities for the year ahead:

- Successful implementation of the One Business Project
- Effective financial management of NDRRA projects
- Achieve an improved QTC financial sustainability rating
Corporate Services

Rates and Charges

Council’s budget provided an increase in the general rate levy of approximately 3.8% for most rating categories although the increase was slightly lower for the primary production category. 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 $28.892 million.

Due to the requirement for amalgamated councils to complete the integration of the rating structures, Council reviewed the application of separate levies that were previously applied in the former Council areas. This saw the implementation of a Transport Infrastructure Levy and an Environmental Management Levy applying to all properties across the region. The levies replaced the three separate levies that previously applied within the former Council areas.

In the development of the budget, Council made no changes to the general rating structure, which continues to reflect the recommendations made by the community rate reference group in 2009.

Partly as a result of Cyclone Yasi, Council saw an increase in rate arrears during 2010/11. It is pleasing to report that during 2011/12 there was a substantial reduction in rate arrears from $5,963,091 to $4,805,045. Council continues to progress with debt recovery action and provide all reasonable opportunities for payment arrangements.

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

During the year a new customer service facility was provided at the Cardwell library. This involved combining normal library duties with a broad range of additional customer services. The opening hours have been extended and the staff trained to meet a broader range of community needs.

There are now 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.

- Counter enquiries 7,908
- Telephone enquiries 30,915
- Cemetery applications processed 183
- Number of property searches issued 630
- Number of payments processed 70,279

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:
- Successful implementation of the One Business Project
- Improved telephone response
- New customer request system

Information Technology and Records Management

The largest IT project ever undertaken by Council is well underway. The One Business project involves the replacement of the 20-year-old information software system (PCS) with the new local government management system that better meets Council’s needs particularly in terms of financial and asset management systems.

A project coordinator has been employed working with approximately 50 Council staff to see the new system configured in such a way that delivers significant improvement to internal processes and Council services. The $1.5 million project presents challenges and opens opportunities for change based upon new technology. The project is scheduled to go live in March 2013.

Council’s record management system was upgraded during the year to provide improved functionality. This coincided with an upgrade to Microsoft Office 2010.

The full implementation of Citrix has been a challenging yet effective means of ensuring that the long-term performance of Council’s networking system maintains a high level of performance and integrity.

Priorities for the year ahead:
- Successful implementation of the One Business Project
- Approval and implementation of a new IT strategic plan
- Improved performance of the Citrix system
Corporate Services

Governance

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

Internal Audit - Council's internal auditors, Pacifica Chartered Accountants, conducted a pre-implementation review of the “One Business” project planning in addition to undertaking an audit of Council-managed Community Housing.

New Local Laws - Councils affected by amalgamation or boundary changes after the local government elections held on 15 March 2008 were required to consolidate their previous sets of local laws and subordinate local laws. In December 2011, Council adopted new Local Laws and Subordinate Local Laws which took effect as at 1 January 2012. The new local laws will undergo a review process in 2013.

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. An integration of risk management into the day-to-day operations of the organisation highlights a guiding philosophy which allows for better decision-making and ensures a greater chance for successful outcomes.

Completion of Stage 1 Implementation of ERM resulted in 241 Operational Risks being identified across 26 areas within Council. The Enterprise Risk Management Committee has been established to monitor and facilitate the ongoing implementation and review of ERM.

Insurance - The Cyclone Yasi Insurance Claim was finalised in August 2012. Council managed Material Damage Reinstatement costs at $4,560,081 and Consequential Loss of $89,979. The total claim was $4,650,060. Due to the disastrous events of 2011, Council’s premium has increased from $593,843 in 2010/11 to $986,042 in 2011/12.

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 has been working with Ashdale Complaint Management Services to develop an appropriate system with implementation scheduled for July /August 2012.

Priorities for the year ahead:
- Full implementation of a new complaint management system
- Development of risk treatments for operational risks across the Council
- Review of local laws
- Policy review following legislative changes

Right to Information Act 2009 and Information Privacy Act 2009

Applications

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Our Performance

Community Services

The Department of Community Services is responsible for the delivery of community facilities, library services, housing services, tourist information, family day care, parks and sports fields.

It has responsibility for 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 progressively returned to normal business with Yasi recovery responsibilities taking on a more measured community development focus, replacing the urgent multiplicity of tasks that followed immediately after Cyclone Yasi.

A number of major projects have been completed and several more have been substantially progressed.

- In June the Medical and Allied Health students' accommodation in Innisfail, a partnership project between Council and James Cook University, was completed ready for students to take up residency in the coming months. This initiative will encourage medical students to take up positions in the region following residing and training here.

- The Regional Information and Community Hub project was submitted for funding to the State and Federal Governments. Council successfully secured $2 million from the State Government but unfortunately was not successful in its bid for Federal funds. A second application will be lodged in the next 2012 funding round.

- The Cassowary Coast Region Community Plan 2011–2021, required under the Local Government Act 2009 to guide the future direction of Council, was completed in December 2011 and made available to the community.

Community Development

Cultural and Recreation

Key outcomes have been achieved over the past 12 months:

Sport and Recreation

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

- Annual sport and recreation information forums held across the region

- 31 young people supported via Council’s Individual Recognition Program to assist with costs of travelling to regional and state competitions

- 42 local clubs 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.

Arts and Culture

- A Regional Arts Development Fund (RADF) Regional Workshop was held at the Innisfail Shire Hall in April 2012. RADF Liaison Officers from as far north as Cooktown and as far south as Townsville attended the workshop.

- The Regional Arts Development Fund (RADF) distributed $66,563.75 in the region’s arts sector. A total of 17 organisations and individuals received grants.

The Innisfail Shire Hall Concert Hall and Conservatorium of Music were the venues for some special performances.

Concert Hall

May 2012 saw the installation of retractable seating by Civic Project Seating. The Green Way Dance Festival was the first to use the seating. There were capacity audiences, the seating was well utilised and great feedback was received from audience members.

The seating is used for all shows where we have an audience of over 200. The extra chairs from the hall have now been delivered to Warrina Lakes and Frogs Hollow.

View from the top row of retractable seating
Community Services

- The Steinway piano was in use each month for lunchtime concerts, thanks to people like Thelma Mellick and her wonderful singers.
- Morning Melodies were held every two months and each event saw over 120 people attend.
- The Catholic Debutant Ball had a capacity crowd.

The Conservatorium of Music

- The Innisfail Community Band, Innisfail Choral Society, Junior Theatre and Young Performers have all used the theatre extensively in the past year, with Young Performers celebrating 25 years of competition.

Community Development (Access and Inclusion)

Key outcomes achieved over the past 12 months:

Youth

Youth Network activities:

Dance parties held at the end of each term in the Shire Hall, with around 300 students at each event.

Aboriginal comedian Mark Sheppard who performed his show "Chasing the Lolly Man" at the Conservatorium of Music also ran workshops for students at Radiant Life College, which was funded by the Youth Network.

Disabilities

Diverse Learning Centre students invited the Youth Officer, Kim Agli, for a morning tea to thank the Youth Network for donating $200 towards travel to their Mini Olympics. Students also thanked Council for their invitation to Harmony day in the Shire Hall.

Inclusion Multicultural

In February 2012 Multicultural Affairs announced that the LAMP funding had been extended to all 13 regional councils including Cassowary Coast Regional Council for a further three years from 1 July 2012 through to 30 June 2015.

Harmony Day was celebrated in March with two events. The first event was a shared morning tea at the new St Johns Community Care Centre in Rankin Street Innisfail. The morning tea was a partnership with St Johns Community Care, Innisfail Greek Woman’s Association and the Innisfail Italian Society. This was a great opportunity for the older multicultural members of our region to join and celebrate their lives in our community.

The second, a concert in the Shire Hall, included dances by the Goondio Dancers, African drumming by the students from East Innisfail State School and a demonstration by Innisfail Tai Chi where the audience was encouraged to join in. The partners in this event included Cassowary Coast Employment, Life without Barriers, Steps Group Australia, Department of Communities, Disabilities Services, Endeavour Services, and the Diverse Learning Centre.

Community Development Planning

Key outcomes achieved over the past 12 months:

- Completion of Queensland Healthy Communities Award Project
- Implementing Liveable Cassowary Coast 2020
- Liveable Cassowary Coast Market Project Strategy Consultation (Audit and Recommendations)
**Community Services**

**Priorities for the year ahead:**
- Progressing recommendation from Liveable Cassowary Coast Transport Project Stage 1
- Actioning Business Plan for Innisfail Shire Hall Concert Hall
- Cultural Plan and Public Art Policy

**Family Day Care**

**Key outcomes achieved over the past 12 months:**
- Educators commence operating under new Education and Care Services National Regulations
- Training for educators on the National Quality Framework
- Cassowary Coast Baby and Children’s Expo—April, June, August 2
- Successful Facebook page

**Priorities for the year ahead:**
- Preparing for accreditation 2013
- Continuing support for parents and educators while establishing strong community links by working in partnership with community organisations, state and federal governments and other early childhood organisations.

**Social Housing**

**Accommodation**
- Management of 56 Social Housing properties, 17 Council owned properties and 124 bedrooms of accommodation for displaced people and tradesmen from Cyclone Yasi in the Cassowary Coast Region.
- Collaborating with community agencies to case manage clients with complex needs to achieve beneficial outcomes.
- Management of Cardwell, South Mission Beach and Tully Heads halls. Liaising with caretakers of halls and ensuring streamlined efficiencies in operations.

**Libraries**

**Key outcomes achieved over the past 12 months:**
- Children's activities conducted through the year included National Simultaneous Storytime during Australian Library and Information Week; implementation of regular baby rhyme times as well as storytimes for older children; Summer Reading Club; and the Read-Up program - a National Year of Reading event.
- A number of author talks were held including family history workshops with Judy Webster and a creative food-writing workshop with Marion Gadsby.
- A joint application between Hinchinbrook Libraries and Cassowary Coast Libraries was successful in providing free Wikipedia training to residents of Hinchinbrook Shire and Cassowary Coast Region.
- The Fred Hollows exhibition toured all four library branches in August 2011.
- A Telstra Connected Seniors grant enabled all branches to run mobile phone classes for older people which were very well-received by the public.
- The Cardwell Library extended its opening hours with the inclusion of Council Customer Services. The library is now open every weekday and Saturday mornings.
- The J.C. Hubinger building was rebuilt after being significantly damaged in Cyclone Yasi.
- Submissions for funding the replacement Innisfail branch were prepared for the Local Government Grants and Subsidies Program
**OUR PERFORMANCE**

**Community Services**

- and Round 2 of the Regional Development Australia Fund.

**Priorities for the year ahead:**

- Initiate SMS and email communications with customers
- Improve staff technology skills, including social media.

**Economic Development**

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

- **Investment Strategy**
  Work commenced on progressing the Region’s first investment strategy in collaboration with Advance Cairns and members of the Economic Development Reference Group

- **Disaster Resilience Decision Support System**
  Representations to a number of newly elected Ministers in the Queensland Government have been made and has broad support for the project from a number of interstate emergency management agencies

- **Cassowary Coast Industry Taskforce**
  Established with early outcomes:
  - the skilling up of local people in acquiring Heavy Rigid and Multi Combination Licences to fill the skill shortage in the Region
  - research project into the skill shortage in the retail sector
  - Career Pathways in Schools Project linking schools to local industry and showcasing to industry the skills within the local schools programs

**Priorities for the year ahead:**

- **Master Plan for Mundoo Aerodrome**
  The completion the first ever master plan for Mundoo Aerodrome

- **Regional Master Brand**
  Development of Cassowary Coast Region Investment Strategy in collaboration with Advance Cairns and Council’s Economic Development Reference Group
  The establishment of a Cassowary Coast Region Business Awards program

- **NBN**
  Liaise with NBN Co to achieve the rollout in the region as a priority
  Development of an Engagement Strategy to inform and educate the community about the benefits of NBN and more broadly the internet

**Natural Environment**

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

- Provided input into the community consultation and design of the Cardwell Foreshore Reconstruction
- Successfully developed and sought funding for CCRC coastal reconstruction
- Enhanced the profile of good coastal management through the employment of a Coastal Management Facilitator
- Reviewed assessment and approval process for commercial recreation operators permits
- Developed fire management plans for key CCRC managed reserves
- Developed post-Yasi Environment Recovery Plan as part of Community Recovery Plan
- Developed Draft Pest Management Plan

**Priorities for the year ahead:**

- Coastal restoration project, funded by NDRRA
- Walking track restoration, funded by NDRRA
OUR PERFORMANCE

Community Services

- Development of a State of Environment Report
- Finalisation of a Pest Management Plan
- Implementation of NDRRA Natural Environment asset repair
- Completion of Dunk Island Campground day use area and walking tracks reconstruction

Parks and Open Space

Key outcomes achieved over the past 12 months:

- Completed clean up, repairs and replacement of assets including playgrounds in parks and open spaces
- Continuous repair work and monitoring of trees damaged by Yasi in parks, open space and alongside streets
- The level of service program has been reviewed and necessary changes made
- Tully Heads Penning Park upgrade - consultation completed; concept plan developed
- Bingil Bay day-use area upgrade 90% completed

Priorities for the year ahead:

- Commence region-wide sport and recreation plan completing Section 1: Open Space and Parks Regional Master Plan, incorporating priority infrastructure schedule
- Tully Heads Penning Park upgrade – Stage 1 of Concept Plan implemented and investigation into pedestrian access to Penning Park
- Development of street tree strategy
- Development of data base for continuous monitoring of problem trees

Community Facilities

Key outcomes achieved over the past 12 months:

- Insurance rebuild of all facilities completed
- Work completed to facilities under the NDRRA scheme
- Resealing and extension completed at Tully Aerodrome
- New office completed —Tully Depot
- New roof completed —Tully Civic Centre
- Golden Gumboot—internal upgrade completed
- Generator installation completed at Tully Civic Centre

Priorities for the year ahead:

- Review of caravan parks
- Action business plan for pools

Tourism

Key outcomes achieved over past 12 months:

- 69 participants from across the CCRC attended Strengthening Community organisations workshops
- CCRC was represented at Sydney, Melbourne and Brisbane Caravan and Camping expos
- Renovations to Innisfail Visitor Information Centre completed
- Successful submission for Tully and Innisfail Information Centres to process National Parks bookings
- Selected to host 2013 Queensland Information Centres Conference
- Achieved an increase in the number of volunteers working at Visitor Information Centres

Priorities for the year ahead:

- Development of a Tourism Strategic Plan
- Develop a Free Camping policy
- Address the need for WIFI access at Visitor Information Centres
- Develop a Mountain Biking strategy for the Cassowary Coast
- Apply for RV Friendly status for Tully
- Ensure the production of a regional promotional brochure
OUR PERFORMANCE

Community Services

Yasi Recovery

Key outcomes achieved over the past 12 months:

- Implementation of identified projects in the areas of economic, natural environment, human-social and built environment recovery
- Support for community engagement in reconstruction and recovery projects
- Coordination of donations and funding for use in projects such as the upgrade and relocation of the Main Pavilion at the Tully Showgrounds; portable disaster signage, picnic shelter and playground equipment at Penning Park
- Continued community development work through the three community development officers. Over $340,000 spent on community projects in the areas most affected by Cyclone Yasi
- Review and evaluation of recovery process and production of Yasi Recovery Effort Report to inform and strengthen future disaster recovery operations

Priorities for the year ahead:

- Review of the Recovery Plan
- Completion of Recovery Projects

Special Projects

Key outcomes achieved over the past 12 months:

- Facilitation of community engagement in Council projects through a range of activities including workshops, meetings and surveys
- Establishment of a pilot online community engagement forum "Have Your Say" linked to the Council website

Priorities for the year ahead:

- Development of communication and community engagement toolkit
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. For a large part of the 2011-2012 financial year, the department has devoted substantial resources to the region’s recovery from Cyclone Yasi.

Planning Services

Key outcomes achieved over the past 12 months:

- Drafting of the new Cassowary Coast Regional Planning Scheme almost completed, which included:
  - Finalisation of the Innisfail Urban Growth Study and finalisation of the housing needs assessment
  - Collation of the data required for planning scheme mapping
  - Refinement of the areas of ecological significance mapping
  - Review of land use designations across the region
- Extensive workshopping of the planning scheme was carried out internally and with State agencies

- Mapping

- The Priority Infrastructure Plan was released for public consultation following the successful completion of a first State interest review

- Assessment of 497 building applications (not Cyclone Yasi related), with an approximate value of $44.6 million, including 89 new dwellings.

- Assessment of 1456 building applications (Cyclone Yasi related), with an approximate value of $132.4 million

Priorities for the year ahead:

- Complete Cyclone Yasi-related building matters to allow finalisation of the region’s recovery

- Provision of a high level of advice and address matters in a timely manner for the public

- Completion of draft Cassowary Coast Region Planning Scheme

- Assessment of 115 development applications

- Processed 18 applications for reconfiguring a lot
Planning and Environmental Services

Environmental Health

Key outcomes achieved over the past 12 months:

- Adoption of new Local Laws and Subordinates following public consultation and their successful implementation. Subordinate Local Laws were developed in-house, utilising a regional approach with neighbouring local governments.
- Model Local Laws developed by the State were adopted in line with most regional councils.
- Annual inspection of all food businesses in the region.
- In conjunction with Council’s Water and Sewerage section, monthly sampling and testing of Council’s reticulated drinking water supply for microbiological analysis and also chemical/physical and pesticide analysis in the Johnstone River supply.
- Dealing with enforcement and compliance issues as follows:
  - Animal control
  - Parking infringements
  - Overgrown allotment/rat harborage notices
  - Potential airborne hazards
  - Local law matters in general
- Issuing licenses, registrations and permits with inspections carried out annually or as required for the following premises:
  - Hostels/shared accommodation
  - Personal appearance services (skin penetration)
  - Standing stalls
  - Itinerant vendors
  - Outdoor dining
- Re-opening of Innisfail Animal Refuge with new operator Katrina Taylor, following retirement of long term managers John and Sandra 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.

Environmental Protection

Key outcomes achieved over the past 12 months:

- Licenses and registrations issued to businesses undertaking an environmental relevant activity with an inspection carried out annually or as required.
- 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.
- Monitor Council operations for environmental compliance, including the Stoters Hill landfill and the sewerage treatment plants.
- Water monitoring at Ninds Creek and groundwater monitoring at landfills.
- National Pollutant Inventory reporting.
- Providing a response to community enquiries relating to environmental nuisances, illegal dumping and minor water contamination.
OUR PERFORMANCE
Planning and Environmental Services

Waste

Key outcomes achieved over the past 12 months:

- Effectively managed 17 years’ worth of solid waste generated by Cyclone Yasi, through source separation, greenwaste mulching, metals recycled and concrete crushed and reused
- Continued management of cyclone waste - at 30 June 2012:
  - 990,000 cubic metres of mulch produced
  - 250,000 cubic metres of mixed cyclone debris
  - 3,500 tonnes of steel recycled
- $14 million of waste management expenditure approved through Counter Disaster Operations funding - NDRRA (State and Federal Governments)
- Successfully applied for funding to construct new cells at existing landfills at Tully and Stoters Hill, Innisfail, to accept all Cyclone Yasi waste and provide similar remaining airspace at the landfills that was present pre-disaster
- Entered new contracts for the transport and disposal of wet waste at Mareeba
- Implemented State Government waste levy from December 2011 to June 2012 when it was rescinded by the new State Government

Priorities for the year ahead:

- Creation of new cells at the Stoters Hill and Jarra Creek landfills
- Final disposal of all Cyclone Yasi waste
- Finalisation of Waste Management Strategy for whole of Cassowary Coast
Our Performance

Works

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

Provides 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:

- 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
- Finalisation of the 2009 NDDRA event claim
- Continued 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 2012 NDRRA event emergent works claim
- 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
- Due to Cyclone Yasi, the Asset Engineering Team was required to carry out a full asset revaluation on all asset classes. This exercise included preparation of asset impairment assessments, write-off reports, asset condition and useful life assessments, cost indices and unit rate reviews, development of a detailed revaluation methodology to manage the size and scale of the Yasi impact and final reporting to meet successful audit outcomes.

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:

- Response to hundreds of Cyclone Yasi infrastructure and technical issues
- Investigation and resolution of more than 100 infrastructure and engineering issues throughout the region
- 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
Fleet and Plant Program

Overview of Services
Operation and maintenance of:

- 73 heavy plant fleet
- 121 light plant fleet
- four depots and two workshops
- plant replacement program involving replacement of 31 light vehicles, 7 heavy vehicles and numerous miscellaneous and small plant items

Key outcomes achieved over the past 12 months:

- The installation of a new 16 speed, gearhead drill to replace the old 5 speed belt drive unit, will improve the productivity and safety of drilling jobs in the workshop. The new unit will also allow automated tapping of threads into drilled holes using an automated tapping chuck, all of which was done manually in the past. Problems with jammed fingers, changing belts on the old unit, not enough power to use large drill bits and speeds too high for large drill bits to be used are eliminated with the new machine.

- The installation of a new programmable pipe bending machine will allow quicker, more precise and repetitive fabrication of bent pipe fixtures using pipe diameters ranging from 20mm to 50mm (e.g. handrails). This replaces the old manual hand pump unit, which only accommodates 50mm pipe and had issues with output quality, requiring jobs to be sent to Cairns for unblemished metal bends. The new unit outputs perfect radius bends without metal scarring of the pipe surface required for handrails made from materials such as stainless steel. This machine allows pipe to be bent in a continuous form, at multiple angles, with exactly the same result each time.

- The removal of two panels of fencing within the Innisfail workshop was done to allow greater movement of vehicles allowing easier access to the third vehicle hoist and to allow heavy vehicles easier access to the repair area at the end of the workshop.
Transport Program

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

- 2009 NDDRA program completed
- Extension of time approved for the 2010 NDRRA “Queensland Monsoonal Flooding and Tropical Cyclones Olga, Neville, Ului and Paul, January to April 2010” event. Approximately $16.7 million of asset restoration work needs to be completed by June 2013. All resheeting works complete.
- NDRRA restoration submissions due to Cyclone Yasi approved to the value of $100.5 million. There are further submissions pending approval totalling a further $20 million.

Sealed Road Rehabilitation

- 37 kilometres of roads were resealed throughout the region as part of the 2011-12 Roads Reseal Program

Sealed Road Improvements

- Roundabouts constructed at either end of the new Jubilee Bridge
- Improvements to Fitzgerald Esplanade including a roundabout at the Grace Street intersection
- Grace Street traffic improvements around the Rankin Street intersection substantially complete
- Road work complete for the subdivision in Campbell Street, Tully

Unsealed Roads Improvement

- 1 kilometre of new seal on Barrets Lagoon Road utilising some NDRRA funding for gravel supply
- 1.04 kilometres of new seal on Appleyard Road utilising some NDRRA funding for gravel supply
- 1.41 kilometres of new seal on Syndicate Road
- 0.51 kilometres of new seal on Bluff Road
- 0.65 kilometres of new seal on Utchee Creek Road

Road Ancillaries

- A program to upgrade signage and delineation at Queensland Rail level crossings was progressed

Bridges

- The construction of the new Jubilee Bridge was completed
- 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:
  - Farraday’s Bridge Bulgun Road
OUR PERFORMANCE

Works

- Meacham Road Bridge
  - A replacement bridge including an upgrade to 2 lanes and pedestrian facilities was completed at Wheatley Creek, Wongaling Beach

- Hamilton Road Bridge

- North Davidson Road No. 5 Bridge

- North Davidson Road No. 7 Bridge

- Kirrama Range Road No. 1 Bridge

- Victory Creek Bridge Garradunga Road

Footpaths and Cycleways

Major projects undertaken this year include:

- The construction of a bridge connecting the shared pathway between Tully-Mission Beach Road and Seaview Street was completed

- Footpath works linking existing footpaths were completed in Mourilyan

- Planning was completed for a shared path connecting the Coral Sea Park to Port Hinchinbrook south of Cardwell, funded through NDRRA. Construction will be carried out in 2012-2013 as part of the Reconstructing Cardwell project.

Public Transport

- Continual upgrading of public bus stops within the northern area occurred in line with the Disability Discrimination Act 1992. This work will continue until December 2012, 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

**Marine Facilities Program**

**Overview of Services**
- Marine Facilities
- Boating Facilities
- Harbour Facilities
- Coastal Protection Works

**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**
- 63 packages prepared for various categories of assets
- 32 submissions prepared with a value of $152.7 million
- 19 submissions approved with a value of $75.7 million
- Further approvals are expected in 2012/13

Physical construction will be undertaken on various assets over the next two years.
Our Performance

Works

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:
- 12,351 connections
- 816.9 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
- 5,853 megalitres of drinking water supplied
- 1,373 properties connected per 100 kilometres of water mains
- 292 kilolitres of metered water supplied per connection
- Construction of the Innisfail Water Treatment Plant Upgrade commenced with completion expected in 2012-13
- Commencement of state-funded fluoridation project with expected completion by the end of 2012
- Completion of upgrades to Bulgun Creek intake weir
- Commencement of SCADA upgrade program with completion expected in 2015-16
- Installation of a disc filter in the Nyleta water scheme
- Replacement of various water reticulation mains
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:

- 6,914 connections
- 224.6 kilometres gravity and pressure mains
- 52 pump stations
- 216 trade waste generators
- Installation and replacement of new and existing waste water infrastructure
- Cardwell Sewerage Scheme planning, design and liaison with environmental agencies is continuing
- CCTV inspection and rehabilitation of sewer mains and manholes
- Innisfail Sewerage Treatment Plant commissioned and operational with demolition of the previous plant in 2013
- Tully Sewerage Scheme Upgrade Stage 2 completed
- Upgrade and Replacement of Sewage Pump Station SPS 16 in Innisfail completed
- Commencement of SCADA upgrade program with completion expected in 2015-16

Key outcomes achieved over the past 12 months:

- Program expenditure was within budget
- 4,069 megalitres of sewage treated
- 3,078 properties connected per 100km of main
- 100% compliance with sewage effluent standards for BOD
- 100% compliance with sewage effluent standards for suspended solids
It is the Local Government (Finance, Plans and Reporting) Regulation 2010 that articulates the requirement for Council to produce an Annual Report. Council must adopt the Annual Report before 30 November in the year after the end of the financial year and provide a copy to the Minister for 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 are the:

- Local Government Act 2009
- Local Government (Business Enterprises and Activities) Regulation 2010
- Local Government (Finance Plans and Reporting) Regulation 2010
- Local Government (Operations) Regulation 2010

### Significant Business Activities - Application of Code of Competitive Conduct

Council's Annual Report must contain a list of all business activities that Council has conducted during the 2011/12 financial year and identify which of those activities are significant business activities. 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 $41.62 million
  - for other business activities $24.95 million.

- **Type 2** significant businesses are business activities that have expenditure of at least—
  - for combined water and sewerage services $12.465 million
  - for other business activities $8.35 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 Local Government Act 2009.

Council's response to these requirements can be found at note 1Z within the general purpose financial statements attached to this report.

Section 119 of the Local Government (Finance, Plans and Reporting) Regulation 2010, 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 2011/12 financial year.

Council conducts water, sewerage and waste business activities. These activities do not meet the thresholds set in the 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 Local Government Action Section 47 (7) Council resolved on 21 July 2011 not to apply the Code of Competitive Conduct to its business activities in this reporting period.
Grants to Community Organisations

The following grants/donations were made during the period 1 July 2011 to 30 June 2012.

Council provided a number of grants and contributions to community organisations to the total value of $513,677 as follows—

<table>
<thead>
<tr>
<th>DESCRIPTION</th>
<th>AMOUNT $</th>
</tr>
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<tbody>
<tr>
<td>Rates rebates Not for Profit Organisations</td>
<td>107,064</td>
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<tr>
<td>RADF</td>
<td>70,510</td>
</tr>
<tr>
<td>Tourism</td>
<td>168,938</td>
</tr>
<tr>
<td>Australia Day</td>
<td>8,880</td>
</tr>
<tr>
<td>ANZAC Day</td>
<td>7,634</td>
</tr>
<tr>
<td>Special Events</td>
<td>6,500</td>
</tr>
<tr>
<td>Sports and Recreation</td>
<td>12,515</td>
</tr>
<tr>
<td>Community Development/Youth</td>
<td>65,375</td>
</tr>
<tr>
<td>Animal Management</td>
<td>58,250</td>
</tr>
<tr>
<td>Christmas Celebrations</td>
<td>6,143</td>
</tr>
<tr>
<td>Garden Competition</td>
<td>1,868</td>
</tr>
</tbody>
</table>

Public Sector Ethics Act

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

The Public Sector Ethics Act 1994 identifies four ethics principles fundamental to good public administration that guides our behaviour as public officials and forms the basis for a local government Code of Conduct. The four principles are—

- integrity and impartiality
- promoting the public good
- commitment to the system of government
- accountability and transparency

Overseas Travel

No overseas travel was undertaken by councillors or employees of the Council during 2011/12.

Registers Open to the Public

- Register of Members Interests
- Register of Delegations by Council
- Register of Roads
- Register of General Charges and Regulatory Fees
- Register of Delegations by the Chief Executive Officer
- Register of Authorised Officers
- Register of Electoral Gifts
- Register of Policies
- Cemetery Register
- Impounding Register
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 112 of the Local Government (Finance, Plans and Reporting) Regulation 2010, the State Government has legislated that Council must include in its Annual Report relevant measures of financial sustainability for the year the annual report has been prepared and the next eight financial years. Council's measures of the financial sustainability have been defined in the legislation and are outlined in the tables on pages 38 and 39 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 that growth with millions invested in infrastructure over the new few 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.

Public Interest Disclosure


Under Section 30 of the Whistleblowers Protection Act 1994, the annual report of each public sector entity was required to include statistical information about the number of disclosures received by it, or referred to it under the Act, over the report period, and the number of disclosures substantially verified over the report period (even if received or referred before the report period).

From 1 January 2011, under Section 61 of the Public Interest Disclosure Act, the Public Service Commission has responsibility for the oversight of public interest disclosures which includes preparing an Annual Report on the operation of the Act. Public sector entities however are no longer required to include information on public interest disclosures in this report.
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 or 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.
The Local Government Act 2009 sets out the way in which a local government is constituted and the nature and extent of its responsibilities and powers. The Act requires that a council's actions are consistent with the following local government principles—

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

These legislated principles, together with Council's corporate values, form the basis of this Code of Conduct. They apply to all employees and guide our thinking, actions and decision-making. The key values which govern our behaviours as a council and which we share as employees of Council are—

- working as a team
- being responsible, proactive and positive
- valuing our integrity
- being accountable for our decisions
- valuing the people of our communities
- respecting other’s point of view

The new Code of Conduct for Council employees was adopted by Council on 14 May 2012. Training was provided to all staff with further training provided for new staff during inductions.

PRIORITIES FOR THE YEAR AHEAD

- Undertake employee recruitment activities to meet organisational needs.
- Undertake an external audit of the Workplace Health and Safety system and achieve benchmark for compliance.
- Develop strategies to address recruitment and retention and ageing workforce issues.
- Undertake training on identified priority workforce issues.

### 2011-2020 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 154(2) of the Local Government (Finance, Plans and Reporting) Regulation 2010 (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 initially adopted by Council at its budget meeting held in July. The 10 year financial forecast was also forwarded to Queensland Treasury Corporation to undertake a financial sustainability review which was completed in December 2010. Queensland Treasury Corporation rated the Cassowary Coast Regional Council as weak with a developing outlook.

It is noted that the last financial sustainability review rating of the two local governments that amalgamated to form Cassowary Coast Regional Council were as follows:

- Johnstone Shire Council—Financially distressed
- Cardwell Shire Council—Moderate with a developing outlook

The financial sustainability review noted the improved financial track record since 2005 continuing through to the current period. It also commented on:

- the improved liquidity position
- the reasonably low level of net debt in the balance sheet
- the significant forecast capital expenditure
- evidence of a commitment from the management team and elected officials to improving Council’s financial position.

Other factors contributing to the rating included:

- the challenge to Council in achieving the forecasted rates growth
- the challenge in achieving the significant capital expenditure program

The other significant factor affecting Council’s financial position was Cyclone Yasi which struck on 2 February 2011. Whilst the substantial damage caused by the cyclone will largely be repaired under NDRRA and Council insurance, there are significant additional costs including substantial increases in insurance premiums, unfunded community recovery expenditure, accounting and asset revaluation expenses and the natural disaster threshold costs.

<table>
<thead>
<tr>
<th>Working Capital Ratio (Target Minimum 1:1)</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Current Assets / Current Liabilities)</td>
</tr>
<tr>
<td>11/12</td>
</tr>
<tr>
<td>5.3:1</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Operating Surplus Ratio (Target 10% Upper Limit)</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Net Operating Surplus / Total Operating Revenue)</td>
</tr>
<tr>
<td>11/12</td>
</tr>
<tr>
<td>7.9</td>
</tr>
</tbody>
</table>
### LEGISLATIVE INFORMATION

#### Net Financial Asset/Liability Ratio (Target 60% Upper Limit)
\[
\frac{\text{Total Liabilities} - \text{Current Assets}}{\text{Total Operating Revenue}}
\]

<table>
<thead>
<tr>
<th>Year</th>
<th>11/12</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>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(23.5)</td>
<td>(6.2)</td>
<td>(1.0)</td>
<td>17.1</td>
<td>9.7</td>
<td>(1.9)</td>
<td>(5.0)</td>
<td>(14.6)</td>
<td>(26.6)</td>
<td>(43.8)</td>
</tr>
</tbody>
</table>

#### Interest Coverage Ratio (Target 10% Upper Limit)
\[
\frac{\text{Net Interest Expense}}{\text{Total Operating Revenue}}
\]

<table>
<thead>
<tr>
<th>Year</th>
<th>11/12</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>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(1.5)</td>
<td>(1.4)</td>
<td>(0.4)</td>
<td>0.2</td>
<td>0.6</td>
<td>0.1</td>
<td>(0.3)</td>
<td>(0.7)</td>
<td>(1.4)</td>
<td>(2.2)</td>
</tr>
</tbody>
</table>

#### Asset Sustainability Ratio (Target 90% Lower Limit)
\[
\frac{\text{Capital Expenditure on the Replacement of Assets [Renewals]}}{\text{Depreciation Expense}}
\]

<table>
<thead>
<tr>
<th>Year</th>
<th>11/12</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>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>309.3</td>
<td>631.7</td>
<td>120.4</td>
<td>106.2</td>
<td>77.8</td>
<td>68.3</td>
<td>97.6</td>
<td>74.6</td>
<td>67.8</td>
<td>52.2</td>
</tr>
</tbody>
</table>

#### Asset Consumption Ratio (Target 80% Upper Limit)
\[
\frac{\text{Written Down Value of Infrastructure Assets}}{\text{Gross Replacement Cost of Infrastructure Assets}}
\]

<table>
<thead>
<tr>
<th>Year</th>
<th>11/12</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>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>70.3</td>
<td>62.0</td>
<td>61.6</td>
<td>61.3</td>
<td>60.3</td>
<td>59.3</td>
<td>58.6</td>
<td>57.7</td>
<td>56.8</td>
<td>55.8</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 21 July 2011 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**

**Remuneration Schedule**

Councillor remuneration is determined by the Local Government Remuneration and Discipline Tribunal 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 remuneration set out in the schedule prepared by the Local Government Remuneration and Discipline Tribunal for remunerating councillors each year.

In addition, Council is required to adopt a policy regarding the expenses it will reimburse to councillors and the facilities they will be provided within in order to fulfil their duties.

**COUNCILLOR EXPENSE REIMBURSEMENT POLICY**

Council adopted the Councillor Expenses Reimbursement Policy for Councillors at its Ordinary Meeting held on 27 April 2010.

Council’s resolution is as follows—

That Council in accordance with the *Local Government (Operations) Regulation 2010*—

- adopt the approved Expenses Reimbursement for Councillors Policy (under Section 250AS of the Act);
- authorise the payment of reasonable expenses incurred, and the provision of facilities to its Councillors according to the approved Expenses Reimbursement for Councillors Policy endorsed by Council (pursuant to Section 236B of the Act); and
- issue a Public Notice regarding Council’s approval of the amended Expenses Reimbursement for Councillors Policy (under Section 250AT of the Act).
Administrative tools will be provided to councillors as required to assist councillors in their role. Administrative tools include—

- Office space and meeting rooms
- Computers
- I-Pads
- 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.

Further details of Council’s Expenses Reimbursement for Councillors’ Policy can be found on Council’s website.

**COUNCILLOR REMUNERATION AND GENERAL MEETINGS ATTENDED**

That Council, in accordance with the requirements of Section 42(5) of the *Local Government (Operations) Regulation 2010*, adopt the Remuneration Schedule published by the Local Government Remuneration Tribunal for the 2012 year and pay the following amounts to the Mayor, Deputy Mayor and councillors effective from 1 January 2012.

**Salary**

Remuneration for Cassowary Coast Regional Council Elected Members 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 2011 being $109,719 per annum for the 2012 calendar year, plus an amalgamation loading of $2,300 per annum until the conclusion of the 2012 Local Government Elections.

**Deputy Mayor**

50% of the Reference Rate, the annual base salary payable to Members of the Queensland Legislative Assembly on and from 1 January 2011 being $68,575 per annum for the 2012 calendar year, plus an amalgamation loading of $1,540 per annum until the conclusion of the 2012 Local Government Elections.

**Councillors**

42.5% of the Reference Rate, the annual base salary payable to Members of the Queensland Legislative Assembly on and from 1 January 2011 being $58,288 per annum for the 2012 calendar year, plus an amalgamation loading of $1,310 per annum until the conclusion of the 2012 Local Government Elections.

**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 Meeting Attendance**

Section 114(1)(e) of the *Local Government Finance, Plans and Reporting Regulation 2010* 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 on the following page.

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. Maximum number of meetings held - 23.
### Councillor’s Remuneration and Meeting Attendance from 1 July 2011 to 30 June 2012

<table>
<thead>
<tr>
<th>Description</th>
<th>Remuneration</th>
<th>No. of Meetings Attended</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cr Bill SHANNON</td>
<td>Salary/Allowances Vehicle/mileage Superannuation</td>
<td>$107,682 - 12,922</td>
</tr>
<tr>
<td>Cr Mark NOLAN</td>
<td>Salary/Allowances Vehicle/mileage Superannuation</td>
<td>$66,987 - 8,038</td>
</tr>
<tr>
<td>Cr Ian RULE</td>
<td>Salary/Allowances Vehicle/mileage Superannuation</td>
<td>$58,095 - 6,971</td>
</tr>
<tr>
<td>Cr Jennifer DOWNNS</td>
<td>Salary/Allowances Vehicle/mileage Superannuation</td>
<td>$51,370 - 5,362 - 6,164</td>
</tr>
<tr>
<td>Cr Ross SORBELLO</td>
<td>Salary/Allowances Vehicle/mileage Superannuation</td>
<td>$51,370 - 6,164</td>
</tr>
<tr>
<td>Cr Bill HORSFORD</td>
<td>Salary/Allowances Vehicle/mileage Superannuation</td>
<td>$51,370 - 1,755 - 6,164</td>
</tr>
<tr>
<td>Cr Carmel SILVESTRO</td>
<td>Salary/Allowances Vehicle/mileage Superannuation</td>
<td>$51,584 - 6,190</td>
</tr>
<tr>
<td>Cr Bryce MACDONALD</td>
<td>Salary/Allowances Vehicle/mileage Superannuation</td>
<td>$7,913 - 553 - 712</td>
</tr>
<tr>
<td>Cr Glenn RALEIGH</td>
<td>Salary/Allowances Vehicle/mileage Superannuation</td>
<td>$6,726 - 743 - 738</td>
</tr>
<tr>
<td>Cr Alister PIKE</td>
<td>Salary/Allowances Vehicle/mileage Superannuation</td>
<td>$6,726 - 1,863 - 807</td>
</tr>
<tr>
<td>Cr Kylie FARINELLI</td>
<td>Salary/Allowances Vehicle/mileage Superannuation</td>
<td>$6,726 - 269 - 807</td>
</tr>
</tbody>
</table>

### COUNCILLOR DOMESTIC TRAVEL EXPENDITURE

Section 114(1)(c) of the *Local Government Finance, Plans and Reporting Regulation 2010* 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 expenses are included in the *Expenses Reimbursement Policy*:
2011-12 Individual Councillor’s Domestic Travel

<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>03Oct11 - 06Oct11</td>
<td>Gold Coast</td>
<td>LGAQ Annual Conference</td>
<td>2,369.43</td>
</tr>
<tr>
<td>Cr Jennifer DOWNS</td>
<td>27Jul11 - 31Jul12</td>
<td>Bundaberg</td>
<td>Disaster Management Conference</td>
<td>1,451.09</td>
</tr>
<tr>
<td></td>
<td>03Oct11 - 06Oct11</td>
<td>Gold Coast</td>
<td>LGAQ Annual Conference</td>
<td>2,303.79</td>
</tr>
</tbody>
</table>

**COUNCILLOR CONDUCT AND COMPLAINTS**

In accordance with Section 114 of the *Local Government (Finance, Plans and Reporting) Regulation 2010*, Council's Annual Report must contain the number of orders or recommendations made 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.
**Section 114 (1) (f) the total number of the following during the year:**

<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>

**Section 114 (1) (g) the total number of the following during the year:**

<table>
<thead>
<tr>
<th>Item</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>(i) The name of each councillor in relation 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>None</td>
</tr>
<tr>
<td>(ii) Orders made under section 181 of the Act;</td>
<td>Nil</td>
</tr>
<tr>
<td>(iii) A summary of the order or recommendation made for each councillor;</td>
<td>N/A</td>
</tr>
</tbody>
</table>

**Section 114 (1) (h) the number of each of the following during the year:**

<table>
<thead>
<tr>
<th>Item</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>(i) Complaints about the conduct or performance of councillors assessed as frivolous or vexatious under section 177 (4) of the Act;</td>
<td>Nil</td>
</tr>
<tr>
<td>(ii) Complaints referred to the Department’s Chief Executive Officer under section 177 (5) (a) of the Act;</td>
<td>Nil</td>
</tr>
<tr>
<td>(iii) Complaints referred to the Mayor under Section 177 (5) (b) of the Act;</td>
<td>Nil</td>
</tr>
<tr>
<td>(iv) Complaints referred to the Department’s Chief Executive Officer under Section 177 (6) of the Act;</td>
<td>Nil</td>
</tr>
<tr>
<td>(v) Complaints assessed by the Chief Executive Officer as being about official misconduct;</td>
<td>Nil</td>
</tr>
<tr>
<td>(vi) Complaints heard by a Conduct Review Panel;</td>
<td>Nil</td>
</tr>
<tr>
<td>(vii) Complaints heard by the Tribunal;</td>
<td>Nil</td>
</tr>
<tr>
<td>(viii) Complaints dealt with by the Chief Executive Officer under Section 177 (8) of the Act;</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 115 of the Local Government (Finance, Plans and Reporting) Regulation 2010 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.

The following report for the 2011/12 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>COMPLAINTS MADE TO COUNCIL</th>
<th>0</th>
</tr>
</thead>
<tbody>
<tr>
<td>Complaints resolved under the Complaints Management process</td>
<td>0</td>
</tr>
<tr>
<td>Complaints not resolved under the Complaints Management process</td>
<td>0</td>
</tr>
<tr>
<td>Complaints made in a previous financial year</td>
<td>2</td>
</tr>
<tr>
<td>Complaints resolved under the General Complaints process</td>
<td>15</td>
</tr>
<tr>
<td>Complaints not yet resolved in 2011/12</td>
<td>4</td>
</tr>
</tbody>
</table>

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 177(7) of the Local Government (Finance, Plans and Reporting) Regulation 2010.
Reserves and Controlled Roads

The Cassowary Coast Regional Council has control of—

(a) 1662 ha of land (including approximately 200 ha of land leased to other parties) which is set apart as 269 separate reserves under the Land Act 1994. The land is reserved for a number of different purposes including the following:

- Beauty Spot
- Building and Health
- Camping, Water and Road
- Cemetery
- Children’s Playground
- Drainage
- Educational Institution
- Esplanade
- Environmental
- Flora Preservation
- Gravel
- Heritage and Historical
- Hospital
- Kindergarten
- Landing Ground for Aircraft
- Library
- Local Government
- Memorial
- Open Space and Buffer Zones
- Park/Park and Recreation
- Pasturage
- Pound and Stock Dip
- Quarry
- Racecourse
- Road and Crossing
- Rubbish Depot
- Sanitary
- Scenic
- School of Arts
- Sewerage
- Showground and Recreation
- Sports Ground
- Township
- Town Water
- Tropical Gardens

(b) Council has direct responsibility for 116 kilometres of Main Roads which Council maintains under RMPC Sole Invitee Status.

This land does not have a value for Council’s financial statements.
Internal Audit

Section 119(g) of the *Local Government (Finance, Plans and Reporting) Regulation 2010*, 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 2011 to 30 June 2012—

**Pre-implementation review of "One Business" Project planning**

**Overview of project scope**—

The organisation has chosen to implement the "One Business" solution proposed by Technology One. This is a significant change in business systems affecting all areas of Council. The implementation project will require detailed planning, close monitoring of milestones and the vendor, as well as ongoing communication across the organisation.

There is an expectation within the organisation that the "One Business" project will facilitate more streamlined, efficient business processes and improve the overall quality of operations and service. The Internal Audit project reviewed the pre-implementation planning performed for this Project to ensure—

- the Project Risk Assessment performed is robust; identifies realistic project risks and has adequate mitigating actions in place should the project encounter challenges;
- the milestones established, and methods to monitor progress towards them, exist and are appropriate;
- clear governance protocols for the project have been established;
- roles and accountabilities for project monitoring, project implementation and delivery, both within Council and with the vendor, have been documented and understood;
- a documented escalation process for delay in delivery or change to project scope is approved by the Project Steering Committee/Governance Group and EMT, and known to all relevant project personnel and consultants;
- documented procedures have been agreed with the vendor to manage delivery expectations, agree or resourcing requirements and escalation protocols (Vendor and Council);
- the reporting mechanism to advise the Project Steering Committee/Governance Group and EMT of project progress, risks and potential impediments has been established; and
- a Communications Plan to ensure all staff are periodically updated on the project exists to manage their expectations through the project delivery lifecycle.
**Council-Managed Community Housing**

*Overview of project scope—*

Council manages substantial numbers of housing for community residents that meet the eligibility criteria for social housing. Housing is also being provided to members of the community that have been displaced by Cyclone Yasi. Council manages community housing under long-term lease arrangements with the Department of Communities. Council collects rental revenue and recovers any management costs, prior to returning any surpluses to the Department.

This project will review the adequacy, appropriateness and effectiveness of the processes for managing and monitoring community housing. The review will assess the process in place to ensure the lease arrangements for housing are understood and appropriately accounted for. The cost allocation model used by Council will also be assessed to determine whether the full costs of managing housing are accurately and completely captured and recovered from rental income received.

**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 10 June 2009 to 30 June 2012—

**Independent Members**

- Ruth Faulkner, Chairperson
- Mr Bruce Gillan
- Mr Rod Bradley

**Council Members**

- Cr Bill Shannon, Mayor
- Cr Mark Nolan - Deputy Mayor - to April 2012
- Cr Bryce Macdonald - Deputy Mayor - from May 2012

Meetings—

The Committee must meet at least two times per year. Meetings held during the 2011/12 financial year were as follows—

- 14 September 2011 - Innisfail
- 30 November 2011 - Tully
- 21 December 2011 - Tully
- 7 March 2012 - Innisfail
- 29 June 2012 - Tully
Rebates and Concessions - Rates and Charges

At its Budget meeting on 21 July 2011, Council approved the following Rate Rebate and Concession 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.

- **Rate Based Assistance for Not-For-Profit Community, Recreation and Sporting Organisations Policy**
  This policy provides for a range of rates concessions to not-for-profit community, recreation and sporting organisations which meet certain criteria.

- **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 water leak.

Remuneration Payable to Senior Contract Employees

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 2011/12 financial year—

- 1 senior contract employee with a total remuneration package in the range of $200,000 - $250,000

- 4 senior contract employees with a total remuneration package in the range of $150,000 - $200,000.
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 in the annual report.

Information about the statement of comprehensive income

Total income for the 12 month period was $136,497,946. The income was received from the sources set out in Chart 1 below.

![Chart 1](source_of_income.png)

Total operating expenditure for the year was $76,731,673 which was approximately $25 million less than the previous financial year. The decrease in operating expenditure was due mainly to Cyclone Yasi recovery activities moving from the Emergent and Counter Disaster phases into the Capital Expenditure Restoration phase. The types of operating expenditure are shown in Chart 2.
The total operating expenditure was split amongst Council’s main functions as shown in Chart 3.
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 $61,794,845 on new property, plant and 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 2011/12 the Jubilee Bridge was completed and added to the Road, Bridge and Drainage asset class. The $19 million Work in Progress increase during 2011/12 included continuation of major water and sewerage projects and approximately $10 million relating to restoration work under the Natural Disaster Relief and Recovery Program (NDRRA).

Council’s net asset value increased by $111 million during 2011/12 (refer to chart 5) of which the major components were $51 million revaluation increase on assets and $52 million of capital grants and subsidies received which have been spent on or reserved as cash for infrastructure assets.
Chart 5

Assets & Liabilities comparison 30.06.11 and 30.06.12

- Cash and cash equivalents: $64, $44
- Other current assets: $9, $18
- Non-current assets: $839, $749
- Current liabilities: $11, $18
- Loans: $28, $31
- Non-current Liabilities: $5, $6
- Net community assets: $867, $756