



Cassowary Coast  
REGIONAL COUNCIL

**2023-2024**

**COUNCIL BUDGET  
Adopted**



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## Council Budget 2023-2024

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# Acknowledgement of Country

Cassowary Coast Regional Council acknowledges the Traditional Custodians of the land and sea on which we operate, the Mamu, Djiru, Girramay, Gulngay, Warrgamay, Jirrbal and Bandjin Peoples. We wish to acknowledge our respect for their current and emerging leaders and those in the dreaming. We thank all First Nations people for the contributions they make in building this community.

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# MAYOR'S BUDGET SUMMARY





# Mayor's Budget Summary

My fellow Councillors, staff, and community members of the Cassowary Coast, it is my honour to table the Cassowary Coast Regional Council 2023-2024 Budget.

The 2023-2024 Budget is the final of four budgets to be presented in our current term, and it has certainly been a tough process from the beginning.

I would like to thank Council team members for their substantial contributions during the budget deliberations, and for assisting us to develop a budget that is focused on living within our means whilst still delivering outcomes for and with our community.

As Council, we aspire to provide great experiences, deliver value, and create a sustainable future for our community.

Delivering outcomes that embrace value in everything we do is fundamental to a vibrant and prosperous community that 'love the place we live' and is summed up in our vision statement – One Coast: Cassowary Coast.

Through our budget deliberations, Council looked to develop a budget that balances the current financial pressures against delivering value for our community.

Council, like our residents and businesses, is facing rising cost pressures from global and domestic factors and this has flow-on effects across Council's operations.

The 2023-2024 budget aims to balance the cost-of-living pressures, which we are all experiencing, with the investment needed to continue to maintain and upgrade our existing services and facilities as well as grow our economy.

This year's Budget is focused on our future, and investing in the people, places and spaces which make the Cassowary Coast great.

The 2023-2024 budget provides for a total operating revenue of \$93.05 million and operating expenditure of \$93.2 million, resulting in an operating deficit of \$149,000 which is an improved position when compared to the 2022-2023 Budget.

Council plans to deliver a record \$67.4 million Capital Works Program for the Cassowary Coast community.

The 2023-2024 budget is underpinned by a general rate increase of 4.75%. This increase in general rates represents an average increase of \$4.43 per week for the majority of residents. It has been a significant focus of Council to ensure that this increase is below the annual CPI increase of 7.4%, as seen in Brisbane for the March quarter 2023.

Changes to fees and charges also reflect the increased cost of community service provision. Fees and charges are a user-pay approach and as such, if you don't use the service, you won't be charged for it. Increases in 2023-2024 fees and charges have been restricted to 6.8%.

Commencing, as from 1 July, Council has introduced user-pay charges for domestic dry and wet waste in a bid to curb the region's waste to landfill and to progress towards the Queensland Government's 2050 targets of 25 per cent reduction in household waste, 90 per cent waste recovery and a 75 per cent recycling rate across all waste types.

This Budget reflects the priorities outlined in Council's Operational and Corporate Plans which specifically incorporate the outcomes of the 2022 MARKYT Community Scorecard consultation.

The Community Scorecard clearly articulated what is important to our community, what we are doing well and where we can improve our performance. Over 1,850 community members joined the conversation sharing more than 100,000 words to guide Council with future priorities that are now reflected in our 2023-2024 Budget.

Expenditure in Council's Capital Works Budget for 2023-2024 invests heavily in rehabilitating and improving our essential infrastructure - our roads, drainage, water and sewerage.

Highlights from this program include:

- \$1.6 million for Recreation & Natural Areas including:
  - \$780,000 for Warrina Lakes Nature Play Space
  - \$380,000 for Banyan Park, Tully; and
  - \$408,000 for Recreation areas across the region
- \$5.3 million towards road improvement programs, including:
  - \$1.8 million for 50 kilometres of road reseals across the region;
  - \$300,000 for Bowen Street Upgrade Project, Cardwell;
  - \$350,000 for Flynn Road, Mourilyan;
  - \$1.2 million for Blackman Road, Warrami; and
  - \$1 million for unsealed road renewals.
- \$1.5 million for Pathway renewals and upgrades including:
  - \$1 million for renewal of kerb and footpath along Mourilyan Road; and
  - \$280,000 for new shared path at Wongaling Beach
- \$5.5 million towards bridge and culvert renewals.
- Increased investment of \$5.2 million from \$3.6 million in 2022-2023 into water main renewals across the region.

In addition to focusing on renewals, Council will begin the delivery of three major projects, some of which are delivered over several years:

- \$10.5 million for all stages of the Mission Beach CBD Upgrade
- \$18.1 million for Stage One of the Port Hinchinbrook Sewerage Treatment Plant and Normalisation Program
- \$8.8 million for the Hyatt Street Water Reservoir in Tully

Council thanks the Australian Government for the extension through Phase 4 of the Local Roads Community Infrastructure Program. This allocation of \$1.16M for non-urban road and community infrastructure projects provides for funding nominations for the Warrina Lakes Nature Play Space and Blackman Road, Warrami projects.

Council's focus is very much on continuing to lay the foundations for future growth. This has been made possible through external funding opportunities with over \$20 million of funding provided to deliver key infrastructure projects that will improve the liveability of our region. Council extends our thanks to the Queensland Government and Australian Government for the investment they will make in our region.

Council will actively continue to advocate for our community, addressing key areas highlighted within the 2023 Advocacy Plan. In response to community priorities, Council's advocacy is very broad ranging and includes the Reef 2050 Plan, Kurrimine Beach Boat Ramp, implementation of the Coastal Hazard Adaptation Strategy, investment in water and sewerage infrastructure, implementation of the national Feral Pig Action Plan and seeking local solutions for primary health care services, just to name a few.

Council seeks to leverage opportunities through strategic partnerships and collaboration between State Government, community, and industry and exploit our strategic advantages. In our 2023-2024 Budget, we have an allowance to fund 50 per cent of the costs for a Feral Pig Coordinator and we are actively seeking contributions from industry and other levels of government.

In April this year Council made a submission to the Senate Standing Committee on Rural and Regional Affairs and Transport Inquiry to Bank Closures in Regional Australia. That submission was a direct result of Westpac's advice of their Tully branch closure. The submission was founded in lived experiences that were communicated to Council through engagement that was undertaken to prepare the community-based submission to the Inquiry. Council also engaged directly with Westpac following their advice of the imminent Tully branch closure. Fortunately, Westpac listened to the many community voices, including that of Council, and the Tully branch will remain open.

For those in hardship or just looking to manage household budgets, a wide range of payment arrangements remain available. Through this budget Council continues to support community and sporting groups as well as those more vulnerable.

Council will retain the \$300 Pensioner Rebate and interest-free payment arrangements. The Pensioner Rate rebate equates to over \$720,000 in foregone revenue by Council.

Eligible community organisations will continue to receive a Rating Concession of 100 per cent which equates to a value of over \$200,000. These concessions allow our community organisations, sporting groups and not-for-profits to reinvest back into the great work they do for our community.

Small measures in the 2023-2024 Fees and Charges continue to make a difference to the disadvantaged members of our community with no registration fee charged for the first desexed dog per dwelling for community members with an eligible concession. In 2022-2023 over 750 community members received this concession.



Our focus on economic development within our region has never been more important and is supported by dedicated in-house resources as well as leveraging of new partnerships and collaborations which will support, attract and sustain investment in our region.

In 2022-2023 Council commenced the development of our Economic Development Strategy with the first stages being consulting with our community, businesses and industry stakeholders and the Council's Economic Development Advisory Committee. In 2023-2024 we will deliver the Strategy, Implementation Plan and Investment Prospectus. This will provide Council, industry and community with a road map to guide our region to build a stronger and more resilient economy.

The Community Grants Program has an allocation of \$201,092 in the 2023-2024 budget and this includes additional funding allocated for youth, community and infrastructure initiatives.

Council's Community Grants support initiatives in community well-being and lifestyle, economic development, environmental sustainability, youth and arts and culture.

In seeking to deliver more from Council's Community Grants Program, a review has commenced, and community members are encouraged to engage with Council so that Council has a deeper understanding of the Program's effectiveness, accessibility and impact.

Council employs over 370 locals who live, work, play and invest in the Cassowary Coast. Consideration has been provided through the 2023-2024 budget to provide for sustainable wage growth to keep up with cost of living pressures with \$32.5 million allocated towards employee-related expenditure including additional training and safety programs to ensure that we "grow our own" Cassowary Coast team.

In closing, I'm extremely proud to lead a team that has developed a budget that balances the current financial pressures against delivering value for our community.

Leading our region is a significant responsibility. It is not one this Council takes lightly. We are focused on meeting our challenges and harnessing opportunities to provide long-term inclusive and sustainable outcomes.

This year's Budget is firmly focused on our future, investing in the people, places and spaces which make the Cassowary Coast great – One Coast: Cassowary Coast.

I am proud to present the 2023-2024 Cassowary Coast Regional Council Budget.

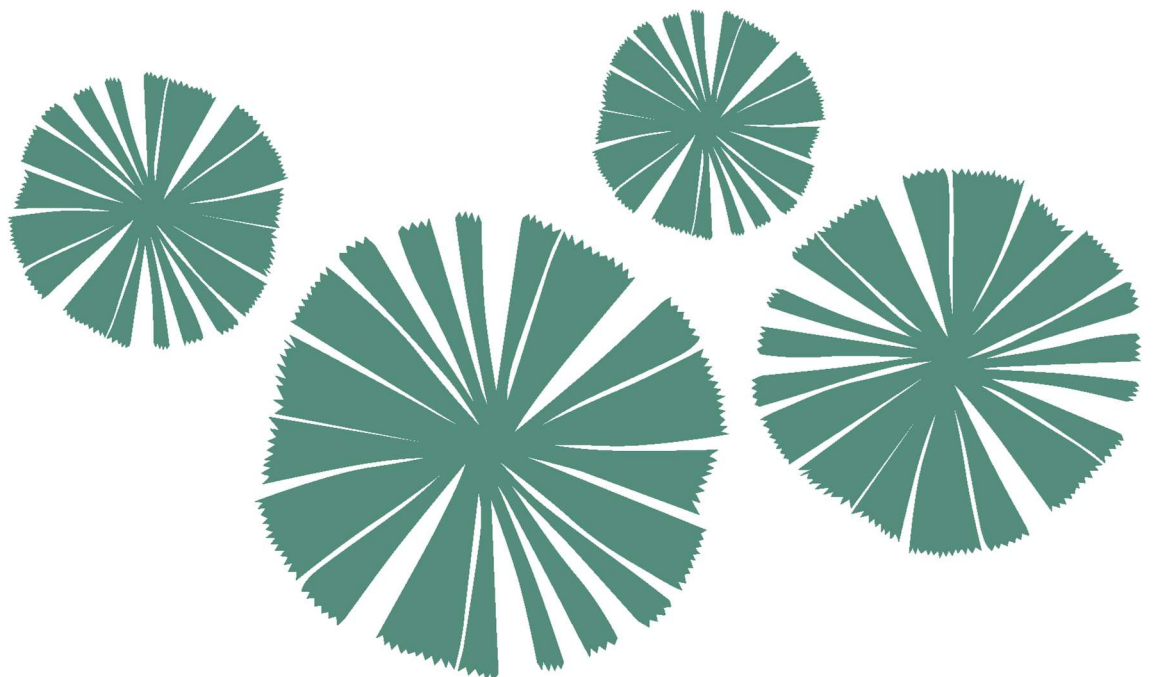
Yours sincerely,



**Mayor Mark Nolan**

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## BUDGET RESOLUTIONS





## 1. Mayor's Budget Summary

**Recommendation:**

"That the Mayor's Budget Summary on the 2023-2024 Budget be received by Council".

## 2. Significant Differences Report

**Recommendation:**

"That the report regarding significant differences between budgeted income and expenses and actual income and expenses for 2022-2023, as detailed in the Significant Differences Report, be received by Council".

## 3. Revenue Policy

**Recommendation:**

"That the Revenue Policy be adopted by Council".

## 4. Revenue Statement

**Recommendation:**

"That Council adopt the Revenue Statement 2023-2024 as tabled, and resolve that:

- Pursuant to *section 81* of the *Local Government Regulation 2012*, the categories into which rateable land is categorised and the description of each of those categories be as set out in the Revenue Statement.

- Pursuant to *section 257* of the *Local Government Act 2009* and in accordance with *section 81* of the *Local Government Regulation 2012*, Council delegates to the Chief Executive Officer the power to identify the rating category to which each parcel of rateable land belongs.
- Pursuant to *section 94* of the *Local Government Act* and *sections 80 and 81* of the *Local Government Regulation 2012*, Council adopt a differential rating system and make and levy a differential general rate on all parcels of rateable land included in each category as set out in the Revenue Statement.
- Pursuant to *section 77* of the *Local Government Regulation 2012*, Council will make and levy a minimum differential general rate on all parcels of rateable land included in each category as set out in the Revenue Statement.
- Pursuant to *section 94* of the *Local Government Act* and *section 103* of the *Local Government Regulation 2012*, Council will make and levy the separate charges as set out in the Revenue Statement which include the Transport Infrastructure Levy and the Environmental Management Levy.
- Pursuant to *section 94* of the *Local Government Act* and *section 94* of the *Local Government Regulation 2012*, Council will make and levy the special charges, and where applicable, adopt the overall plans and annual implementation plans set out in the Revenue Statement which include the Bilyana, Murray Upper, Kennedy, Mena Creek and Cowley Beach Rural Fire Brigade Special Charges.
- Pursuant to *section 94* of the *Local Government Act* and *section 99* of the *Local Government Regulation 2012*, Council make and levy the utility charges for water, sewerage, trade waste and waste management as set out in the Revenue Statement.
- Pursuant to *section 118* of the *Local Government Regulation 2012*, all rates and charges shall be due and payable within 30 days of the issuance of rates notices, as more particularly set out in the Revenue Statement.
- Pursuant to *section 130* of the *Local Government Regulation 2012*, Council will allow a discount of 5% on general rates where payment of the full amount outstanding and overdue rates and interest is paid by the due date as more particularly set out in the Revenue Statement.
- Pursuant to *Chapter 4, Part 10* of the *Local Government Regulation 2012*, Council grants the concessions set out in the Revenue Statement and the Rating Concessions Policy.”

## 5. Interest on Overdue Rates and Charges

### **Recommendation:**

“That Council adopt the Interest Rate on Overdue Rates and Charges as tabled and resolve that, pursuant to *section 133* of the *Local Government Regulation 2012*, Council will charge interest on overdue rates and charges at an interest rate of 11.64% per annum, compounded on daily rates, from the date the rates and charges become overdue, as more particularly set out in the Revenue Statement”.

## 6. Rating Concessions Policy

**Recommendation:**

“That the Rating Concessions Policy be adopted by Council”.

## 7. Investment Policy

**Recommendation:**

“That the Investment Policy be adopted by Council”.

## 8. Debt Policy

**Recommendation:**

“That the Debt Policy be adopted by Council”.

## 9. Debt Recovery Policy

**Recommendation:**

“That the Debt Recovery Policy be adopted by Council”.

## 10. Code of Competitive Conduct

**Recommendation:**

“That Council:

- determines that the Code of Competitive Conduct is applicable to Water and Sewerage business for the 2023-2024 financial year;
- determines not to apply the Code of Competitive Conduct to the Waste and any other business for the 2023-2024 financial year”.



## 11. Community Financial Report

**Recommendation:**

“That the Community Financial Report on the 2023-2024 Budget be received by Council”.

## 12. 2023-2024 Budgeted Financial Statements

**Recommendation:**

“That Council adopt the following statements for the 2023-2024, 2024-2025 and 2025-2026 financial years:

- **Statement of Comprehensive Income** as outlined in *Appendix A*;
- **Statement of Financial Position** as outlined in *Appendix B*;
- **Statement of Changes in Equity** as outlined in *Appendix C*;
- **Statement of Cash Flows** as outlined in *Appendix D*.”

## 13. 2023-2024 Supporting Budget Reports

**Recommendation:**

“That Council adopt the following budget documents:

- **Operating Income and Expenditure Summary** as outlined in *Appendices E and F*;
- **Capital Works Program** as outlined in *Appendices G and H*;
- **Long-Term Financial Forecast Financial Statements** as outlined in *Appendix I*;
- **Measures of Financial Sustainability** for 2023-2024 and the next nine (9) financial years as outlined in *Appendix J*.”

## 14. Changes in Rates and Utility Charges

**Recommendation:**

“That Council notes the total value of the change in rates and utility charges levied in 2023-2024 compared with the previous budget (excluding discounts and rebates) is 5.5% and 5.69% using the net rates and utility charges levied as outlined in Appendix K.”

# SIGNIFICANT DIFFERENCES REPORT



# Significant Differences Report

Author & Officer's Title: Hannah Peters – Manager Finance  
Meeting Date: 28 June 2023

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## Executive Summary:

The significant differences report provides an explanation of the estimated year end variances expected vs. full year amended budget for 2022-2023 financial year.

Officers have reviewed the year to date actual position as of 31 May 2023 and forecast the month of June 2023 result based off the third Budget review (BR3) adjusted for actual results throughout the year. Table A in the report below shows a summary of estimated results for 2022-2023 compared with the latest adopted budget. Percentage differences are noted in the column marked variance and explanations have been provided in the notes below where there are significant differences.

Forecasted year end results include the following:

- Operational revenue is forecast to be greater than Budget expectations by \$765K (+1%);
- Operational expenditure is forecast to be more than Budget expectations by \$613K (-1%);
- This results in Council's estimated final operating position for 2022-2023 to be a deficit of \$1,325M, +\$151K (+10%) favourable vs. Budget expectations.

## Recommendation:

1. **"That the report regarding significant differences between budgeted income and expenses and estimated actual income and expenses for 2022-2023, as detailed in the Significant Differences Report, be received by Council"**
- 

Council adopted the 2022-2023 Budget (Original Budget) on 29 June 2022. Subsequent amendments were made to the Original Budget as part of the first Budget Review (BR1), second Budget Review (BR2) and the latest Budget Review (BR3) adopted by Council on 25 May 2023.

The report provides estimates on Council's year-to-date revenue and expenditure based on actual results to 31 May 2023 and a forecast for June across whole of council for both operating and capital items.

**Table A – Significant Differences**

2022-2023	Full Year			
Operating Revenue \$	Estimated Year End	Budget	Variance \$	Variance %
Net Rates & Utilities	72,524,161	72,396,207	127,954	0%
Fees and Charges	3,995,790	3,530,400	465,390	13%
Rental income	928,631	1,018,146	(89,515)	(9%)
Interest	2,106,840	1,242,525	864,315	70%
Sales & Recoverable	531,809	1,091,100	(559,291)	(51%)
Grants, Subsidies Contributions & Donations	9,180,219	9,986,406	(806,187)	(8%)
Other Revenue Sources	1,677,037	915,030	762,007	83%
<b>Total Operating Revenue</b>	<b>90,944,487</b>	<b>90,179,814</b>	<b>764,673</b>	<b>1%</b>

Operating Expense \$	Estimated Year End	Budget	Variance \$	Variance %
Employee Costs	28,416,266	29,108,342	692,076	2%
Materials and Services	33,213,003	31,645,818	(1,567,185)	(5%)
Finance	346,595	212,497	(134,098)	(39%)
Depreciation	30,293,144	30,689,355	396,211	1%
<b>Total Operating Expense</b>	<b>92,269,008</b>	<b>91,656,012</b>	<b>(612,996)</b>	<b>(1%)</b>

<b>Operating Result</b>	<b>(1,324,521)</b>	<b>(1,476,198)</b>	<b>151,677</b>	<b>10%</b>
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Capital Items \$	Estimated Year End	Budget	Variance \$	Variance %
Contributions & Donations	130,018	82,521	47,497	58%
Grants & Subsidies	8,612,766	9,292,811	(680,045)	(7%)
Gain/(Loss) on Asset Disposal	(313,659)	0	(313,659)	0%
<b>Total Capital Items</b>	<b>8,429,125</b>	<b>9,375,332</b>	<b>(946,207)</b>	<b>(10%)</b>

<b>Net Result</b>	<b>7,104,604</b>	<b>7,899,134</b>	<b>(794,530)</b>	<b>(10%)</b>
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With reference to the above table, the items with significant variance include:

**Revenue:**

- **Fees and Charges** estimated results are above Budget by 13% due to increased revenue from caravan parks and camping, development applications and transfer stations that Council have experienced throughout the financial year up until May 2023;
- **Interest Revenue** is forecast to be above Budget by 70% as a result of increased return on

investments due to the continuing trend of higher than forecast interest rates;

- **Sales and Recoverable revenue** is expected to be under budget by 51% due to expenditure and invoices raised for RMPC contract being delayed and resources have been redirected away from RPMC works as a result of increased maintenance on Council owned assets;
- **Other income** estimated results are above Budget by 83% due to compensation claim for properties relating to Port Hinchinbrook.

#### **Expenditure:**

- **Employee Expenses** are forecasted to be below Budget by 5% due to vacant positions Council have been holding throughout the year. An estimate has been included in employee expenses for the new Enterprise Bargaining agreement;
- **Finance Costs** are estimated to be over Budget by 39% due to increase in the winding back of the discount rates on Council's refuse restoration provision which was not included in the Budget.

#### **Capital Items:**

- **Contributions and Donations** estimated to be over budget by 58% due to developer contributions received;
- **Gain/(Loss) Asset disposal** relates to proceeds of sale of Fleet items, offset by loss on disposal due to time of completion of capital projects and capitalisation process.

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#### **Link to Corporate Plan:**

### **COMMUNITY - OUR PEOPLE**

#### **What we want to see by 2025**

Council working in partnership with the community, to enhance and promote pride in and livability of the region.

#### **Strategic Objectives**

- C1 Increase community engagement, consultation, transparency in decision making and ease of access to information.

### **INFRASTRUCTURE - OUR BUILT ENVIRONMENT**

#### **What we want to see by 2025**

Regional infrastructure that delivers levels of service supported by the community and is financially sustainable.

#### **Strategic Objectives**

- I1 A safe, reliable and financially sustainable transport network throughout the Cassowary Coast to facilitate movement of goods and people throughout our community;



- 12 Provide and manage cost effective and efficient water supply and sewerage infrastructure within existing water and sewerage schemes, which provides for sustainable growth;
- 17 Build an "organisational culture" that values risk management, facilitates the development of risk mitigation measures that are proportionate to the issues at hand, and capitalises on opportunities;

## **ORGANISATION - OUR TEAM**

### **What we want to see in 2025**

A safe, healthy, engaging and inclusive work environment where people are productive, multi-skilled, contribute to continuous improvement and, are provided with opportunities to achieve and develop and are recognised for their contribution.

### **Strategic Objectives**

- O2 Commit to open, transparent and accountable governance to ensure community confidence and trust in Council.

### **Consultation:**

In preparing the Significant Differences report, the Financial Services team consults with representatives of each Division and Directorate making enquiries to gain deeper understanding on any significant departures from adopted Budget that have occurred in the reporting period and also to seek advanced notice of any new budget risks related to the remainder of the current financial year that may have arisen in order for Council to be informed at the earliest opportunity. Both matters are included in the body of this report and further are highlighted during the Officer's verbal presentation of this report at the Annual Budget Special Local Government Meeting.

### **Legal Implications (Statutory basis, legal risks):**

The format, contents and disclosures within the Significant Differences report are compliant with financial management policies and principles within the Local Government Act 2009, the Local Government Regulation 2012 and other prescribed requirements including best practice disclosures and commentary specifically designed to facilitate audience comprehension and understanding of Council's financial performance.

### **Human Rights Act 2019 - Considerations**

The *Human Rights Act 2019* provides that it is unlawful for a public agency to act or make a decision in a way that is not compatible with human rights, or to fail to give proper consideration to a human right. This necessitates understanding the human rights that are protected. When making decisions or taking actions, consideration needs to be given to how that may impact on a person's human rights. Where there is a restriction on a person's human rights the restriction must be no greater than is justifiable to protect the rights of others or the community at large.

The contents of this report do not infringe upon the *Human Rights Act 2019*.

### **Policy Implications:**

The contents of the Significant Differences Report and subsequent Recommendation to Council, do not raise any Policy Implications for Council's consideration outside established budget preparation policy and practice.

Below are areas of specific budget risk and opportunities that may impact the Actual year end result vs. significant differences result shown above in Table A:

#### **Lack of Resources**

- Vacant Positions – overall contributing to underspend in Employee Costs however also leading to an increase in Contract Labour costs as a result of backfilling some critical vacant positions. An implementation plan has been developed for the new organisational structure which will see vacant roles recruited in a prioritised manner over the coming months, as well as recruitment for vacant roles as a result of turnover.

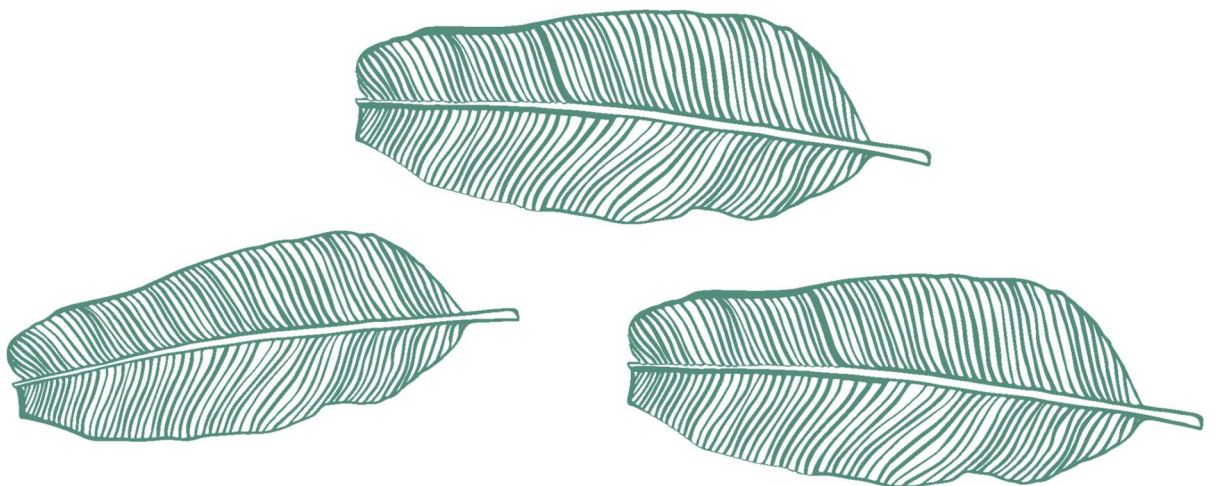
#### **Ineffective Financial Management**

- Asset Capitalisation – to date, asset capitalisation procedures are forecast to be behind schedule vs. Budget which has the effect of untimely recognition of assets, thereby limiting the ability for asset management officers to fulfill their responsibilities as well as disguising the quantum of additional Depreciation Expense and the adverse impact this has had on the year-end financial performance.

#### **Report authorised by:**

Arun Pratap – Director Corporate Services

## BUDGET POLICIES



## Revenue Policy

<b>Policy type</b>	Council
<b>Function</b>	Corporate Services
<b>Policy Owner</b>	Manager Finance
<b>Effective date</b>	1 July 2023

### 1. Purpose

The purpose of this policy is to set out the principles used by Council in 2023/2024 financial year for:

- the making and levying of rates and charges;
- exercising its powers to grant rebates and concessions (including the purpose for the concessions);
- recovery of unpaid amounts of rates and charges; and
- cost-recovery.

### 2. Scope

This policy applies to the Cassowary Coast Regional Council.

### 3. Procedure

#### 3.1 The Making and Levying of Rates and Charges

In general, Council will be guided by the principle of user pays in the making of rates and charges, particularly in water, sewerage and waste management, to minimise the impact of rating on the efficiency of the local economy.

Council will be guided by the following principles in making rates and charges:

- transparency in the making of rates and charges;
- having in place a rating regime that is simple and inexpensive to administer;
- flexibility to take account of changes in the local economy;
- equitable distribution of the cost of its operations between different groups of ratepayers;
- application of user pays where applicable.

In levying rates, Council will apply the principles of:

- making clear what is the Council's and each ratepayer's responsibility to the rating system;
- making the levying system simple and inexpensive to administer;
- timing the levy of rates to ensure a sustainable cash flow for operations of the Council and to spread the burden to ratepayers over the financial year;
- equity through flexible payment arrangements for ratepayers with a lower capacity to pay.

General rate revenue provides whole of community services not funded through subsidies, grants, contributions or donations received from other entities or not provided by other levies or charges.

Council will distribute the rates burden by the use of differential rating categories with banding applied to residential categories where it considers relevant.

Council will consider levying special and separate rates and charges, when appropriate, to recover the costs associated with a particular service, project or facility that provides direct or additional benefit to the ratepayer or class of ratepayer.

### **3.2 Concessions for rates and charges**

The purpose of concessions is to provide relief to certain sectors of Council's community that Council considers worthy of some form of financial relief such as pensioners, community (i.e. not-for-profit) organisations and ratepayers experiencing financial hardship. More generally, in considering the application of concessions, Council will be guided by the principles of:

- a) equity by having regard to the different levels of capacity to pay within the local community;
- b) the same treatment for ratepayers with similar circumstances;
- c) transparency by making clear the requirements necessary to receive concessions; and
- d) flexibility to allow Council to respond to local economic issues.

Consideration may be given by Council to granting a class concession in the event all or part of the local government area is declared a natural disaster area by the State Government.

### **3.3 Principles used for the recovery of rates and charges**

Council will exercise its rate recovery powers in order to reduce the overall rate burden on ratepayers.

It will be guided by the principles of:

- a) transparency by making clear the obligations of ratepayers and the processes used by Council in assisting them meet their financial obligations;
- b) making the processes used to recover outstanding rates and charges clear, simple to administer and cost effective;
- c) capacity to pay in determining appropriate arrangements for different sectors of the community;
- d) equity by having regard to providing the same treatment for ratepayers with similar circumstances; and
- e) flexibility by responding where necessary to changes in the local economy.

### **3.4 Principles used for cost-recovery**

Section 97 of the *Local Government Act 2009* allows Council to set cost-recovery fees.

The Council recognises the validity of fully imposing the user pays principle for its cost-recovery fees, unless the imposition of the fee is contrary to its express social, economic, environmental and other corporate goals. This is considered to be the most equitable and effective revenue approach, and is founded on the basis that the Region's rating base cannot subsidise the specific users or clients of Council's regulatory products and services.

However, in setting its cost-recovery fees, Council will be cognizant of the requirement that such a fee must not be more than the cost to Council of providing the service or taking the action to which the fee applies.

### **3.5 Physical and social infrastructure costs**

Council raises some of its community infrastructure funding through grants and subsidies provided by the Queensland State Government and the Commonwealth Government of Australia.



The cost of providing community infrastructure is offset through the imposition of infrastructure charges on new development pursuant to the provisions of the *Sustainable Planning Act*.

The amount Council can collect in infrastructure charges is limited by the *State Planning Regulation Provision (Adopted Charges)*.

<b>Related forms, policies and procedures</b>	Rating Concessions Policy Debt Recovery Policy Financial Hardship Policy Revenue Statement		
<b>Relevant legislation</b>	<i>Local Government Act 2009</i> <i>Local Government Regulation 2012</i>		
<b>Reference and resources</b>	State Planning Regulation Provisions		
<b>Policy Number</b>	FIN007		
<b>Review date</b>	Annually		
<b>Approved by</b>	Council Resolution B20055		28 June 2023

## **Revenue Statement**

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## REVENUE STATEMENT 2023/2024

### 1. Objective

This statement outlines and explains the revenue raising measures adopted by the Cassowary Coast Regional Council (Council) in the preparation of its budget for the 2023/2024 financial year.

The statement has been prepared in accordance with the requirements of *Local Government Act 2009* and *Local Government Regulation 2012*.

### 2. Legislative Requirements

Council resolves to make and levy rates and charges for the 2023/2024 financial year pursuant to section 94 of the *Local Government Act 2009*.

Section 172 of the *Local Government Regulation 2012* provides that:

1. *The revenue statement for a local government must state—*
  - (a) *if the local government levies differential general rates:-*
    - i. *the rating categories for rateable land in the local government area; and*
    - ii. *a description of each rating category; and*
  - (b) *if the local government levies special rates or charges for a joint government activity – a summary of the terms of the joint government activity; and*
  - (c) *if the local government fixes a cost-recovery fee – the criteria used to decide the amount of the cost-recovery fee; and*
  - (d) *if the local government conducts a business activity on a commercial basis – the criteria used to decide the amount of the charges for the activity's goods and services.*
2. *Also, the revenue statement for a financial year must include the following information for the financial year-*
  - (a) *an outline and explanation of the measures that the local government has adopted for raising revenue, including an outline and explanation of-*
    - i. *the rates and charges to be levied in the financial year; and*
    - ii. *the concessions for rates and charges to be granted in the financial year;*
  - (b) *whether the local government has made a resolution limiting an increase in the rates and charges.*

### 3. Structure of General Rating Categories

#### 3.1 Differential General Rates

Council is required to raise sufficient revenue it considers appropriate to maintain general assets and provide services to the community including the costs of governance and administration of the Council.

For the 2023/2024 financial year Council will include rateable land in twenty-nine (29) rating categories.

In accordance with section 80 of the *Local Government Regulation 2012*, Council will use a system of differential general rating for 2023/2024 financial year.

In accordance with section 81(3) of the *Local Government Regulation 2012*, for the 2023/2024 financial year Council resolves to adopt rating categories for rateable land in the Cassowary Coast local government area (Region) and the descriptions of each of the rating categories are set out in **Table A** and detailed in Schedule 1.

In accordance with section 94(1)(a) of the *Local Government Act 2009* and section 80(1) of the *Local Government Regulation 2012*, for the 2023/2024 financial year the general rate for each rating category is fixed as set out in **Table B** and detailed in Schedule 1.

In accordance with section 77(5)(a) of the *Local Government Regulation 2012*, for the 2023/2024 financial year the minimum general rate for each rating category is fixed and set out in **Table B**.

Pursuant to section 257 of the *Local Government Act 2009* and in accordance with section 81(4) and (5) of the *Local Government Regulation 2012*, Council delegates its power to identify the rating category to which each parcel of rateable land in the Region belongs to the Chief Executive Officer (CEO).

Land use codes are recorded in the land record maintained by Council pursuant to section 154 (2) of the *Local Government Regulation 2012*.

The land use codes referred to in **Table A** are for guidance only and are detailed in Schedule 1.

**TABLE A**

Category	Description	Identification
1. Residential - RV <\$85,000	Land used, or capable of being used, for residential purposes with a total land area of less than 5ha and a rateable value (RV) of less than \$85,000, except land included in category 1A, 6-8 or 20-22.	Land with the following land use codes: 02, 05, 06, 08 and 09, or as otherwise identified by the CEO.
1A. Residential – Not Principal Place of Residence (NPPR) RV <\$85,000	Land used, or capable of being used, for residential purposes, <b>which is not the principal place of residence of the owner(s)</b> , with a total land area of less than 5ha and a rateable value (RV) of less than \$85,000, except land included in category 6-8 or 20-22.	Land with the following land use codes: 01, 02, 04, 05, 06, 08, 09 and 72 or as otherwise identified by the CEO.
2. Residential RV \$85,000 – \$124,999	Land used, or capable of being used, for residential purposes with a total land area of less than 5ha and a rateable value (RV) of between \$85,000 and \$124,999, except land included in category 2A, 6-8 or 20-22.	Land with the following land use codes: 02, 05, 06, 08 and 09, or as otherwise identified by the CEO.
2A. Residential – Not Principal Place of Residence (NPPR) RV \$85,000 – \$124,999	Land used, or capable of being used, for residential purposes, <b>which is not the principal place of residence of the owner(s)</b> , with a total land area of less than 5ha and a rateable value (RV) of between \$85,000 and \$124,999, except land included in category 6-8 or 20-22.	Land with the following land use codes: 01, 02, 04, 05, 06, 08, 09 and 72 or as otherwise identified by the CEO.
3. Residential - RV \$125,000 - \$199,999	Land used, or capable of being used, for residential purposes with a total land area of less than 5ha and a rateable value (RV) of between \$125,000 and \$199,999, except land included in category 3A, 6-8 or 20-22.	Land with the following land use codes: 02, 05, 06, 08 and 09, or as otherwise identified by the CEO.
3A. Residential – Not Principal Place of Residence (NPPR) RV \$125,000 - \$199,999	Land used, or capable of being used, for residential purposes, <b>which is not the principal place of residence of the owner(s)</b> , with a total land area of less than 5ha and a rateable value (RV) of between \$125,000 and \$199,999, except land included in category 6-8 or 20-22.	Land with the following land use codes: 01, 02, 04, 05, 06, 08, 09 and 72 or as otherwise identified by the CEO.

Category	Description	Identification
4. Residential - RV \$200,000 - \$349,999	Land used, or capable of being used, for residential purposes with a total land area of less than 5ha and a rateable value (RV) of between \$200,000 and \$349,999, except land included in category 4A, 6-8 or 20-22.	Land with the following land use codes: 02, 05, 06, 08 and 09, or as otherwise identified by the CEO.
4A. Residential – Not Principal Place of Residence (NPPR) RV \$200,000 - \$349,999	Land used, or capable of being used, for residential purposes, <b>which is not the principal place of residence of the owner(s)</b> , with a total land area of less than 5ha and a rateable value (RV) of between \$200,000 and \$349,999, except land included in category 6-8 or 20-22.	Land with the following land use codes: 01, 02, 04, 05, 06, 08, 09 and 72 or as otherwise identified by the CEO.
5. Residential – RV > \$349,999	Land used, or capable of being used, for residential purposes with a total land area of less than 5ha and a rateable value (RV) greater than \$349,999, except land included in category 5A, 6-8 or 20-22.	Land with the following land use codes: 02, 05, 06, 08 and 09, or as otherwise identified by the CEO.
5A. Residential – Not Principal Place of Residence (NPPR) RV > \$349,999	Land used, or capable of being used, for residential purposes, <b>which is not the principal place of residence of the owner(s)</b> , with a total land area of less than 5ha and a rateable value (RV) greater than \$349,999, except land included in category 6-8 or 20-22.	Land with the following land use codes: 01, 02, 04, 05, 06, 08, 09 and 72 or as otherwise identified by the CEO.
6. Residential – Multi Units (2-3)	Land used for two or three residential premises including, for example, detached houses, attached or detached townhouses, building units, flats, guest houses, and manufactured but movable homes (not being caravans).	Land with land use code 03 and as otherwise identified by the CEO.
7. Residential – Multi Units (4-5)	Land used for four or five residential premises including, for example, detached houses, attached or detached townhouses, building units, flats, guest houses, and manufactured but movable homes (not being caravans).	Land with land use code 03 and as otherwise identified by the CEO.
8. Residential Multi Units (6-7)	Land used for six or seven residential premises including, for example, detached houses, attached or detached townhouses, building units, flats, guest houses, and manufactured but movable homes (not being caravans).	Land with land use code 03 and as otherwise identified by the CEO.



Category	Description	Identification
9. Commercial & Other	Land located on the Australian mainland used for any of the following purposes: - (a) commercial purposes, other than land which is included in category 13; (b) tourism attraction or facility; (c) marina; (d) car park; (e) hospital or convalescent home; (f) child care facility; (g) tourism accommodation, including a motel, hotel or other facility; (h) caravan park; (i) manufactured homes; (j) electricity transformer; (k) welfare home or institution; or (l) defence force establishment.	Land with the following land uses codes: 07-27, 30, 41-47, 49, 91-92, 96-97 and 99 and as otherwise identified by the CEO.
9A. Commercial Vacant	Vacant land that is designated by Council's Planning Scheme, as follows: <u>Township Zone</u> Innisfail and Tully Local Plan <ul style="list-style-type: none"> <li>• Central Business Precinct</li> <li>• Business Fringe Precinct</li> <li>• Business Precinct</li> </ul> Mission Beach Local Plan <ul style="list-style-type: none"> <li>• Business Precinct</li> <li>• Local Business Precinct</li> </ul> Cardwell Local Plan <ul style="list-style-type: none"> <li>• Business Precinct</li> </ul> Villages Local Plan <ul style="list-style-type: none"> <li>• Local Business Precinct</li> </ul>	Land with the following land use codes: 01, 04, 08, 09, 72 and as otherwise identified by the CEO.
10. Industrial	Land used for industrial purposes, except land included in category 10A, 14 or 15.	Land with the following land use codes: 28-29, 31-40 and as otherwise identified by the CEO.
10A. Industrial Vacant	Vacant land that is designated by Council's Planning Scheme, as follows: <u>Township Zone</u> Innisfail, Mission Beach, Tully, Cardwell and Villages Local Plan <ul style="list-style-type: none"> <li>• Industry Precinct</li> </ul>	Land with the following land use codes: 01, 04, 08, 09, 72 and as otherwise identified by the CEO.
11. Primary Production	Land used for agricultural and/or primary production purposes.	Land with the following land use codes: 60-71, 73-89 and 93 and as otherwise identified by the CEO.

Category	Description	Identification
12. Special Uses	Land used for any of the following purposes:- (a) sporting club; (b) sporting facility; (c) religious, including a place of worship; (d) cemetery; (e) library; (f) showground; (g) racecourse; (h) airfield; (i) parks and gardens; and (j) education, including a place of instruction.	Land with the following land use codes: 48, 50-59 and as otherwise identified by the CEO.
13. Major Shopping Centre	Land used for commercial purposes where it is occupied or tenanted by:- (a) one or more department stores; or (b) a large grocery supermarket with major on-site parking facilities; or (c) a multitude of shops/offices with major on-site parking facilities.	Land with the following land use codes: 12-16 and as otherwise identified by the CEO.
14. Sugar Mills	Land used for the purposes of sugar milling and any purpose ancillary to, associated with, or connected with sugar milling.	Land with land use code 35 and as otherwise identified by the CEO.
15. Other	Land which is not otherwise categorised.	As identified by the CEO.
16. Island Resorts - A	Land situated on Dunk Island, used for, or approved for use for, the purposes of tourist accommodation or a tourist facility/attraction.	Land with the following land use codes: 18, 42 and 43 and as otherwise identified by the CEO.
17. Island Resorts – B	Land situated on Bedarra Island or Hinchinbrook Island, used for, or approved for use for, the purposes of tourist accommodation or a tourist facility/attraction.	Land with the following land use codes: 18, 42 and 43 and as otherwise identified by the CEO.
18. Harbour Industries – A	Land used, as part of a harbour, for the purposes of a bulk terminal and/or bulk transportation other than land included within category 19.	Land with land use code 39 and as otherwise identified by the CEO.
19. Harbour Industries - B	Land used, as part of a harbour, for the purposes of a bulk terminal and/or bulk transportation for mineral resources and related products.	Land with land use code 39 and as otherwise identified by the CEO.
20. Residential – Multi Units (8-9)	Land used for eight or nine residential premises including, for example, detached houses, attached or detached townhouses, building units, flats, guest houses, and manufactured but movable homes (not being caravans).	Land with land use code 03 and as otherwise identified by the CEO.

Category	Description	Identification
21. Residential – Multi Units (10-11)	Land used for ten or eleven residential premises including, for example, detached houses, attached or detached townhouses, building units, flats, guest houses, and manufactured but movable homes (not being caravans).	Land with land use code 03 and as otherwise identified by the CEO.
22. Residential Multi Units (12+)	Land used for twelve or more residential premises including, for example, detached houses, attached or detached townhouses, building units, flats, guest houses, and manufactured but movable homes (not being caravans).	Land with land use code 03 and as otherwise identified by the CEO.

**TABLE B**

Category	Rate in the Dollar	Minimum General Rate
1. Residential - RV <\$85,000	0.02003868	\$1,227
1A. Residential – RV <\$85,000 (NPPR)	0.02104061	\$1,288
2. Residential - RV \$85,000 – \$124,999	0.01502901	\$1,703
2A. Residential – RV \$85,000 – \$124,999 (NPPR)	0.01578046	\$1,788
3. Residential - RV \$125,000 - \$199,999	0.01302514	\$1,878
3A. Residential – RV \$125,000 - \$199,999 (NPPR)	0.01367640	\$1,972
4. Residential - RV \$200,000 - \$349,999	0.01202321	\$2,605
4A. Residential – RV \$200,000 - \$349,999 (NPPR)	0.01262437	\$2,735
5. Residential – RV > \$349,999	0.01102127	\$4,208
5A. Residential – RV > \$349,999 (NPPR)	0.01157234	\$4,418
6. Residential – Multi Units (2-3)	0.01502901	\$1,841
7. Residential – Multi Units (4-5)	0.01502901	\$3,681
8. Residential Multi Units (6-7)	0.01502901	\$5,337
9. Commercial	0.02278910	\$1,840
9A. Commercial Vacant	0.01790712	\$1,564
10. Industrial	0.02089232	\$1,840
10A. Industrial Vacant	0.01790712	\$1,564
11. Primary Production	0.02781654	\$1,227
12. Special Uses	0.01823128	\$1,840
13. Major Shopping Centre	0.03988092	\$18,405
14. Sugar Mills	0.15952367	\$190,693
15. Other	0.01473298	\$1,840
16. Island Resorts – A	0.04557819	\$1,840
17. Island Resorts – B	0.02278910	\$1,840
18. Harbour Industries – A	0.11394548	\$1,840
19. Harbour Industries – B	0.05697274	\$1,840
20. Residential – Multi Units (8-9)	0.01502901	\$7,117
21. Residential – Multi Units (10-11)	0.01502901	\$8,896
22. Residential – Multi Units (12+)	0.01502901	\$10,675

### 3.2 Limitation on increases on Rates and Charges

For the 2023/2024 financial year, Council has not made a resolution to limit increases in rates and charges.

### 3.3 Special Rates or Charges for Joint Government Activities

No special rates or charges are planned to be levied in respect to Joint Government Activities.

## 4. Objecting to a Differential General Rate Category

### 4.1 - General

In accordance with section 90(2) of the *Local Government Regulation 2012* the only ground for objecting to the rating category for the land is that the owner considers the land should belong to a different rate category.

In accordance with section 90(3) of the *Local Government Regulation 2012* the owner may object by giving the local government an objection notice. Section 90(4) of the *Local Government Regulation 2012* details the form an objection notice should take.

Cassowary Coast Regional Council will assess differential general rate objections submitted on an approved form.

Section 90(5) of the *Local Government Regulation 2012* specifies that the owner must give the objection notice within one of the following:

- (a) 30 days after the day when the rate notice was issued; or
- (b) a longer period that the local government allows.

Cassowary Coast Regional Council will only accept a differential general rate objection in the financial year for which the rates have been levied.

### 4.2 Principal Place of Residence Objection

Where a land owner makes an objection under section 90 of the *Local Government Regulation 2012*, who:

- (a) owns a property categorised in Differential General Rate Category 1A, 2A, 3A, 4A, and 5A; and
- (b) is using the property to provide accommodation to a member of their immediate family; and
- (c) the family member being housed has special circumstances such as a physical or mental disability or safety and privacy concerns; or
- (d) in the case of the ownership of the residential dwelling being in a business/company name, or a superannuation name in trust, are verified as being occupied by the business owner(s) or director(s) of the property, the Council may, in its discretion, treat the property as their principal place of residence for the purposes of determining the Differential General Rate Category.

## 5. Levy of Separate Charges

In accordance with section 94(1)(b)(iii) of the *Local Government Act* and section 103 of the *Local Government Regulation*, Council resolves to make and levy the following separate charges on all rateable land in the Region: -

- Transport Infrastructure Levy
- Environmental Management Levy

### 5.1 Transport Infrastructure Levy

Council will levy a separate charge on all rateable land in the Region for the purpose of transport infrastructure facilities including local road renewal, road resealing, footpath/bikeway construction and maintenance of transport infrastructure including bridges.

For the 2023/2024 financial year, the Transport Infrastructure Levy is fixed by Council at **\$160.00** per rateable assessment.

## 5.2 Environmental Management Levy

Council is of the opinion that the costs associated with the delivery of Environmental Management Services should in part be funded by all ratepayers in the local government area through an Environmental Management Levy which will be levied on all rateable land in the Region.

The Environmental Management Services to which the levy will be utilised include:

1. Planning and Environmental Services including Planning Services and Strategic Planning; and
2. Natural Resource Management Including Pest Management, Coastal Management, Walking Tracks, and River Management; and
3. Environmental Management including nuisance management and environmental protection.; and
4. Environmental Management of historical landfill sites, and historical transfer stations, and environmental education programs.

For the 2023/2024 financial year, the Environmental Management Levy is fixed by Council at **\$237.00** per rateable assessment.

## 6. Levy of Special Charges

In accordance with section 94(1)(b)(i) of the *Local Government Act* and section 94 of the *Local Government Regulation*, Council resolves to adopt the overall plans and to levy the following special charges:

The overall plan is a document that:

- describes the service, facility, or activity; and
- identifies the rateable land to which the special rates or charges apply; and
- states the estimated cost of carrying out the overall plan; and
- states the estimated time for carrying out the overall plan.

### 6.1 Bilyana, Murray Upper, Kennedy, Mena Creek, and Cowley Beach Rural Fire Brigade Special Charges

Pursuant to section 94 (3) of the *Local Government Regulation 2012*, Council adopts the overall plan for the rural fire brigade special charge which applies to the rateable land identified in Appendix A – Rural Fire Brigade attached.

Council considers that each parcel of rateable land identified in Appendix A will specially benefit from the purchase and maintenance of firefighting equipment and storage facilities for each rural fire brigade because each parcel is within the identified area for which that rural fire brigade is in-charge of firefighting and fire prevention under the *Fire and Emergency Services Act 1990*.

The overall plan is as follows:

1. the service, facility or activity is rural fire services, and in particular, the purchase and maintenance of firefighting equipment and storage facilities by each rural fire brigade;
2. the rateable land to which the special charge will apply is identified in Appendix A;
3. the estimated cost to carry out the service identified in this overall plan is \$32,000;
4. the estimated time for carrying out the overall plan is by 30 June 2024.

Council resolves pursuant to section 94 (2) of the *Local Government Regulation 2012* to make and levy a special charge on all rateable land identified in the overall plan to fund the provision of rural fire fighting services for the:

1. Bilyana Rural Fire Brigade;
2. Murray Upper Rural Fire Brigade;
3. Kennedy Rural Fire Brigade;
4. Mena Creek Rural Fire Brigade; and
5. Cowley Beach Rural Fire Brigade.



A special charge of **\$20.00 per annum** per assessment will be levied for the Bilyana, Kennedy and Mena Creek Rural Fire Brigade on rateable land as identified on maps A, B and D in Appendix A for the 2023/2024 financial year.

A special charge of **\$25.00 per annum** per assessment will be levied for the Murray Upper and Cowley Beach Rural Fire Brigade on rateable land as identified on maps C and E for the 2023/2024 financial year.

## 7. Levy of Water Utility Charges and Policy Application

In accordance with section 94(1)(b)(ii) of the *Local Government Act* and section 99 of the *Local Government Regulation*, Council resolves to make and levy utility charges for water.

Pursuant to section 101 of the *Local Government Regulation*, Council will charge for water services using a 2-part charge. For the 2023/2024 financial year, the 2-part charge shall consist of a:

- **water access charge** which is a fixed charge for using the infrastructure that supplies water to a person who is liable to pay the charge; and
- **water consumption charge** which is a variable charge for the amount of water that is actually supplied to and used by the consumer.

### 7.1 Water Access Charge

1. A water access charge will be levied on all land, rateable or not, whether vacant (but not including agricultural land without a dwelling) or occupied to which Council does, or is prepared to supply water.
2. In the case of non-rateable land, Council will levy the water access charge where water services are requested by the owner or occupier of the land.
3. The apportionment of the water access charge will be on the basis of supply capacity which is available through the size of the water connection, to reflect the proportionate share of the capacity of the service being utilised.
4. Domestic properties which, because of low water pressure, require the installation of a larger than normal water access connection, will be charged the equivalent of a 20mm connection water access charge.
5. Where one lot/parcel of land has been supplied with more than one water meter, a water access charge will apply for each meter connected to the lot.
6. Properties containing lots created under the *Body Corporate and Community Management Act 1997*, or another community titles act will be charged in accordance with the provision of Chapter 4, Part 1 Valuation, rating and taxation of that Act. The basis of the charge for Body Corporate/Strata Title properties shall be as follows:
  - (a) all lots with a water meter connected shall be charged a water access charge (based on meter size) per meter;
  - (b) all lots which do not have a Council water meter shall be charged a water access charge per lot for the equivalent of a 20mm metered connection; and
  - (c) common property is not charged a water access charge.
7. The water access charge adopted by Council for the 2023/2024 financial year is:

Water Access Charge	Charge	Water Access Charge	Charge
20mm Connection	\$539.00	80mm Connection	\$6,470.00
25mm Connection	\$808.00	100mm Connection	\$10,783.00
32mm Connection	\$1,348.00	150mm Connection	\$13,478.00
40mm Connection	\$1,618.00	Access Charge	\$539.00
50mm Connection	\$2,157.00	Unconnected – Vacant Land	\$539.00

## 7.2 Water Consumption Charge

1. Water consumption charges will be tiered to promote water conservation and to reflect the additional demands placed on the water infrastructure by higher water consumption.
2. For any rate assessment with more than one (1) water meter, water consumption charges will be calculated individually on the basis of water consumption measured from each water meter. The combining of the amount of water consumed from water meters on one rate assessment will not occur.
3. Properties containing lots created under the *Body Corporate and Community Management Act 1997*, or another community titles act, will be charged in accordance with the provision of Chapter 4, Part 1 Valuation, Rating and Taxation of that Act. The basis of the water consumption charge is calculated by:
  - a. where a water meter services a number of lots, the water consumption charge will be calculated on the basis of a tier level per each individual lot; and
  - b. the water consumption charge will be levied to the property at which the water meter is connected whether it be to an individual lot or common property.
4. Where water sub-meters have been installed on each lot within a community title scheme, including the common property, Council will levy the water consumption charge for water consumed through each individual water sub-meter and will charge the common property for any additional water used.
5. In accordance with section 102 of the *Local Government Regulation 2012*, water meters are deemed to be read on 30<sup>th</sup> June and 31<sup>st</sup> December, notwithstanding that they may actually be read during a period that starts two weeks before, and ends two weeks after, either of these dates.

In addition, if a water meter is found to be malfunctioning or inoperative during any period of consumption, Council will estimate the amount of the water consumption charge on the basis of the best information that is reasonably available.

Water consumption for the 2023/2024 financial year shall be charged per kilolitre based on the following:

Tier Level	All Water Schemes
Up to 425KL	\$1.11/KL
Over 425KL	\$2.08/KL

8. For eligible entities or persons as identified in the Rating Concession Policy, the marginal water unit rate for the 2023/2024 financial year is:

Region	Marginal water unit rate
All Water Schemes	\$0.26/KL

## 8. Levy of Sewerage & Trade Waste Utility Charges and Policy Application

### 8.1 Sewerage Charges

In accordance with section 94(1)(b)(ii) of the *Local Government Act* and section 99 of the *Local Government Regulation*, Council resolves to make and levy a utility charge for sewerage services.

Sewerage charges are set to recover all of the costs associated with the provision of sewerage and waste water services provided by Council in the relevant financial year. These costs include loan interest, depreciation and the cost of ongoing maintenance and operations of the sewerage system, including treatment, plant operations and capital works associated with sewerage schemes operated by Council in the Region.

1. Sewerage utility charges will be levied on land located within the following schemes:
  - Innisfail Sewerage Scheme
  - Tully & Mission Beach Sewerage Schemes
  - Port Hinchinbrook Sewerage Scheme
2. The utility charge for sewerage purposes will be levied on all land, rateable or not, whether vacant or occupied to which Council has or is prepared to connect sewerage services, on the following basis:

Vacant allotments	vacant charge per allotment
Single unit dwelling	one residential charge
Multi-unit dwellings	one residential charge per unit dwelling
All other land uses	one non-residential charge for the first pedestal and an additional pedestal charge for each additional pedestal or urinal

3. The utility charges for sewerage for the 2023/2024 financial year are fixed as follows:

Sewerage Charge	Innisfail Sewerage Scheme	Tully and Mission Beach Sewerage Schemes	Port Hinchinbrook Sewerage Scheme
Residential	\$1,126.00	\$1,058.00	\$1,335.00
Non-Residential	\$1,126.00	\$1,058.00	\$1,335.00
Vacant	\$1,014.00	\$953.00	\$1,202.00
Additional Pedestal	\$935.00	\$879.00	\$1,109.00

For the purpose of the calculation of utility rates and charges for sewerage for non-residential properties:

- a. Each 1.8m of urinal or part thereof shall be deemed to be one pedestal; and
- b. Each three individual wall hung urinals or part thereof shall be deemed to be one pedestal.

## 8.2 Sewerage Utility Charges General Policy

1. For all land uses other than vacant allotments and residential land (being single unit dwellings & multi-unit dwellings (flats)), the first pedestal will be charged a non-residential utility charge for sewerage and each additional pedestal will be charged at a lesser amount.
2. Where residential land (either a dwelling, flat or residential strata title unit) has more than one pedestal, the number of pedestals for that dwelling, flat or unit will be counted as one.
3. If the number of sewerage pedestals in respect of which utility charges for sewerage applies, alters during the financial year, the utility charges for sewerage are to be apportioned from the date of connection to, or disconnection from the Council sewer scheme by determining the number of days applicable within the year.
4. In the case where the number of sewerage pedestals is unable to be determined due to :
  - a. the refusal of the property owner to supply pedestal numbers; or
  - b. the owner refuses Council access to the property for the purpose of determining or verifying the number of pedestals located on the property;

Then, at the discretion of the Chief Executive Officer, an estimate of the number of pedestals will be determined for the property based on the sanitary requirements for the classification of any building/s located on the property as set out in the Building Code of Australia, or alternately reference will be made to any building plans lodged with Council.

5. Where an improvement which can include a building or structure which covers more than one parcel of land, the owner must apply to Council for approval to change the utility charge for sewerage to be based on the improvement constructed and not each individual parcel of land.

6. Where an improvement has been constructed and the development approval has expired without a final inspection being made, the utility charge for sewerage will be adjusted from the date of expiry of the development approval.
7. Properties containing lots created pursuant to the *Body Corporate and Community Management Act 1997*, will be charged in accordance with the provisions of Chapter 4, Part 1 Valuation, Rating and Taxation of that Act. The basis of the charge for Body Corporate/Strata Title properties shall be as follows:
  - a. All lots classified as vacant within the sewerage scheme will be charged a vacant sewerage utility charge;
  - b. All lots classified as residential or non-residential within the sewerage scheme will be charged a residential or non-residential sewerage utility charge.

### 8.3 Trade Waste Charges

In accordance with section 94(1)(b)(ii) of the *Local Government Act* and section 99 of the *Local Government Regulation*, Council resolves to make and levy a utility charge for trade waste services.

1. The trade waste utility charge is set to recover the cost of liquid trade waste services which Council incurs for the treatment of trade waste discharged from premises pursuant to trade waste approvals into Council's sewerage system. The trade waste utility charge recognises that the discharge of trade waste places a significant burden on Council's sewerage system in that trade waste:
  - a. is generally of an organic strength many times that of domestic sewerage; and
  - b. often contains exotic substances, such as heavy metals, organic solvents and chlorinated organics not found in domestic sewerage.
2. The Part A trade waste utility charge as below is levied in respect of each trade waste approval associated with a premises for the discharge of the trade waste pursuant to the approval into Council's sewerage system in accordance with Council's *Trade Waste Environmental Management Plan* ("TWEMP"). The Part B trade waste utility charge as below is levied in addition to the Part A charge and will be only levied in the circumstances described below.

#### **PART A TRADE WASTE UTILITY CHARGE**

1. The Part A trade waste utility charge will be levied as a two (2) part charge for each trade waste approval associated with a premises for the discharge of trade waste into Council's sewerage system. The Part A charge comprises an annual infrastructure access charge charged for each approval, and a volumetric charge calculated by reference to the type and volume of trade waste which is discharged into Council's sewerage system.
2. The annual infrastructure access charge fixed by Council for the 2023/2024 financial year is **\$304.00**.
3. The trade waste volumetric charge (Category 1 & 2) fixed by Council for 2023/2024 financial year is **\$1.78/kl**.
4. For low strength trade waste (category 1), as that term is defined under the TWEMP, the volumetric charge will be calculated according to the TWEMP.

**PART B TRADE WASTE UTILITY CHARGE**

1. The Part B trade waste charge is payable in addition to the Part A trade waste charge in the circumstances described below.
2. For the 2023/2024 financial year, the Part B trade waste charge fixed by Council is as follows:

Scenario		Charge
1	Land generating trade waste when the application assessment by Council would otherwise require a pre-treatment device and where no pre-treatment device is installed.	\$11,059.00
2	Land generating trade waste where pre-treatment devices have been installed but Council's sewer discharge limit is exceeded due to pre-treatment non-servicing.	\$1,766.00
3	Land generating trade waste where no pre-treatment device is installed but Council considers that site specific conditions do not allow for such a device to be installed.	\$1,766.00
4	Land generating trade waste where pre-treatment device is installed but is undersized and requires:	
	(a) 550 Litre capacity assessed	\$947.00
	(b) 1000 litre capacity assessed	\$1,417.00
	(c) 2000 litre capacity assessed	\$1,706.00
5	Land generating low strength trade waste (category 1), as that term is defined under the TWEMP, with a food waste disposal unit and:	
	(a) The rated power of the motor is up to 700 watts.	\$1,668.00
	(b) The rated power of the motor is greater than 700 watts.	\$2,760.00
	(c) The waste disposal unit is a garbage grinder installed in a public or private hospital or aged care facility.	\$1,380.00

**9. Levy of Waste Management Utility Charge**

In accordance with section 94(1) (b) (ii) of the *Local Government Act* and section 99 of the *Local Government Regulation*, Council resolves to make and levy a utility charge for waste management services. The utility charge for waste management is levied to fund:

- a. refuse collection services – both residential and non-residential;
- b. the operation of waste management facilities, including landfills; and
- c. other waste management services and programmes provided by Council.

**9.1 Waste Management Charge - General Policy**

A utility charge will be applied for waste management services provided in the Region for residential and non-residential properties.

**9.2 Waste Management Service Utility Charges**

All properties within the designated refuse collection area as decided by Council will be charged a standard utility charge for waste management services. Additional services are extra services which by request, Council can provide to the property. All refuse collection services shall be charged per service.

1. Standard utility charges for waste management in the Region for the 2023/2024 financial year are fixed as follows:

Service	Description	Amount per Service
Residential A	This is the utility charge for waste management for the standard refuse collection service and allows for: <ul style="list-style-type: none"> <li>• a 140/120L wet waste bin collected weekly; and</li> <li>• a 240L dry waste bin collected fortnightly</li> </ul>	\$390.00

Service	Description	Amount per Service
Residential C	This is the utility charge for waste management for the standard refuse collection service and allows for: <ul style="list-style-type: none"> <li>a 240L wet waste bin collected weekly.</li> </ul>	\$443.00
Non-Residential A	This is the utility charge for waste management for the standard refuse collection service and allows for: <ul style="list-style-type: none"> <li>a 140/120L wet waste bin collected weekly; and</li> <li>a 240L dry waste bin collected fortnightly.</li> </ul>	\$390.00
Non-Residential C	This is the utility charge for waste management for the standard refuse collection service and allows for: <ul style="list-style-type: none"> <li>a 240L wet waste bin collected weekly.</li> </ul>	\$443.00

2. Additional utility charges for waste management services in the Region for the 2023/2024 financial year are:

Service	Description	Amount per Service
Additional Dry Waste A	This is an additional 240L dry waste bin collected on the same day as the standard dry waste bin.	\$82.00

### 9.3 Waste Management Utility Charges for multiple services per week

For non-residential customers there is an option to receive multiple refuse collection services per week. The refuse collection services for the 2023/2024 financial year are:

Service	Description	Amount per Service
Non-Residential A2	This is a Non-Residential A waste management service that is collected two times per week	\$780.00
Non-Residential A3	This is a Non-Residential A waste management service that is collected three times per week	\$1,170.00
Non-Residential C2	This is a Non-Residential C waste management service that is collected two times per week	\$886.00
Non-Residential C3	This is a Non-Residential C waste management service that is collected three times per week	\$1,329.00
Additional Dry Waste A2	This is an Additional Dry Waste A waste management service that is collected two times per week	\$164.00
Additional Dry Waste A3	This is an Additional Dry Waste A waste management service that is collected three times per week	\$246.00

### 9.4 State Government Waste Levy

The Queensland Government introduced a waste levy for commercial operators in 2019/2020. The increase to the waste levy imposed by the State government will be charged at \$91.00 per tonne for waste disposed of to landfill for the period 1 July 2023 to 30 June 2024. This is regulated by and paid to the State government by Council based on the quantity of waste received at Council landfill sites.

The Queensland Government has committed to implementing the waste levy with no direct impact on households. Council is paid advance payments by the State to cover the cost of the levy on domestic waste going to landfills.



## 10. General Information

### 10.1 Cost-Recovery and Business (i.e. Commercial) Fees and Charges

Cost-Recovery fees are fixed by Council for any of the following:

- a. an application for, or the issue of, an approval, consent, licence, permission, registration or other authority under a Local Government Act;
- b. recording a change of ownership of land;
- c. giving information kept under a Local Government Act;
- d. seizing property or animals under a Local Government Act; and
- e. the performance of another responsibility imposed on the Council under the Building Act or the Plumbing and Drainage Act.

The criteria used to fix cost-recovery fees is the cost to Council for providing the service or taking the action for which the fee is charged.

Business (i.e., commercial) charges are for those services which Council provides and which are not cost-recovery fees.

The criteria used in establishing commercial charges is, as far as practicable, based on the user pays principle.

### 10.2 Issue of Notices & Due Date for Payment

For section 107(1) of the *Local Government Regulation*, rates notices for the 2023/2024 financial year will be issued half-yearly.

In accordance with section 118(1) of the *Local Government Regulation*, the due date for payment of rates and charges is thirty (30) days from the date of issue of the rate notice.

Council will allow the payment of rates and charges under an approved arrangement where such arrangements meet the criteria outlined in Council's Rates Recovery Policy.

### 10.3 Discount

In accordance with section 130 of the *Local Government Regulation*, Council resolves that a discount of five percent (5%) will apply to general rates only where:

- a. All rates and charges are paid in full by the due date for payment, being thirty (30) days after the date of issue of the rate notice (Discount Period);
- b. All overdue rates and charges, including interest accrued thereon, have been paid in full.

To be eligible for the discount, payment must be received at the Council Office on or before the close of business on the last day of the Discount Period as set out on the rates assessment notice.

In addition to the allowance of a discount on payments received on or before the last day of the Discount Period, the discount will be allowed if the amount stated on the rate assessment is paid under the following circumstances:

1. Where mail is received in the first mail on the morning of the first working day after the last day of discount, subject to the envelope clearly being post marked prior to the last day of the Discount Period as shown on the assessment notice. Envelopes must be held by the records staff until such time as the external auditors approve their destruction; or
2. When the rates are paid directly into Australia Post, the banking system or Bpay system on or before the last day of the Discount Period (proof required); or
3. Where a ratepayer has paid the rates prior to the last day of the Discount Period but has short paid by less than \$10.00, the ratepayer will still be entitled to the discount; or
4. Where there is an apparent accidental short payment of \$10.00 or more (ie: transposition error) of the amount due which has been paid on or before the last day of the Discount Period, the application of discount will be considered on a case-by-case basis in the following manner.
  - The ratepayer will be advised to pay the shortfall within five (5) business days. If the shortfall is paid within this period, the discount will be applied.

5. If in the opinion of Council's delegate there are exceptional circumstances which warrant the approval of allocating the discount after the due date, in circumstances other than those detailed in this clause 10.3, the Council's delegate may grant the discount amount.

Discount will not be allowed if payment is made by cheque and the cheque is subsequently dishonoured unless the rates are paid in full by alternate means within the Discount Period.

Discount will not be allowed where a rate or charge has been purposely excluded from the payment.

#### **10.4 Interest on Overdue Rates and Charges**

Pursuant to section 133 of the *Local Government Regulation 2012* the maximum interest rate that can be applied to overdue rates and charges is the prescribed rate for the days decided by the Council.

The prescribed rate, for a day, means the rate that is the sum of—

- (a) the bank bill yield rate for the day, rounded to 2 decimal places; and
- (b) 8%.

The **bank bill yield rate, for a day**, means the monthly average yield of 90-day bank accepted bills published by the Reserve Bank Australia (RBA) for the month of March in the financial year immediately before the financial year in which the day occurs.

The Bank Yield Rate as at March 2023 published by the RBA is 3.64%. The maximum interest rate that can be charged on overdue rates and charges for the 2023/2024 financial year is 11.64%.

Where a ratepayer has entered into a *formal* arrangement with Council to pay rates and charges under Council's Rates Recovery Policy, and makes payments in accordance with the arrangement, no interest will be charged.

Any interest charge of less than \$10.00 on monthly interest calculation updates will be foregone if the debt is paid within the relevant month.

#### **10.5 Rate Concessions**

Pursuant to-section 122(1) and 120(1) (a), (b) and (c) of the *Local Government Regulation*, Council resolves to grant the following concessions in accordance with its Rating Concessions Policy for stated ratepayers or ratepayers who are members of a stated class of ratepayers who are eligible including:

- a. Pensioners;
- b. Not for Profit Community Organisations;
- c. Consumers using home dialysis machines;
- d. Consumers with excess water consumption because of an undetected concealed water leak.

Ratepayers seeking a concession are required to make a written application to Council in the way specified in the Rates Concession Policy.

Council may, at its discretion, request further information to determine the eligibility of the ratepayer for the concession.

#### **10.6 Refunds of Rates and Charges Payments**

Council will only refund payments of rates and charges if the land record shows that the ratepayer has a credit balance.

If an administration error has occurred and a refund may be due, Council will only consider making a refund where it is established that the error occurred not more than six (6) years prior to the date of the request for refund.

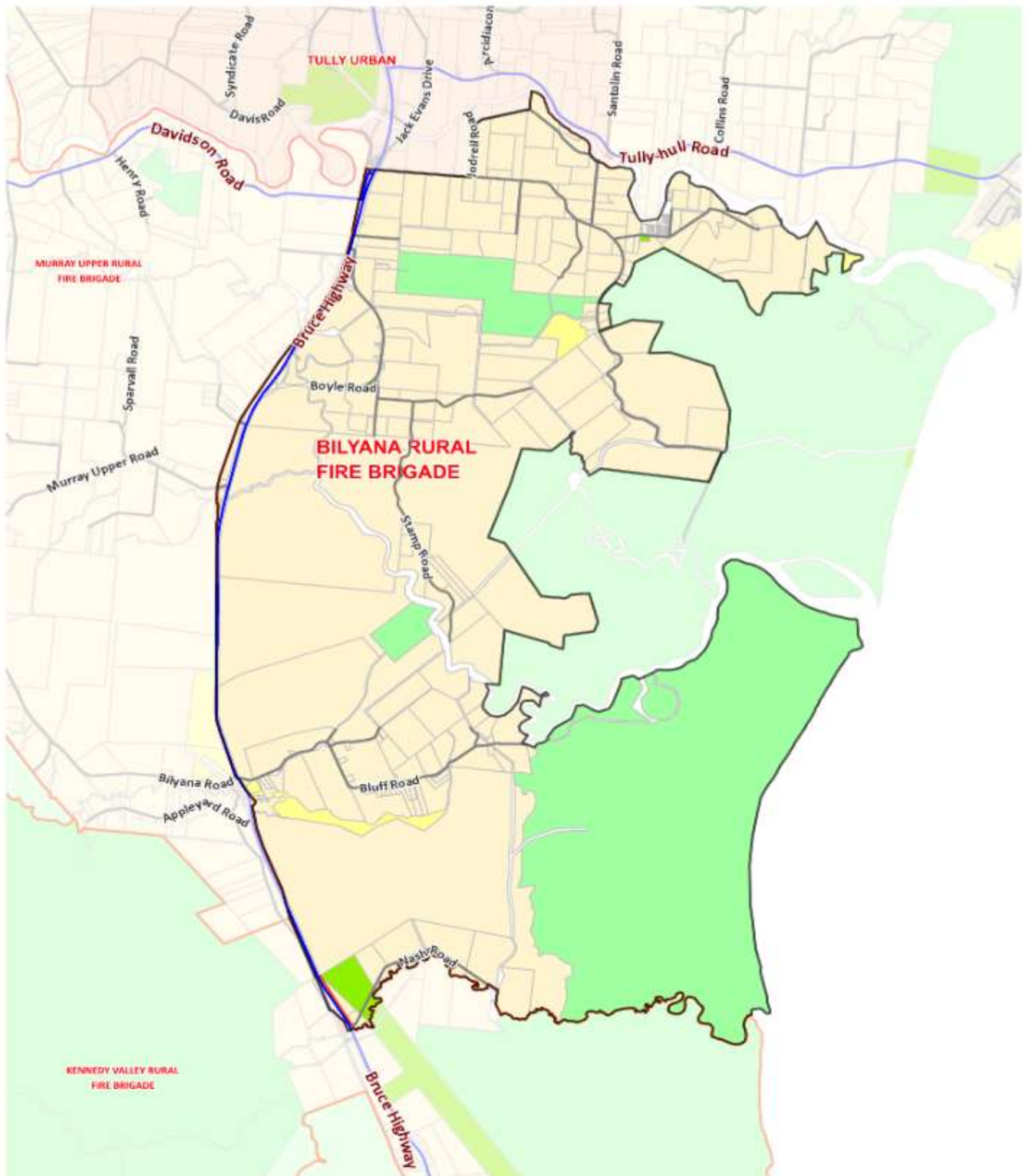
## Schedule 1 – Land Use Codes

Urban Land use	Transport & Storage	Sheep Grazing	General
1 Vacant Urban Land <4000 m2	28 Warehouse & Bulk Stores	60 Sheep Grz- dry	96 Public hospital
<b>Residential</b>	29 Transport terminal	61 Sheep breeding	97 Welfare home/institution
2 Single unit dwelling <4000 m2	30 Service station	62 Not used	98 Secondary code only (if exclusive use is single dwelling or farming)
3 Multi- unit dwelling (Flats)	31 Oil depot & refinery	63 Not used	
4 Large Home site - vac => 4000 m2	32 Wharves	<b>Cattle Grazing</b>	
5 Large Home site -dwg => 4000 m2	33 Builders yard, contractors	64 Breeding	
6 Outbuildings	34 Cold stores- ice works	65 Breeding & Fattening	
7 Guest house/private hotel	<b>Industrial</b>	66 Fattening	
8 Building units Primary use only	35 General industry	67 Goats	
9 Group Title Primary use only	36 Light industry	<b>Dairy Cattle</b>	
	37 Noxious / offensive industry (include Abattoir)	68 Milk- Quota	
	38 Advertising- Hoarding	69 Milk- No quota	
<b>Retail Business/ Comm</b>	39 Harbour Industries	70 Cream	99 Community Protection Centre
10 Comb. multi dwg & shops	40 Extractive	<b>Agricultural</b>	
11 Shop single	<b>Special Uses</b>	71 Oil seed	
12 Shops- group (More than 6 shops)	41 Child care ex k/garten	72 Subdivided land - (LG rates valuation discount)	
13 Shopping group (2 to 6 shops)	42 Hotel/tavern	73 Grains	
14 Shops- main retail (Central Business Dist)	43 Motel	74 Turf Farms	
15 Shops- Second retail (Fringe central business presence of service ind)	44 Nurseries (Plants)	75 Sugar cane	
16 Drive in shopping centre	45 Theatres cinemas	76 Tobacco	
17 Restaurant	46 Drive-in Theatre	77 Cotton	
18 Special tourist attraction	47 Licensed club	78 Rice	
19 Walkway	48 Sportsclubs/facilities	79 Orchards	
20 Marina	49 Caravan parks	80 Tropical fruits	
21 Residential Institution (Non-medical care)	50 Other clubs (Non business)	81 Pineapples	
22 Car parks	<b>Special Uses</b>	82 Vineyards	
23 Retail Warehouse	51 Religious	83 Small Crops & fodder Irrig	
24 Sales area outdoors (Dealers - boats, cars, etc.)	52 Cemeteries (Include crematoria)	84 Small crops & fodder – non irrig	
25 Professional offices	53 Secondary code only – Cwth Govt	<b>Other Rural Uses</b>	
26 Funeral parlours	54 Secondary code only – State Gov	85 Pigs	
27 Hospitals, conv homes (Medical care)(Private)	55 Library	86 Horses	
	56 S/Gnd, R/course, Airfield	87 Poultry	
	57 Parks, gardens	88 Forestry & Logs	
	58 Educational include K/gtn	89 Animal Special	
	59 Secondary code only – Local Govt	90 Stratum (secondary code only)	
		91 Utilities	
		92 Defence Force Estab	
		93 Peanuts	
		94 Vacant rural land (Excl 01 & 04)	
		95 Reservoir, dams, bores	

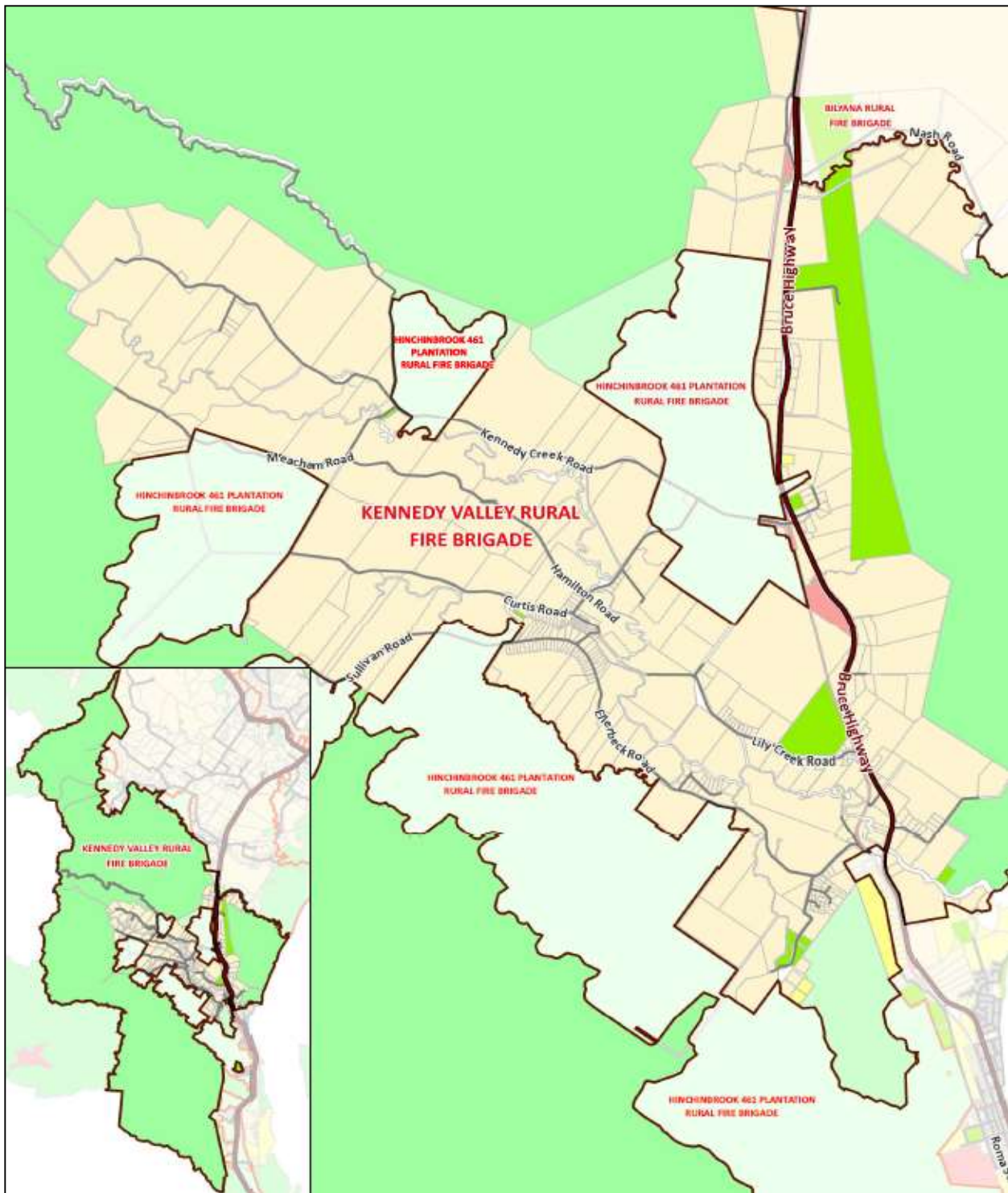


## Appendix A - Rural Fire Brigade - Benefited Areas

Map A - Bilyana Rural Fire Brigade area



Map B - Kennedy Rural Fire Brigade area



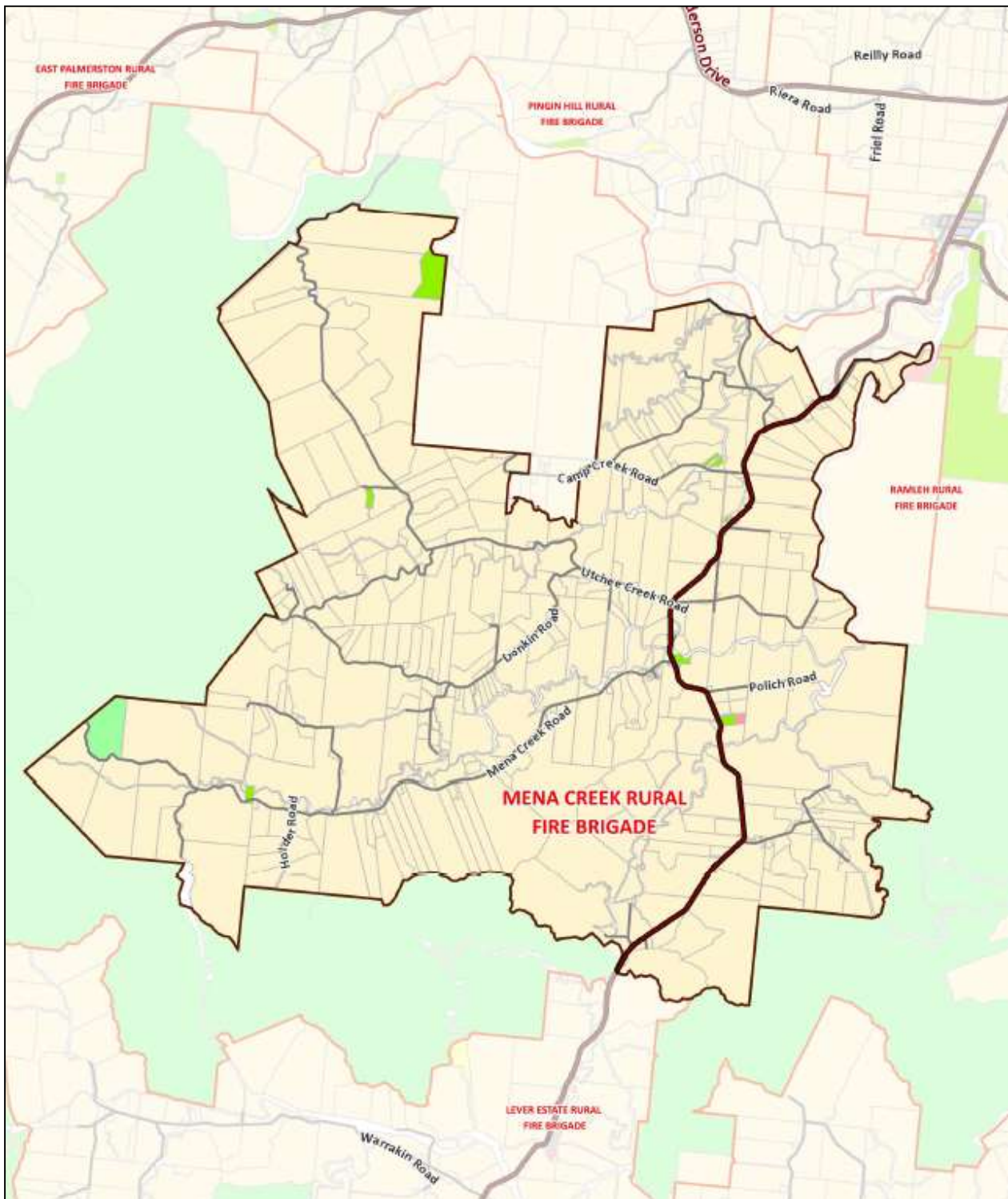


Map C - Murray Upper Rural Fire Brigade area

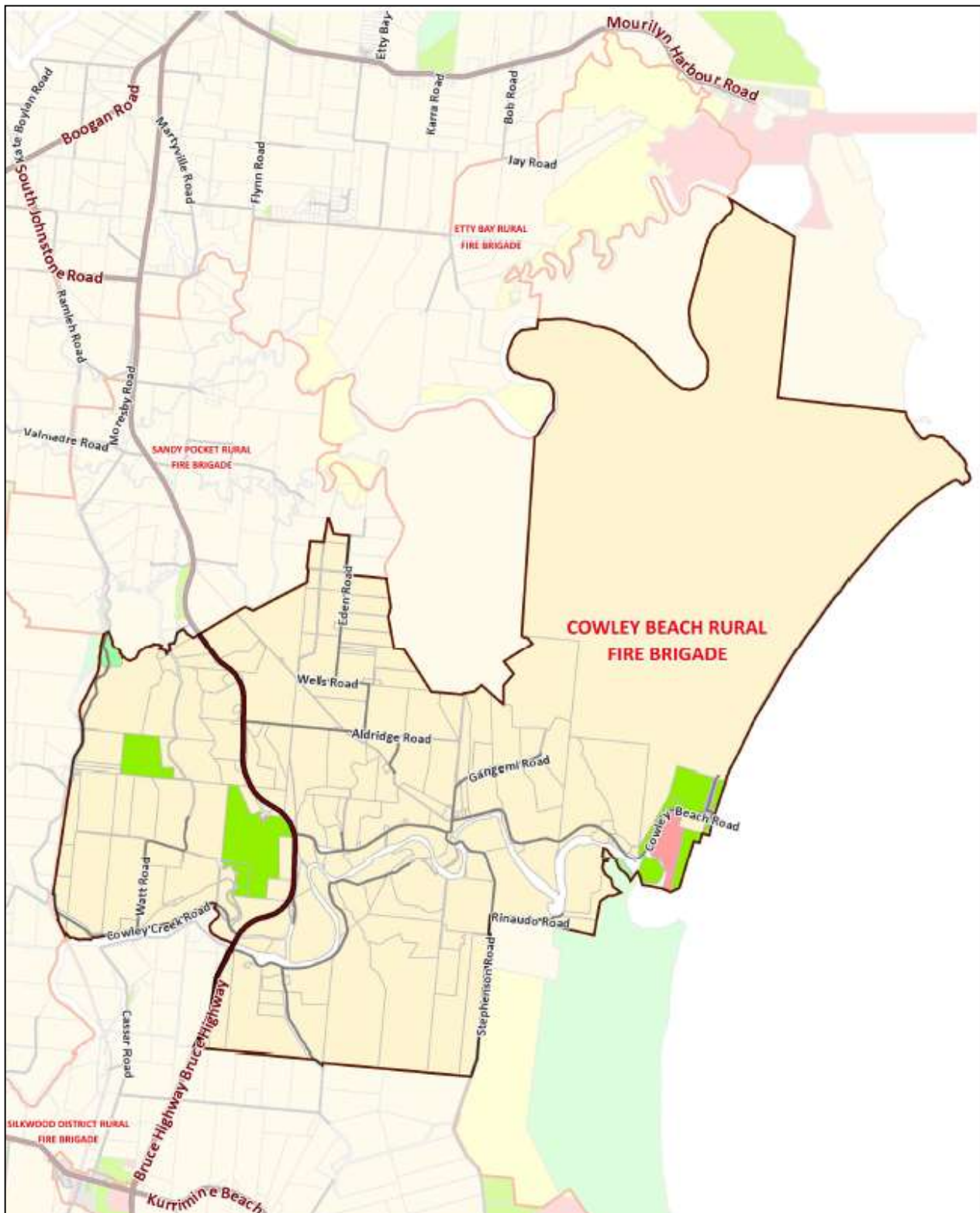




Map D - Mena Creek Rural Fire Brigade area



Map E – Cowley Beach Rural Fire Brigade area



## Rating Concessions Policy

<b>Policy type</b>	Council
<b>Function</b>	Corporate Services
<b>Policy Owner</b>	Manager Finance
<b>Effective date</b>	1 July 2023

### 1. Purpose

The objective of this policy is to:

- provide transparency and equity in regard to eligible pensioners receiving a Council rates remission;
- provide guidance in dealing with requests for a reduction in the water consumption charge, where a genuine leak on a property has occurred;
- establish a policy for the provision of rates based financial assistance for community organisations including, not for profit, community, recreation and sporting organisations;
- assess applications from consumers who incur increased water consumption due to the use of a home dialysis machine.

### 2. Scope

This policy applies to:

- property owners whereby Council will consider providing the pension concession to eligible pensioners to receive the Council rates remission;
- circumstances under which Council will provide a rating concession to eligible community organisations;
- circumstances under which Council may provide a water consumption concession to eligible property owners;
- establishing guidelines for Council staff and the public regarding the provision of a concession to ratepayers.

### 3. Responsibility

All Council employees must comply with this policy and are responsible for giving effect to it.

Customers who are receiving a metered water connection from Council are responsible for water consumed through the water meter. The internal water reticulation infrastructure within the property boundaries is the responsibility of the landowner and should be maintained in good condition and regularly monitored for deterioration.

### 4. Definitions and principles

#### **AMR – Automatic Meter Reading Device:**

“Smart Water Meter Device” that is fitted to a standard water meter allowing Council to monitor water consumption.



**Applicable Water Charges:**

This includes all charges approved by Council in respect of water consumption throughout the region.

**Average Water Consumption:**

Based on the average water consumption over the past two years for the current owner of the property and not including the current usage. Where two years water consumption history is not available, Council will determine an average amount based upon current available data.

**Community Organisation:**

Is a not-for-profit organisation which:

- (a) exists primarily to undertake community service activities; or
- (b) undertakes sporting or recreational activities and relies on player fees and/or community fundraising only; or
- (c) exists primarily to undertake community service activities and receives on-going Federal or State Government funding support for the organisation's operations; or
- (d) is the owner of a cultural icon which is a tourist attraction and to which the public is given access for no fee or charge.

**Concealed Leak:**

A leak in the water supply pipe to a property on the property owner's side of the water meter either underground, under or within concrete or paving, or underneath a structure where the leak was not apparent and the occupant could not reasonably be expected to know of its existence.

**Marginal Water Unit Rate:**

This represents the variable cost of supplying water including pumping, treatment and a proportion of recurrent operating cost as determined by Council each year.

**Pensioner Concession Card:**

A Queensland "Pensioner Concession Card" issued by Centrelink, on behalf of Services Australia or a Queensland "Repatriation Health Card – for all conditions" (Gold Card) issued by the Department of Veterans' Affairs.

**Property Owner:**

The person or organisation that owns, leases land, or is the primary occupier of the land.

**Rating Concession:**

This is a concession granted to an approved community organisation and will be applied in line with Chapter 4, Part 10 of the *Local Government Regulation 2012*.

**Water Leak:**

A leak that has occurred from the Council water meter to the customer's property. Tap leaks, pool leaks, hot water system leaks, leaks in the showers, bathroom, toilets, irrigation systems or in any area other than in the main supply pipe are not covered under this policy.

**Suspected Water Leak Notice:**

A notice that is sent to the property owner(s) indicating a potential water leak at the property, and, if found that there is a leak, requests that the leak be repaired by a current VK1 licensed plumber within sixty (60) calendar days from the date on the "leak notice".

## 5. Procedure

### 5.1 Concession for Pensioner

Pensioners who are eligible must meet the following criteria:

- (a) all applications for remission must be in writing on the prescribed form and contain a declaration as to the accuracy of the information contained therein;
- (b) if the property is in joint names, all applicants must produce the required information;
- (c) eligible pensioners who are co-owners of an eligible property in conjunction with persons who are not eligible pensioners, shall be entitled to pro-rata rate concession based on their share of the property;
- (d) proof of pension must be produced at time of application;
- (e) the property in respect of which the rates are levied must be the principle place of residence of the pensioner and the pensioner must actually reside on the property (i.e. a life tenant cannot reside in a nursing home and claim the subsidy, as may occur with ordinary home ownership);
- (f) if there is a temporary dwelling or structure on the property, the concession may be allowed on the condition that the structure is “habitable” as determined by Council;
- (g) the applicant/s must be the holder/s of a current Centrelink Queensland Pensioner Concession Card or a Veterans’ Affairs Gold Card. The cards that **do not** qualify for a remission are Seniors Cards, Health Care Cards, Health Benefits Cards, and Repatriation Health Cards for specific conditions.

**5.1.1** Where a pensioner for reasons of ill health or infirmity (e.g. poor health, feeble in body or health, physically weak, especially through age) resides some or all of the time in alternative accommodation such as a nursing home or similar type of accommodation (where personal care is available on site and provided as required) or with family or friends, the residence may be regarded as the “principal place of residence” if it is not occupied on a paid tenancy basis during the absence of the approved pensioner owner/s.

**5.1.2** Life Tenant/s under a Will with responsibilities to pay all rates and charges must produce a certified copy of the Will stating the applicant is a life tenant and responsible for payment of rates.

**5.1.3** Once an application for remission is approved, it shall remain in force from year to year without further renewal whilst the person remains owner/occupier of the property in question.

**5.1.4** Where an applicant’s circumstances alter, it is incumbent upon the applicant to notify the Council. Council will conduct periodic audits to verify current entitlements.

**5.1.5** In order to receive a concession in the first rating period commencing 1 July in any year, Council must receive applications no later than 30 June. To receive the concession in the second rating period commencing 1 January in any year, Council must receive the application no later than 31 December.

**5.1.6** Late applications received after the closing date and before either 31 March or 30 September of that rating period, may be considered provided the applicant/s meet all of the eligibility requirements at the commencement of the rating period. For ratepayers who are new eligible card holders, the concession will be considered from the effective date on the concession card, if submitted within the same rating period. For ratepayers who are eligible card holders, and who have newly purchased the property, the concession will be considered from the date of possession, if submitted within the same rating period.

**5.1.7** Where a pensioner is receiving concession in respect of a property owned by that person and the person dies, Council concession will cease at the end of the rating period. When the property title is transferred under a will to a beneficiary who qualifies for Council concessions, that person will be granted concessions retrospectively from the end of the rating period after the date of death.

**5.1.8** Pensioners who meet the eligibility requirements as set out in section 5.1 of this policy, may receive up to a maximum of **\$300.00 per annum**.

## **5.2 Concession for Water Consumption (non-AMR devices)**

**5.2.1** To ensure that any water leaks are detected early, the landowner is responsible for monitoring water consumption as recorded on the water meter. Council recognises that leaks can occur and can go for long periods without being detected and cause considerable financial difficulties for the property owner.

**5.2.2** A concession on water consumption charges may be permitted when all the following conditions have been met:

- (a) The leak was a concealed leak;
- (b) The owner or resident can demonstrate that all possible action was taken as soon as a leak was suspected. If Council issues a High Water Consumption notice, the property owner will have 60 calendar days from the date of the notice to have the leak repaired by a current licensed plumber. If the leak is not repaired within this time, and the property owner has not made contact to advise Council of issues securing a current licensed plumber, the property owner will not be eligible to apply for the water consumption concession. However, Council will give consideration to exceptional circumstances which may have impacted the length of time taken to have the leak repaired;
- (c) The property owner provides a copy of the plumber's account and receipt for work undertaken to repair the concealed leak and a written statement by the plumber on the nature of the leak and actions to repair including materials used in the repair;
- (d) An application for water concession is lodged with Council as soon as the leak is repaired to enable early confirmation.

A reduction in water charges will be granted only twice within a five-year period per property per owner with no further applications being considered.

**5.2.3** Following the assessment of the application, Council may undertake water meter reads to confirm the leak has been repaired.

**5.2.4** A concession will be provided based on the ratepayer paying the marginal cost of the additional water usage in lieu of the approved water charges. The calculation for this concession is outlined below:

- (a) Total water consumption during the period when the concealed leak became evident;
- (b) Less than average water consumption (2 years prior; or where this is not possible, an estimated average household consumption as calculated by Council officers);
- (c) Equals additional water usage;
- (d) The marginal water unit rate is applied to the additional water usage to calculate the marginal fees payable;
- (e) The total water charged less the marginal fees and less the average water consumption fee represents the concession;



If in the opinion of Council there are exceptional circumstances which warrant the approval of an application of a property owner that is not eligible under the terms of this policy, the relevant Director or Chief Executive Officer may grant a concession up to \$5,000. Any concession above \$5,000 will require a Council resolution.

### 5.3 Concession for Water Consumption for Smart Meters (AMR installed)

**5.3.1** Properties with a fully operational AMR will be issued a suspected leak notice for any leak above Council's leak threshold (currently 20 litres per hour). Irrespective of whether a leak notice has been issued by Council, property owners are still responsible for monitoring water consumption through their meter.

**5.3.2** A concession on water consumption charges may be permitted when all the following conditions have been met:

- (a) The leak was a concealed leak;
- (b) The leak must be 20 litres or more per hour;
- (c) The owner or resident can demonstrate that all possible action was taken as soon as a leak was suspected. If Council issues a Suspected Water Leak Notice, the property owner will have 60 calendar days from the date of the *initial leak notice* to have the leak repaired by a current licensed plumber. If the leak is not repaired within this time, and the property owner has not made contact to advise Council of issues securing a current licensed plumber, the property owner will not be eligible to apply for the water consumption concession. However, Council will give consideration to exceptional circumstances which may have impacted the length of time taken to have the leak repaired;
- (d) The property owner provides a copy of the plumber's account and receipt for work undertaken to repair the concealed leak and a written statement by the plumber on the nature of the leak and actions to repair including materials used in the repair;
- (e) An application for water concession is lodged with Council as soon as the leak is repaired to enable early confirmation.

A reduction in water charges will be granted only twice within a five-year period per property per owner with no further applications being considered.

**5.3.3** Following the assessment of the application, Council may undertake water meter readings to confirm the leak has been repaired.

**5.3.4** A concession will be provided based on the ratepayer paying the marginal cost of the additional water usage in lieu of the approved water charges. The calculation for this concession is outlined below:

- (a) Total water consumption during the period when the concealed leak became evident;
- (b) Less than average water consumption (2 years prior, or where this is not possible, an estimated average household consumption as calculated by Council officers);
- (c) Equals additional water usage;
- (d) The marginal water unit rate is applied to the additional water usage to calculate the marginal fees payable;
- (e) The total water charged less the marginal fees and the average water consumption fee represents the concession.

If in the opinion of Council there are exceptional circumstances which warrant the approval of an application of a property owner that is not eligible under the terms of this policy, the relevant Director or Chief Executive Officer may grant a concession up to \$5,000. Any concession above \$5,000 will require a Council resolution.

## 5.4 Concessions for Not-for-Profit Community Organisations

### 5.4.1 To be eligible for funding under this policy, the community organisation must:

- (a) Be a community organisation, as defined in this policy;
- (b) In its constitution, clearly prohibit any member of the organisation making a private profit or gain either from the ongoing operations of the organisation or as a result of the distribution of assets if the organisation is wound up (this condition does not apply to the owner of a cultural icon);
- (c) Operate within the boundaries of the Cassowary Coast Regional Council;
- (d) Be liable to pay the rates and charges for which the concession is sought;
- (e) Not utilise gaming machines to raise revenue;
- (f) Not use the property for residential purposes unless utilised for an aged care facility or short-term accommodation for homeless and/or at risk persons;
- (g) Not rent, hire, or lease the land to a third party for a purpose that is not the core business of the community organisation; and
- (h) Lodge an application on the approved form as detailed in section 5.4.4 of this policy.

### 5.4.2 A property owner that meets the criteria in section 5.4.1 will be categorised in one of the following categories:

- (a) Category 1 - A community organisation which relies mainly on volunteer labour.
- (b) Category 2 - A community organisation which:
  - (i) has a high level of paid labour, a low level of volunteer labour and provides a substantial community benefit; or
  - (ii) are in receipt of either Federal or State Government funding.
- (c) Category 3 - An owner of a cultural icon which is a tourist attraction and to which the public is given access for no fee or charge.

### 5.4.3 Council may provide a rating concession to properties that meet the criteria in section 5.4.1. The level of assistance provided for a property owner categorised under section 5.4.2 of this policy will be:

Category General	General Rates General	Separate Rates	Sewerage	Maximum Concession
Category 1	100%	100%	*75%	No Max
Category 2	100%	100%	0%	\$2,000.00
Category 3	100%	100%	0%	\$1,500.00

\* If there are no general rates levied to the property owner, a concession on sewerage charges may apply.

### 5.4.4 In relation to concessions for Community Organisations:

- (a) An approval for assistance provided under this policy will cover a two-year period;
- (b) For new applications, the approved form must be completed and lodged by 31 May prior to the first of the two financial years for which assistance is being sought;

- (c) For renewal of applications, the approved form must be completed and lodged with Council by the date as set out in the reminder renewal letter;
- (d) Supporting documentation must be attached to the application form. The documentation must include:
  - (i) A copy of the constitution of the organisation;
  - (ii) Audited financial statements for the two previous years;
  - (iii) Any other relevant information supporting that the organisation is a not-for-profit entity or otherwise exists for a public purpose.
- (e) Concessions are not available for vacant land or in circumstances where an organisation does not fulfil its lease obligations;
- (f) An approved rating concession will be applied directly to the property and the successful property owner will be provided with a credit on each half-yearly rate notice;
- (g) If in the opinion of the Council there are exceptional circumstances which warrant the approval of an application for rates-based assistance, notwithstanding the organisation is not eligible under the terms of this policy, Council may resolve to grant a concession considered reasonable. The reasons for Council's decision will form part of its resolution;
- (h) Where the applications for assistance exceed the budget allocation made by Council, concessions may be reduced on a fair basis as determined by Council;
- (i) It is the organisation's responsibility to notify Council of any changes to the organisation which may affect their eligibility for the concession, at which time the concession would be reviewed.

## 5.5 Concession for Home Water Dialysis

**5.5.1** A non-chargeable water allowance of up to 190kl per year will be granted to those patients on a home renal dialysis machine. A concession to eligible applicants will be payable annually in July of the following year that the dialysis occurred, up to a maximum of 95 kilolitres per 6 monthly levy period.

**5.5.2** Consultation has been undertaken previously with both the Kidney Organisation of Australia and the Cairns Base Hospital Haemodialysis Unit requesting guidance as to the likely water consumption directly attributed to the operation of a home dialysis unit.

This information is based upon that advice as outlined in the Schedule one and two located at the end of this policy. It is important to note that Schedule one are estimates only, and have been based on the least conservative assumptions provided. Schedule two uses these factors to calculate an approximate and likely level of water employed solely for the purposes of operating a home dialysis unit. However, actual water consumption from usage will be dependent on the specific machine used along with the type and frequency of treatment described.

### 5.5.3 Eligibility:

To be eligible, the following must occur:

- (a) An application form from Council must be completed by the applicant;
- (b) The patient to provide documentation that the treatment is being undertaken on the property including commencement date of the treatment and if applicable the date the renal dialysis ended;
- (c) The application form must be received by Council prior to the end of the discount period of the first concession being applied;
- (d) Applicants must reapply every three years.

**5.5.4 Application for Concession Approval**

- (a) If the application for concession is approved, the water consumption and consequent charges will be adjusted accordingly and payable annually in July of the following financial year;
- (b) The concession is calculated on the basis of the number of sessions per week as shown in Schedule two below;
- (c) It is the responsibility of the applicant to advise Council if home renal dialysis is no longer undertaken on the premises.

**Schedule One – Refer to 5.5.2**

Assumptions		
1	Frequency of treatment	5-6 treatments per week
2	Length of each treatment <i>Assuming:</i> -30 minutes hot rinse before treatment -4 hours treatment -30 minutes disinfection post treatment	5 hours per treatment
3	Total water usage per treatment <i>Assuming:</i> -water consumption of +/- 1500mls/minute reject water from the reverse osmosis -water consumption of +/- 1500mls/minute dialysate flow rate	600 litres

**Schedule Two – Refer to 5.5.2**

Estimated Usage Calculation	
2	Litres per minute
300	Minutes per session
600	Litres per session
3,600	Litres per week
3.6	Kilolitres per week
187	Kilolitres per year



<b>Related forms, policies and procedures</b>	Pensioner Rate Concessions form Water Consumption Concession form Water Consumption Concession for Home Dialysis form Rate Based Assistance for Community Organisations form Revenue Statement Revenue Policy Rates Recovery Policy		
<b>Relevant legislation</b>	<i>Local Government Act 2009</i> <i>Local Government Regulation 2012</i>		
<b>Reference and resources</b>	Services Australia (formerly Department of Human Services)		
<b>Policy Number</b>	FIN019		
<b>Review date</b>	Annually		
<b>Approved by</b>	Council Resolution B20058		28 June 2023

## Investment Policy

<b>Policy type</b>	Council
<b>Function</b>	Corporate Services
<b>Policy Owner</b>	Manager Finance
<b>Effective date</b>	1 July 2023

### 1. Purpose

To set guidelines and boundaries for the investment of Cassowary Coast Regional Council surplus cash balances which meet the requirements of the *Statutory Bodies Financial Arrangements (SBFA) Act 1982* and its regulation.

To support Council's investment and risk philosophy and provide a sequential process to be followed in undertaking investment activities.

To maximise earnings from authorised investments of cash holdings after assessing market and liquidity risks.

### 2. Scope

This policy applies to the investment of all cash holdings of the Cassowary Coast Regional Council.

Authority for implementation of the Investment Policy is delegated by Council to the Chief Executive Officer in accordance with the *Local Government Act 2009*, Section 257 (1)(b) - Delegation of Local Government powers.

Authority for the day-to-day management of Council's Investment Portfolio is to be delegated by the Chief Executive Officer to the Manager Finance and subject to regular reviews with the Chief Financial Officer and Chief Executive Officer.

### 3. Definitions and Principles

#### **Surplus Cash Balances:**

Surplus cash balances are Council's cash holdings available for investment at any one time after consideration of the amount and timing of Council's cash flow needs. Surplus cash balances do not include Council's trust account balances which are to be invested in 'at call' deposits.

#### **Authorised Investments:**

Authorised investments are as permitted under the *Statutory Bodies Financial Arrangements (SBFA) Act 1982*, and in accordance with the Category 1 Investment Powers applicable to Cassowary Coast Regional Council under the *Statutory Bodies Financial Arrangements Regulation 2019*.

#### **Prescribed Investment Arrangements:**

Investments listed at Schedule 6 of the *Statutory Bodies Financial Arrangements Regulation 2019*.



## **4. Procedure**

### **4.1 Investment Risk Philosophy**

Council maintains a responsible, generally conservative investment philosophy for the financial management of surplus cash.

### **4.2 Investment Philosophy, Objective and Strategy**

As the custodian of public monies Council chooses to secure its capital base but takes the opportunity to produce revenue from the asset as far as possible within established risk management frameworks.

This policy outlines the strategy to achieve that intent.

### **4.3 Policy Statement**

In investing Council's surplus cash balances, regard must be had to the following points.

### **4.4 Prudent Person Standard**

Officers responsible for investing local government funds must act with a duty of care, skill, prudence and diligence that a prudent person would exercise when investing and managing their own funds.

### **4.5 Range of Investments**

Cassowary Coast Regional Council has Category 1 investment power under the *SBFA Act 1982*.

A category 1 investor is permitted to invest at call or for a fixed period of no more than one year in the following ways:

- deposits with a financial institution;
- investment arrangements accepted, guaranteed or issued by or for the Commonwealth or a State or a financial institution;
- other investment arrangements secured by investment arrangements accepted, guaranteed or issued by or for the Commonwealth or a State or a financial institution;
- investment arrangements, managed or offered by QIC or QTC, prescribed under a regulation of the *SBFA Act 1982*;
- an investment arrangement with a rating prescribed under a regulation of the *SBFA Act 1982*;
- other investment arrangements prescribed under a regulation of the *SBFA Act 1982*.

All investments must be denominated in Australian Dollars and undertaken in Australia.

The QTC cash fund, QTC Capital Guaranteed Cash Fund, QTC Debt Offset Facility, QTC Fixed Deposit (up to 12 months) and the QTC Working Capital Facility are prescribed investment arrangements. Standard and Poor's (Australia) Pty Ltd ratings of A-1+, A-1, AAm or AAAm are prescribed ratings.

#### 4.6 Assessment of Surplus Cash Balance

Surplus cash balances must be determined in accordance with Council's finance procedure.

#### 4.7 Credit Risk Guidelines

The minimum and maximum investment surplus cash within any line of credit risk must conform to the following Table A in order to diversify the risk. When placing investments, consideration will be given to the relationship between credit rating and interest rate.

**Table A: Credit Risk Guidelines**

Long-term credit rating#	Short-term credit rating#	Minimum % of total investments	Maximum % of total investments	Maximum term for fixed term investments only
QTC Capital Guaranteed Cash Fund		0	100	1 year
AAA	A-1+	0	100	1 year
AA	A-1+	0	100	1 year
A+ to A	A-1	0	75	9 months
BBB+ to BBB	A-2	0	50	6 months
BBB-	A-3	0	25	6 months
# Most recently available credit ratings from Standard & Poor's.				

In addition:

- before rollover of existing investments or undertaking new investments the credit rating of the investment institutions used or intended to be used by Council should be assessed;
- in the event of published economic downturn or instability the credit rating of the investment institutions used by Council should be reassessed and remedial action taken if necessary;
- the website of the Queensland Treasury Corporation may be used to assist with financial institutions credit ratings.

#### 4.8 Quotations for Fair Value

At least three (3) written quotations must be obtained and noted from authorised institutions when investing surplus cash, however this requirement does not apply to investing within the prescribed investment arrangements.

In general, financial institutions with lower credit ratings have a higher credit risk and therefore, the interest rate received on the investment should be higher reflecting the higher level of risk.

The quotes received should be considered relative to the assessed risk of the financial institution. The fair value calculator provided by QTC may be used to assist with this evaluation.

#### 4.9 Term of Maturity

The term of maturity of the surplus cash investment must be determined taking into consideration Council's future cash flow needs, credit risk guidelines and the prevailing outlook regarding interest rates.

The term cannot exceed 1 year for any investment.

#### 4.10 Reporting Requirements

An Investment Register must be updated weekly and forwarded to the Manager Finance to ensure investment opportunities are identified to maximise return on investment.

Related forms, policies and procedures	Financial Accounting Standards		
Relevant legislation	<i>Local Government Regulation 2012</i> <i>Statutory Bodies Financial Arrangements (SBFA) Act 1982</i> <i>Statutory Bodies Financial Arrangements (SBFA) Regulation 2019</i>		
Reference and resources	Queensland Treasury Corporation (QTC)		
Policy Number	FIN015		
Review date	Annually		
Approved by	Council Resolution B20059		28 June 2023

## Debt Policy

<b>Policy type</b>	Council
<b>Function</b>	Corporate Services
<b>Policy Owner</b>	Manager Finance
<b>Effective date</b>	1 July 2023

### 1. Purpose

To establish the policy framework for Council to borrow money to fund budgeted capital expenditure and will state:

- a) new borrowings planned for the 2023-2024 financial year and the next nine (9) financial years; and
- b) the time over which Council plans to repay existing and new borrowings.

### 2. Scope

This policy applies to all forms of borrowing undertaken by Council.

### 3. Policy

#### 3.1 External Loans

- a) Council will use borrowings/debt in addition to revenue, grants, subsidies or specific reserves to fund capital works;
- b) Council will endeavour to fund capital renewal projects from operating cash flows and borrow for new or upgrade capital projects, having regard to sound financial management principles and giving consideration to inter-generational equity;
- c) Borrowing will be undertaken in accordance with Queensland Treasury Corporation guidelines and the *Statutory Bodies Financial Arrangements Act 1982*;
- d) Borrowing will be for a period which is less than or equal to the estimated useful life of the related asset(s) however in the case of road, water, waste and sewerage infrastructure with useful lives ranging from 20 to 60 years the term will be limited to between 7 and 20 years unless otherwise recommended by the Queensland Treasury Corporation;
- e) Detailed capital works and Asset Management Plans for the next 10 years together with the 10-year financial forecast (Long Term Financial Plan) will provide the basis for determination of funding options;
- f) Council will use the Queensland Treasury Corporation for the management of its long-term debt facilities;

- g) Current borrowings have the following maturing dates:

	Original Borrowing Amount \$	Outstanding Amount as at 31 May 2023 ** \$	Original Terms (Years)	Maturity Date
Workshop and Fleet/ Waste	3,000,000	2,246,346	7	2027/2028
<b>TOTAL</b>	<b>3,000,000</b>	<b>2,246,346</b>		

**\*\* Latest statement received is dated 31 May 2023**

It is proposed that the loan repayments will be undertaken in accordance with the above table based on the date of maturity.

- h) Borrowing planned for the next 10 financial years will be based on estimated new capital expenditure provided to Queensland Treasury Corporation and the Department of State Development, Infrastructure, Local Government and Planning;
- i) Proposed new debt for the next 10 years is outlined in Appendix A.

### 3.2 Internal Loans

- a) The provision of internal loans will depend on the availability of Council funds and the capacity of the internal business unit to repay the loan;
- b) The term of the loan will be limited to 5 to 20 years unless otherwise resolved by Council.
- c) In all cases, where business units are subject to the provisions of the National Competition Policy, the cost to the business unit will be no less than what would apply to an equivalent private sector business. The interest rate will be the sum of:
- (i) the equivalent QTC borrowing rate for the proposed term;
  - (ii) the QTC administration charge; and
  - (iii) an additional margin (if required).



## Appendix A

Year	Program	Amount \$	Original Terms (Years)	Final Repayment Year
2023/2024	Port Hinchinbrook STP and Hyatt Street Reservoir	9,756,920	20	2043/2044
2024/2025				
2025/2026	Waste	2,350,000	20	2045/2046
2026/2027				
2027/2028				
2028/2029				
2029/2030				
2030/2031				
2031/2032				
2032/2033				
	<b>TOTAL</b>	<b>\$12,106,920</b>		

Related forms, policies and procedures	Long Term Financial Plan		
Relevant legislation	<i>Local Government Regulation 2012</i> <i>Statutory Bodies Financial Arrangements Act 1982</i> <i>Statutory Bodies Financial Arrangements Regulation 2019</i>		
Reference and resources	Queensland Treasury Corporation		
Policy Number	FIN007		
Review date	Annually		
Approved by	Council Resolution B20060		28 June 2023



## **Debt Recovery Policy - Rates and Charges, Sundry Debts**

<b>Policy type</b>	Council
<b>Function</b>	Corporate Services
<b>Policy Owner</b>	Coordinator Rates and Accounts Receivable
<b>Effective date</b>	1 July 2023

### **1. Purpose**

The objective of this policy is to ensure the effective timely management and recovery of outstanding rates and charges and accounts receivable.

### **2. Scope**

This policy applies to the recovery of rates and charges, and sundry debts (Accounts Receivable) which has been levied/issued by Council. This does not apply to the recovery of all debt owed to Council.

### **3. Definitions**

#### ***Rates and Charges:***

An amount owed to Council as issued on the rate notice.

#### ***Accounts Receivable/Sundry Debt:***

An amount owed to Council in payment for the supply of goods and/or services, other than services for which a rates or utility charge is payable.

#### ***Ratepayer:***

Any person, group or entity that owes rates and charges. Chapter 4 of the *Local Government Regulation 2012* defines rates and charges as “differential general rates, separate rates and charges, special rates and charges, utility charges and accrued interest owing on outstanding balances.”

#### ***Sundry Debtor:***

Any person, group or entity that owes a sundry debt for goods and/or services to Council.

#### ***Overdue:***

A debt is overdue if any portion of it is unpaid on the day after the due date for payment as stated on the original notice/invoice.

#### ***Agreed Payment Arrangement:***

An undertaking from the ratepayer or sundry debtor to pay the outstanding balance by instalments over a time period that is satisfactory to Council.

## 4. Principles

The Council has a responsibility to recover monies owing to it in a timely and efficient manner to finance its operations and ensure effective cash management. When recovering rates, charges and sundry debts the Council will:

- (a) make the recovery processes clear, simple to administer, and cost effective;
- (b) make clear to ratepayers and sundry debtors their payment obligations and the processes used by Council to assist them to meet those obligations;
- (c) consider each ratepayers and sundry debtors capacity to pay, while endeavouring to treat each consistently; and
- (d) demonstrate flexibility when necessary, in responding to changes in the local economy.

## 5. Policy

The Chief Executive Officer or delegate may direct that recovery action for any debt be conducted in a way that differs from the process as set out in this Policy when it is considered to be in the Council's or the community's interest.

Council is not bound to precisely follow this policy's process, however, this does not change or relieve a ratepayers or sundry debtors obligation to pay a debt when due.

## 6. Debt Recovery Process for Outstanding Rates and Charges

### 6.1 Agreed Payment Arrangements

Council will allow ratepayers who are unable to pay their rates by the due date to enter into an agreed arrangement. Council will deem an agreed arrangement to be one of three types. These types are classified as:

#### 6.1.1 Formal Arrangement

- (a) Ratepayers are required to contact Council to organise this type of agreed arrangement;
- (b) Only the rates and charges relating to the current rates period remain outstanding;
- (c) Arrangement will result in all overdue rates and charges being paid in full prior to the end of the rating period (30 June or 31 December);
- (d) Once approved, no interest shall be charged for the duration of the agreed arrangement.

#### 6.1.2 General Arrangement

- (a) Ratepayers are required to contact Council to organise this type of agreed arrangement;
- (b) There is no restriction on the amount or time rates have been outstanding (this excludes rate files with Councils collection agency);
- (c) Council will agree to this type of arrangement on a case-by-case basis in relation to the amount and period the arrangement will remain valid;
- (d) Interest will continue to be charged as per Council's Revenue Statement;
- (e) This type of arrangement can be altered by the ratepayer provided Council is in agreement to the changes. Any change is to be confirmed in writing.

#### 6.1.3 Short-Term Arrangement

- (a) Ratepayers are required to contact Council to organise this type of arrangement;

- (b) Council will agree to a short-term arrangement (usually 3-month period) with a small regular payment on the understanding that such payments will not pay the total debt in a timely manner. These cases are designed to afford the ratepayer the time to seek financial assistance or refinancing with a view to either settling the entire debt at the end of the short-term arrangement or to enter into an agreed General Arrangement;
- (c) Interest will continue to be charged as per Council's Revenue Statement.

## 6.2 Arrangement Conditions

- (a) Where the ratepayer has an agreed arrangement in place, no recovery action under Section 6.3 will be undertaken;
- (b) For Formal, General and Short-Term Arrangements, written confirmation outlining all relevant conditions will be sent to the ratepayer;
- (c) If Council does not receive the payment by the payment dates, a reminder letter will be sent advising the ratepayer that unless payment of the outstanding amount is made within seven (7) days, the arrangement will be cancelled without further notice to the ratepayer;
- (d) If Council does not receive payment within a further seven (7) days, the agreed arrangement will be cancelled immediately and may be referred to Council's collection agency;
- (e) In situations where an agreed arrangement has been cancelled due to non-compliance, further arrangements will only be considered by Council on a case-by-case basis.

## 6.3 Recovery Action

Where rates and charges have not been paid by the due date, and no agreed arrangement established under section 6.1, and no financial hardship application in place as per Council's Financial Hardship Policy, Council will undertake the following recovery action:

### 6.3.1 Reminders and Referrals

- (a) Fourteen (14) days from the due date, the **first and final reminder letter** will be issued to all ratepayers with an amount outstanding of more than \$9.99;
- (b) This letter will advise the ratepayer of the amount overdue, details of interest accumulating and that if payment is not received in-full within fourteen (14) days, collection proceedings for recovery of the outstanding amount may be taken. The ratepayer will be invited to contact Council to enter into an agreed payment arrangement;
- (c) Twenty-eight (28) days after the due date, should ratepayers fail to have paid in full, or enter into an agreed payment arrangement, the rate file may be referred to Council's collection agency where recovery action will be initiated and legal action commence.

## 6.4 Collection Agency and Legal Action

Council's collection agency will issue further correspondence regarding the outstanding amount and attempt to make direct contact in order to secure payment of the debt. Once the files are sent to Council's collection agency, all contact and arrangements made are to be dealt with by Council's collection agency.

Legal action may commence where the initial recovery action by Council's collection agency is unsuccessful, and the collection agency recommends legal action as a feasible and practical method of recovering the debt.

## 6.5 Sale of Land for Overdue Rates and Charges

- (a) Provision is made for Council under Chapter 4, Part 12, Division 3 of the *Local Government Regulation 2012* to initiate legal action for the sale of land for overdue rates and charges. For this to commence, the overdue rates and charges need to be overdue for at least:
  - (i) Generally - 3 years; or
  - (ii) If the rates or charges were levied on vacant land or land used only for commercial purposes, and the local government has obtained judgement for the overdue rates or charges - 1 year; or
  - (iii) If the rates or charges were levied on a mining claim - 3 months.
- (b) Usually twice each year a list of all ratepayers with rates outstanding in excess of the period allowed shall be prepared in accordance with the requirements of Chapter 4, Part 12, Division 3 of the *Local Government Regulation 2012*;
- (c) This list is tabled for Council's consideration and approval to commence Sale of Land for Overdue Rates.

## 7. Debt Recovery Process for Accounts Receivable/Sundry Debts

### 7.1 Obtaining Credit from Council

- (a) Credit will not be extended by Council unless a "Credit Application" form is completed and signed by the person requesting the facility and due time (up to 5 working days) is given for consideration by Council of the application. Should the customer want to commence immediately, they may do so on a credit card basis only;
- (b) Upon completion of a Credit Application, credit checks will be undertaken;
- (c) Accounts that have not been used for five or more years will be made inactive. In this case, the Credit Application form will need to be completed again to re-open.

### 7.2 Debt Management

- (a) Council's credit terms are strictly 30 days from the invoice date;
- (b) Monthly debtor statements detailing all sundry debts due to Council, are forwarded by postal or electronic means to debtors;
- (c) If a debtor cannot discharge their sundry debt obligations on the due dates, Council considers it to be in the interest of the debtor and Council for the debtor to contact Council immediately to discuss acceptable arrangements to address the debt;
- (d) Debt collection practices will be applied to all sundry debts that are not subject to dispute which have been outstanding for more than 30 days;
- (e) Before the commencement of recovery action, Council will make contact, or attempt contact, with the debtor to establish an acceptable payment arrangement or negotiate settlement of the outstanding sundry debt.

### 7.3 First and Final Reminder Notice

- (a) After the expiry of 30 days from the invoice date, the first and final reminder notice will be issued to all sundry debtors with an amount outstanding of more than \$4.99. This notice will advise the sundry debtor of the amount overdue and that if payment in-full within fourteen (14) days is not made or an agreed payment arrangement entered into, the sundry debtor file may be referred to Council's collection agency without further reference to the debtor;



- (b) Following the expiry of the first and final reminder notice, phone contact or attempted phone contact will be made by Council staff to the outstanding sundry debtor to advise that payment must be made in full or an agreed payment arrangement entered into. If payment is not made, or an agreed payment arrangement not entered into, the sundry debtor file may be referred to Council's collection agency without further correspondence to the debtor, for recovery action.

## **7.4 Payment Arrangement**

Council will allow sundry debtors who are unable to pay their sundry debt by the due date to enter into an agreed payment arrangement. Council will agree to this type of arrangement on a case-by-case basis in relation to the amount and period the arrangement will remain valid.

### **7.4.1 Arrangement Conditions**

- (a) Where a sundry debtor has an agreed payment arrangement in place, no recovery action will be undertaken;
- (b) If Council does not receive the payment by the payment dates, a reminder letter will be sent advising the sundry debtor that unless payment of the outstanding amount is made within seven (7) days, the arrangement will be cancelled without further notice to the sundry debtor;
- (c) If Council does not receive payment within a further seven (7) days, the agreed arrangement will be cancelled immediately and may be referred to Council's collection agency;
- (d) In situations where an agreed arrangement has been cancelled due to non-compliance, further arrangements will only be considered by Council on a case-by-case basis.

## **7.5 Collection Agency and Legal Action**

Council's collection agency will issue further correspondence regarding the outstanding amount and attempt to make direct contact in order to secure payment of the debt. Once the files are sent to Council's collection agency, all contact and arrangements made are to be dealt with by Council's collection agency.

Legal action may commence where the initial recovery action by Council's collection agency is unsuccessful, and the collection agency recommends legal action as a feasible and practical method of recovering the debt.

## **8. Residential Tenancies**

Should the sundry debt be in relation to a Residential Tenancy, then the provisions of the Residential Tenancy legislation must also be addressed and complied with.

To the extent of any inconsistency between this policy and Residential Tenancy legislation, the provisions of the Residential Tenancy legislation shall take precedence.

## **9. Bad Debts and Small Debt Write-offs**

Any debt to be written-off can be done so if:

- (a) There are no reasonable prospects of recovering the debt (after reasonable attempts have been made to recover or legal advice to that effect has been received);



- (b) The costs of recovery are likely to equal or exceed the amount of the debt; or
- (c) It will result in full settlement of the remaining overdue debt.

**9.1** Any debt to be written off (including interest) must be in accordance with the appropriate delegated authority as follows:

- (a) By the Chief Executive Officer for amounts of up to \$10,000 per rate file or sundry debt file; or
- (b) By the Director Corporate Services for amounts of up to \$5,000 per rate file or sundry debt file; or
- (c) By the Coordinator Rates and Accounts Receivable for amounts of less than \$10.00 per rate file or sundry debt file;
- (d) Amounts greater than \$10,000 per rate file or sundry debt file can only be written off by Council resolution.

## 10. Miscellaneous

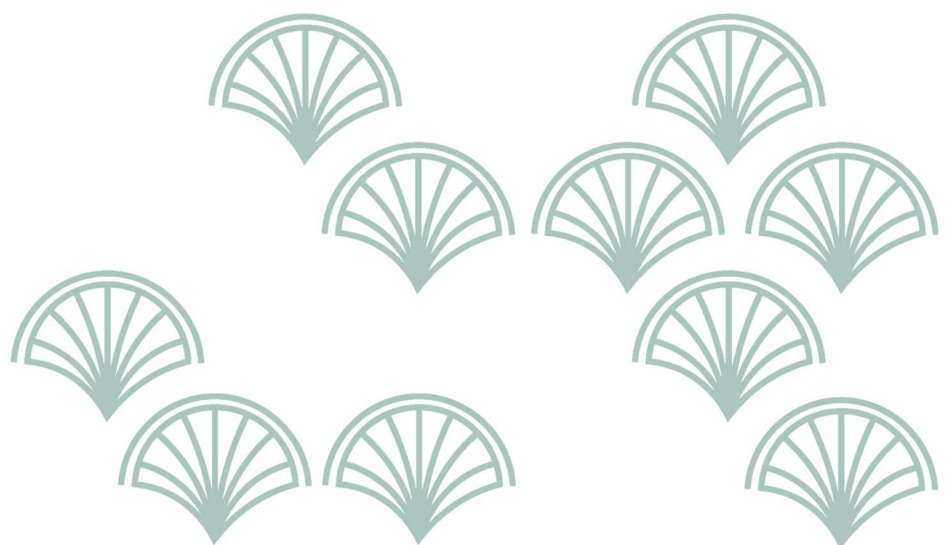
Council will accept full or part payment whether or not an agreed arrangement is in place. Council will send a letter outlining an acceptable amount and timeframe Council would agree to under one of the types of agreed arrangements described in 6.1 and 7.1.

A quarterly report will be provided to Council outlining the actions taken regarding recovery activities and the status of overall rate arrears and sundry debt arrears. Council retains the right to deal with special circumstances at its discretion.

<b>Related forms, policies and procedures</b>	Payment Arrangement Credit Application Form Revenue Policy Revenue Statement Financial Hardship Concession Policy		
<b>Relevant legislation</b>	<i>Local Government Act 2009</i> <i>Local Government Regulation 2012</i> <i>Financial Performance and Management Standard 2019</i> <i>Statutory Bodies and Financial Arrangement Act 1982</i>		
<b>Reference and resources</b>	<i>Financial and Performance Management Standard 2019</i>		
<b>Policy Number</b>	FIN020		
<b>Review date</b>	1 April 2024		
<b>Approved by</b>	Council Resolution B20061		28 June 2023

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# CODE OF COMPETITIVE CONDUCT REPORT



# Code of Competitive Conduct Report

Author & Officer's Title: Hannah Peters – Manager Finance  
Meeting Date: 28 June 2023

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## Executive Summary:

In accordance with the Local Government Act 2009 and the Local Government Regulation 2012, Council is required to make certain assessments and disclosures in relation to business activities which may result in applying the Code of Competitive Conduct to their business activities for the following financial year.

Division 5 of the Local Government Regulation 2012 requires Council to apply the Code to its Water and Sewerage business units for the 2023-2024 financial year as they are above the significant business activity water connections threshold.

This report recommends that Council does not apply the Code of Competitive Conduct to its Waste Management business as it is under the significant business expenditure threshold.

## Recommendation:

### “That Council:

1. **Determines that the Code of Competitive Conduct is applicable to Water and Sewerage business for the 2023-2024 financial year;**
  2. **Determines not to apply the Code of Competitive Conduct to the Waste and any other business for the 2023-2024 financial year.”**
- 

Each financial year, Council must assess its business activities and then determine by resolution to apply the Code of Competitive Conduct (CCC) to its significant business activities as prescribed under the Local Government Regulation 2012. Council may also voluntarily elect to apply the code of competitive conduct to business activities that are not prescribed business activities. Part of the reform process includes applying full cost pricing to the business activity and the removal of competitive advantage or disadvantage where possible.

The threshold for significant business activities, other than combined water and sewerage businesses, have been amended to increase the threshold amounts to be in line with Consumer Price Index (CPI) as set out by the National Competition Authority.

The thresholds for the 2023-2024 financial year are as follows:

Business Activity	Threshold for Significant Business Activity
Water and Sewerage	Number of premises (10,000 or more) connected to a water service as at 30 June of each financial year
Another business activity	\$9,700,000

Applying the Code requires the application of full cost pricing, identifying the cost of community service obligations and the elimination of the advantages and disadvantages of public ownership within that activity.

Full cost pricing helps ensure that Local Government business activities are charging commercially competitive prices for their goods and services by:

- Ensuring projected revenue from the activities goods and services is enough to cover the projected total costs of conducting the activity.

### Removal of any competitive advantage or disadvantage

If Council business activities do not reach the prescribed threshold, Council is able to choose to apply the Code of Competitive Conduct to its Business Activities. The exceptions are the Roads Business Activity relating to the Department of Main Roads and Building Certification Services for which it is mandatory to apply the Code.

### Review of Significant Business Activities:

Council has reviewed its current significant business activities against the thresholds as tabled below:

Business Activity	CCRC	Threshold	Exceeds threshold?
Water and Sewerage	13,351 water connections	10,000 water connections	Yes
Waste Management	\$9,173,255	\$9,700,000	No

As a result of this review, Council is required to apply the Code of Competitive Conduct to the Water and Sewerage business activities as it exceeds the number of water connections threshold. Council is not required to apply and proposes not to apply the Code of Competitive Conduct to its Waste Management business activities as it is currently under the expenditure threshold.



**Link to Corporate Plan:**

## **COMMUNITY - OUR PEOPLE**

### **What we want to see by 2025**

Council working in partnership with the community, to enhance and promote pride in and livability of the region.

### **Strategic Objectives**

- C1 Increase community engagement, consultation, transparency in decision making and ease of access to information.

## **INFRASTRUCTURE - OUR BUILT ENVIRONMENT**

### **What we want to see by 2025**

Regional infrastructure that delivers levels of service supported by the community and is financially sustainable.

### **Strategic Objectives**

- I1 A safe, reliable and financially sustainable transport network throughout the Cassowary Coast to facilitate movement of goods and people throughout our community;
- I2 Provide and manage cost effective and efficient water supply and sewerage infrastructure within existing water and sewerage schemes, which provides for sustainable growth;
- I7 Build an "organisational culture" that values risk management, facilitates the development of risk mitigation measures that are proportionate to the issues at hand, and capitalises on opportunities.

## **ORGANISATION - OUR TEAM**

### **What we want to see in 2025**

A safe, healthy, engaging and inclusive work environment where people are productive, multi-skilled, contribute to continuous improvement and, are provided with opportunities to achieve and develop and are recognised for their contribution.

### **Strategic Objectives**

- O2 Commit to open, transparent and accountable governance to ensure community confidence and trust in Council.

### **Consultation:**

In preparing the Code of Conduct Report, the Financial Services team consults with Director Corporate Services, Manager Water and Manager Regulatory Services to gain a deeper understanding of Council's Significant Business Activities.

### **Legal Implications (Statutory basis, legal risks):**

The format, contents and disclosures within the Code of Competitive Conduct report are compliant with financial management policies and principles within the Local Government Act 2009, the Local Government Regulation 2012 and other prescribed requirements.

**Human Rights Act 2019 - Considerations**

The *Human Rights Act 2019* provides that it is unlawful for a public agency to act or make a decision in a way that is not compatible with human rights, or to fail to give proper consideration to a human right. This necessitates understanding the human rights that are protected. When making decisions or taking actions, consideration needs to be given to how that may impact on a person's human rights. Where there is a restriction on a person's human rights the restriction must be no greater than is justifiable to protect the rights of others or the community at large.

The contents of this report do not infringe upon the *Human Rights Act 2019*.

**Policy Implications:**

The contents of the Code of Competitive Conduct Report and subsequent Recommendation to Council, do not raise any Policy Implications for Council's consideration.

**Risk Implications:**

F14 – Unsuccessful monitoring of legislative changes resulting in Council not complying with legislative requirements.

**Financial & Resource Implications:**

Applying the Code of Competitive Conduct to the Water & Sewerage business will have minimal impact on Council's resources and therefore we are expecting a nil impact on the financial position of Council.

**Report authorised by:**

Arun Pratap – Director Corporate Services

# Code of Competitive Conduct Statement

Statement of Activities to which the Code of Competitive Conduct (CCC) applies. Council has decided by resolution that the CCC is to be applied to the following Significant Business:

**Activities for the 2023-2024 financial year:**

Business Activities	
Water	Sewerage

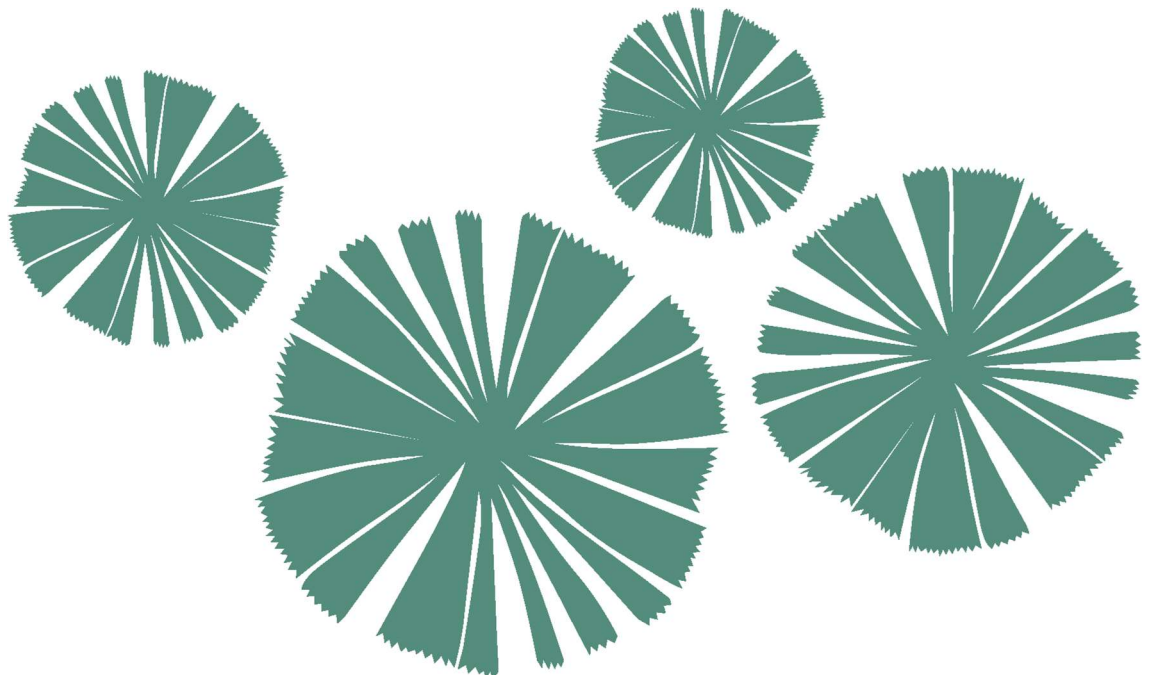
## Estimated Activity Statement – Water and Sewerage

Description	Total (\$)
<b>Estimated Revenue</b>	
Services Provided	25,635,265
Community Service Obligations	314,042
<b>Revenue Total</b>	<b>25,949,307</b>
<b>Estimated Expenditure</b>	
Employee Costs	4,989,136
Materials and Services	4,482,762
Depreciation	9,697,583
Other Expenditure	3,128,247
<b>Expenditure Total</b>	<b>22,297,729</b>
<b>Estimated Surplus/(Deficit)</b>	<b>3,651,578</b>

## Estimated Costs of carrying out community service obligations – Water and Sewerage

Activity	Description of the nature of the Community Service Obligation	Net Cost of the CSO (\$)
Water Services	Initial call out and inspection for water leak not charged	27,436
Water Services	Concession for water consumption	230,000
<b>Total</b>		<b>257,436</b>
Sewerage Services	Initial call out and inspection for sewer blockage not charged	2,326
Sewerage Services	Sewerage concessions to Non for Profit organisations	54,280
<b>Total</b>		<b>56,606</b>
<b>Total cost of Community Service Obligations</b>		<b>314,042</b>

# COMMUNITY FINANCIAL REPORT



# Community Financial Report

**\$67.4M**



**Capital Budget**

**BUDGET**

**2023**  
**2024**

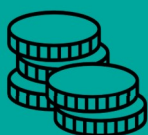
**\$1,389M**

**Community Equity**



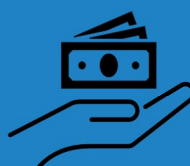
**\$93.05M**

**Operating  
Revenue Generated**



**\$93.2M**

**Operating  
Expenditure**



**\$149K**

**Operating Deficit**



The Community Financial Report presents Council's Budgeted financial performance for 2023-2024 financial year in an informative and simple way for members of our community. Through the use of charts and concise explanations, it allows readers to easily evaluate Council's Budgeted financial position for the upcoming financial year. In addition, this report includes key financial statistics and ratios that can also be useful indicators of Council's Budgeted performance. The following report summarises Council's Annual Budget for 2023-2024 covering:

- Statement of Comprehensive Income
- Statement of Financial Position
- Statement of Changes in Equity
- Statement of Cash Flows
- Measures of Financial Sustainability

## Assumptions

Under the requirements of the Local Government Regulation 2012, Council's budget must be prepared on an accrual basis and must include financial statements for the financial year in which it was prepared and the next 2 financial years.

The results of this budget are linked to the Corporate Plan which provides the strategic direction for Council and the Operational Plan which outlines key objectives and deliverables for Council for the upcoming year. The budget forms the basis of Council's Long Term Financial Forecast and is aligned with Council's Asset Management Plans and Capital Works Program.

Council is committed to delivering realistic operating budgets and a capital works program that is deliverable and has a significant focus on renewals. Council aims to deliver on these long-term objectives with rate increases, whilst continuing to seek out other funding opportunities.



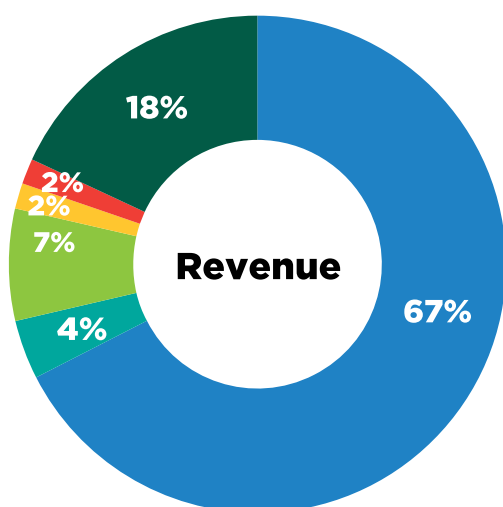
## Statement of Comprehensive Income

The Statement of Comprehensive Income is often referred to as the Profit and Loss Statement. This statement shows what Council is expected to earn (revenue) and what costs Council is expected to incur (expenditure) throughout the financial year. For the 2023-2024 financial year, Council is budgeting a Net Result of \$20.2M.

	\$'000's
<b><i>What we expect to earn (Revenue)</i></b>	
Operational Revenue	93,056
Capital Revenue	20,386
<b>Total Revenue</b>	<b>113,442</b>
<b><i>What we expect to spend (Expenditure)</i></b>	
Operational Expenditure	93,205
Capital Expenditure	-
<b>Total Expenditure</b>	<b>93,205</b>
<b>Net Result</b>	<b>20,237</b>

### What we expect to earn (Revenue)

There are two categories of revenue included in Council's financial performance: 1) Operational Revenue; 2) Capital Revenue.



Type of Revenue	\$'000's
■ Net Rates and Utilities	76,650
■ Fees and Charges	4,371
■ Grants, Contributions and Donations	8,269
■ Interest	1,903
■ Other Operational Revenue	1,863
■ Capital Revenue	20,386
<b>Total Revenue</b>	<b>113,442</b>

**Operational Revenue:** Council is forecast to receive \$93.05M in Operational Revenue in 2023-2024. Rates and utility charges continue to be the major source of income for Council at \$76.7M. This major income source comprises; general rates; sewerage; waste and water charges; environmental and transport infrastructure levies. This is offset by pensioner rebates and a general rates discount. The general rates increase for the 2023-2024 Financial Year is 4.75% with the 5% discount applying if rates are paid by the due date.

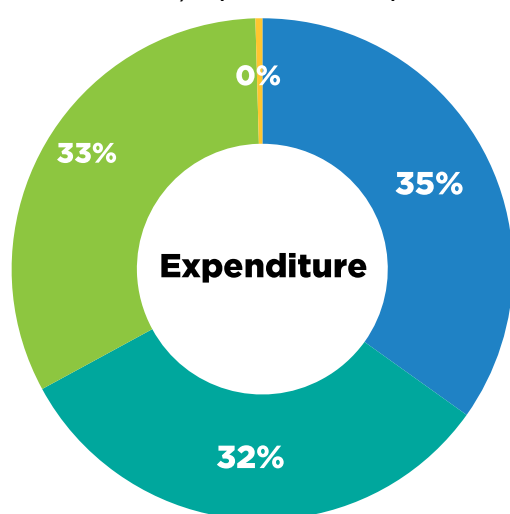
Fees & Charges revenue Budget is \$4.4M for 2023-2024. This revenue is made up of fees and charges for; a wide variety of regulatory fees; domestic dry and wet waste at Council's Waste

Transfer Stations; and revenue resulting from other commercial operations such as caravan parks. Operational Grants Budget is \$8.2M for 2023-2024. Council endeavours to maximise revenue from sources other than rates and fees & charges by actively pursuing grants and subsidies from State and Federal Government.

**Capital Revenue:** Council's Budget capital revenue is \$20.4M in 2023-2024. Capital Revenue consists of grants such as; Works for Queensland Program; and Local Roads and Community Infrastructure Program; in addition to gains made in relation to asset disposals.

### What we expect to spend (Expenditure)

Similarly to revenue, there are two categories of expenditure included in Council's financial performance: 1) Operational Expenditure; 2) Capital Expenditure.



Type of Expenditure	\$'000's
■ Employee Expenses	32,502
■ Materials and Services	30,012
■ Depreciation	30,268
■ Finance Costs	422
<b>Total Expenditure</b>	<b>93,205</b>

**Operational Expenditure:** Operating expenses are the costs associated with the day to day running of Council's services. The total Budget for Council's operating costs is \$93.2M. This Budget process has involved a detailed review of each programs and departments current costs to ensure Council are providing the best value for money to the ratepayer. The performance against the budget is reviewed and analysed in quarterly budget reviews.

Materials and services together with employee expenses comprise 67% of Council's Budgeted total operating expenditure. Council is one of the region's largest employers and engages in business with a range of local suppliers and contractors both of which leads to increased spending in the local economy.

Depreciation is another major component of Council's operating expense at \$30.3M. Depreciation is an accounting method used to allocate the cost of an asset over its useful life. It allows Council to earn from the assets they own by paying for them over a certain period of time. It can provide a guide as to what Council should spend on asset renewals and it is a component of the Asset Sustainability Ratio. As such, Council's ability to reduce this figure is limited, however Asset Management Plans are in place with asset rationalisation continuing to be an operational focus as Council moves into the new financial year.

## Operating Result

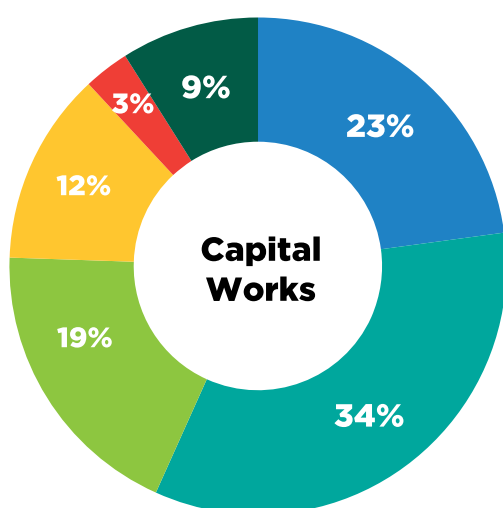
Council's operating position reflects the organisation's ability to meet its everyday running costs from operating revenue. The net operating position is calculated by taking total operating expenses from total operating revenue and does not include revenue or expenditure amounts for capital projects. In the 2023-2024 Budget, Council is Budgeting a \$149K deficit, which is an improvement of +\$816K vs. prior year Budget.



## Capital Works Program

Council manages a very diverse range of infrastructure assets with a total value in excess of \$1.37B. These assets cover land, buildings, plant and equipment and a network of road, bridge, marine, drainage, waste, water and sewerage assets. Council is responsible for the construction, upgrade and renewal of these assets through its capital works program.

Council's capital works program for 2023-2024 totals \$67.4M. Council will use a combination of Council-sourced funding, loans and capital grants to fund this program. The following chart provides a breakdown of the proposed capital works by program for the 2023-2024 financial year by asset class.



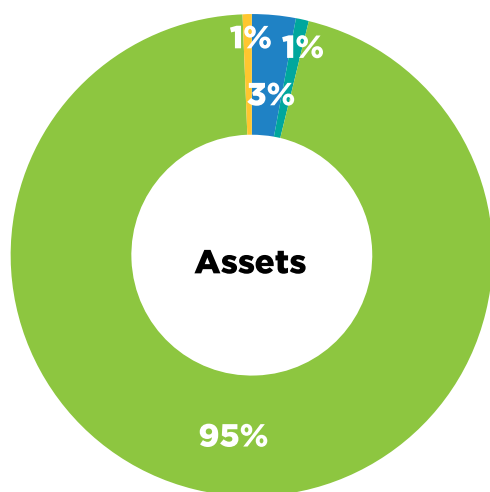
Type of Program	\$'000's
Water	15,406
Sewerage	22,836
Transport	12,683
CBD's	8,450
Drainage	1,994
Other Capital Works	6,039
<b>Total Capital Expenditure</b>	<b>67,408</b>

## Statement of Financial Position

The Statement of Financial Position shows what we own (assets) and what we owe (liabilities), with the net worth of Council being represented by the difference. The budgeted result is a \$1.39 billion value of net community assets that is managed by Council on behalf of the ratepayers and residents of the region.

	\$'000's
What we own (Assets)	1,434,190
What we owe (Liabilities)	45,425
<b>Equity</b>	<b>1,388,765</b>

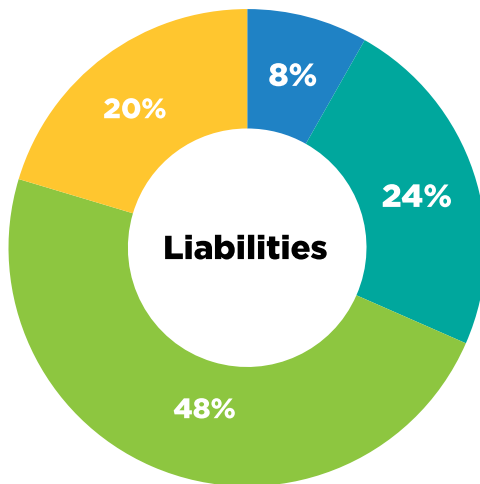
### What do we own? (Assets)



Type of Assets	\$'000's
■ Cash and Cash Equivalents	42,109
■ Receivables	12,453
■ Property, Plant & Equipment	1,370,986
■ Other Assets	8,642
<b>Total Assets</b>	<b>1,434,190</b>

Council assets as at 30 June 2024 are Budgeted to be \$1.4 billion. This is largely represented by Property, Plant & Equipment (PPE) which makes up \$1.37 billion (95%) of Council's total assets. PPE includes but is not limited to: Councils roads, water and sewerage assets, fleet and buildings. The remaining 5% of Council's total assets are made up of current assets (cash and other assets that are expected to be converted to cash within a year) or non-current assets (assets and property owned by a business that are not easily converted to cash within a year). This includes a cash and cash equivalents amount of \$42M.

### What do we owe? (Liabilities)



Type of Liabilities	\$'000's
■ Payables	3,724
■ Borrowings	10,609
■ Provisions	21,847
■ Other	9,245
<b>Total Liabilities</b>	<b>45,425</b>

Council liabilities as at 30 June 2024 are Budgeted to be \$45.4M. This is made up of payables 8% (amounts owed to suppliers); borrowings 24%; and provisions 48% (largely amounts owed to employees for leave entitlements). Council's liabilities are budgeted to increase from 2022-2023 to 2023-2024 largely as a result of increased borrowings budgeted to fund the Capital Works Programs.

### Statement of Changes in Equity

The statement of Changes in Equity explains the change in the net wealth of Council during the financial year. Equity includes retained earnings from previous years, and any movement in asset values arising from annual revaluations of asset classes. As at the 30 June 2024, Council will have an estimated retained surplus of \$697.4M (+3.0% vs. 2022-2023 *Estimated Position*) and an estimated Asset Revaluation surplus of \$691.4M (+4.6% vs. 2022-2023 *Estimated Position*).

	2022-2023 Estimated Position	2023-2024 Budget	% Change
	\$'000's	\$'000's	
Retained Surplus	677,119	697,357	3.0%
Asset Revaluation Reserve	660,898	691,408	4.6%
<b>Total Community Equity</b>	<b>1,338,017</b>	<b>1,388,765</b>	<b>3.8%</b>



## Statement of Cash Flows

The Statement of Cash Flows identifies where cash is received and how that cash is spent throughout the financial year. Council's cash flows can be from normal operating activities, investment in community infrastructure, or the receipt or payment of loans. The final balance shows the total cash at the end of the financial year budgeted in 2023-2024 to be \$42M. This is a reduction to the estimated final cash position for 2022-2023 by \$21.6M.

	\$'000's
Opening Cash Balance	63,689
Plus Cash Received	118,229
Less Cash Spent	(139,810)
<b>Closing Cash Balance at End of Year</b>	<b>42,108</b>




The total cash budgeted to be received in the 2023-2024 financial year is \$118.2M largely driven by net rates income; fees & charges; and grants & contributions. The total cash budgeted to be spent is \$139.8M which will be used to fund a portion of the capital works program and everyday expenses.

It should be noted that a large percentage of the cash balance is restricted for future capital investment into community infrastructure. Council invests surplus funds throughout the year in low risk, short term investments in accordance with Council's investment policy and regulatory guidelines.

## Measures of Financial Sustainability

During any period, responsible financial management is crucial for Council to ensure it is financially sustainable for the short, medium and long term. There are three measures of financial sustainability used to demonstrate that Council is operating in a prudent financial manner whilst maintaining its financial management objectives.

The target range for the financial ratio graphs are in accordance with the Department of Local Government, Community Recovery and Resilience Financial Management (Sustainability) Guidelines 2013. There are circumstances specific to Council where actual results may vary from target range.

Sustainability Ratio	Description	How is the measure calculated?	2023/2024 Budget	Target	On Target?
<b>Operating Surplus Ratio</b>	Indicates the extent to which operational revenues raised cover operational expenses	$\frac{\text{Net Operating Result}}{\text{Total Operating Revenue}}$	-0.16%	Between 0-10%	
<b>Asset Sustainability Ratio</b>	Indicates the extent to which assets are being replaced as they reach the end of their useful lives	$\frac{\text{Annual Asset Renewal and Rehabilitation Expenditure}}{\text{Annual Depreciation Charge}}$	142.30%	Greater than 90%	
<b>Net Financial Liabilities Ratio</b>	Indicates the extent to which a council's operating revenues (including grants and subsidies) can cover its net financial liabilities (usually loans and leases)	$\frac{\text{Net Financial Liabilities}}{\text{Total Operating Revenue}}$	-17.50%	Not greater than 60%	

# 2023-2024 Budgeted Financial Statements



**Appendix A - Statement of Comprehensive Income**

<b>Cassowary Coast Regional Council</b> <b>2023-2024 Financial Statements</b> <b>Statement of Comprehensive Income</b>				
<b>Year ended</b>	<b>Estimated Actual 30-Jun-23 \$'000</b>	<b>Budget 30-Jun-24 \$'000</b>	<b>Forecast 30-Jun-25 \$'000</b>	<b>Forecast 30-Jun-26 \$'000</b>
<b>Revenue</b>				
<b>Operating revenue:</b>				
General rates	40,668	42,536	44,663	46,896
Separate rates	4,078	4,488	4,713	4,948
Levies	1,825	1,815	1,906	2,001
Water	12,141	12,889	13,534	14,211
Sewerage	10,333	11,036	11,588	12,167
Waste management	6,005	6,413	6,734	7,071
<b>Total rates and utility charge revenue</b>	<b>75,051</b>	<b>79,178</b>	<b>83,137</b>	<b>87,294</b>
less: Discounts	(1,734)	(1,808)	(1,898)	(1,993)
less: Pensioner remissions	(792)	(720)	(756)	(794)
<b>Net rates and utility charges</b>	<b>72,524</b>	<b>76,650</b>	<b>80,483</b>	<b>84,507</b>
Fees and charges	3,996	4,371	4,563	4,764
Sales - contract and recoverable works	532	426	445	464
Grants and subsidies	9,134	8,189	8,499	8,792
Contributions and Donations	46	80	84	87
Interest received	2,107	1,903	1,332	1,469
Rental income	929	972	1,014	1,059
Other recurrent income	1,677	465	485	507
<b>Total operating revenue</b>	<b>90,944</b>	<b>93,056</b>	<b>96,905</b>	<b>101,650</b>
<b>Capital revenue:</b>				
Donations & Contributions	130	-	-	-
Grants and Subsidies	8,613	20,386	3,725	3,373
<b>Total capital revenue</b>	<b>8,743</b>	<b>20,386</b>	<b>3,725</b>	<b>3,373</b>
<b>Total income</b>	<b>99,687</b>	<b>113,442</b>	<b>100,630</b>	<b>105,023</b>
<b>Expenses</b>				
<b>Operating expenses:</b>				
Employee related expenses	28,416	32,502	33,809	34,998
Materials and services	33,213	30,012	31,575	33,098
Depreciation and amortisation	30,293	30,269	32,117	33,555
Finance costs	347	422	715	703
<b>Total operating expenses</b>	<b>92,269</b>	<b>93,205</b>	<b>98,215</b>	<b>102,355</b>
<b>Capital Expenses:</b>				
(Decrease)/Increase In Asset Revaluation Reserve	-	-	-	-
Loss on disposal of non-current assets	313	-	-	-
<b>Total capital expenses</b>	<b>313</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total expenses</b>	<b>92,582</b>	<b>93,205</b>	<b>98,215</b>	<b>102,355</b>
<b>Total comprehensive income for the year</b>	<b>7,105</b>	<b>20,237</b>	<b>2,415</b>	<b>2,668</b>

Cassowary Coast Regional Council 2023-2024 Financial Statements Statement of Financial Position				
Year ended	Estimated Actual 30-Jun-23 \$'000	Budget 30-Jun-24 \$'000	Forecast 30-Jun-25 \$'000	Forecast 30-Jun-26 \$'000
<b>Current assets</b>				
Cash assets and cash equivalents	63,689	42,109	33,945	33,135
Inventories	1,642	1,645	1,645	1,645
Receivables	7,482	12,453	13,092	13,723
Other current assets	5,500	5,500	5,500	5,500
<b>Total current assets</b>	<b>78,313</b>	<b>61,706</b>	<b>54,182</b>	<b>54,003</b>
<b>Non-current assets</b>				
Property, plant and equipment	1,296,282	1,370,986	1,412,922	1,454,693
Other non-current assets	1,723	1,498	903	870
<b>Total non-current assets</b>	<b>1,298,005</b>	<b>1,372,484</b>	<b>1,413,825</b>	<b>1,455,563</b>
<b>Total Assets</b>	<b>1,376,318</b>	<b>1,434,190</b>	<b>1,468,007</b>	<b>1,509,566</b>
<b>Current liabilities</b>				
Trade and other payables	3,991	3,724	3,914	4,086
Borrowings	317	623	459	694
Other current liabilities	5,852	5,852	5,852	5,852
Employee payables/provisions	6,707	6,707	6,707	6,707
<b>Total current liabilities</b>	<b>16,868</b>	<b>16,907</b>	<b>16,932</b>	<b>17,339</b>
<b>Non-current liabilities</b>				
Unearned Revenue	3,393	3,393	3,393	3,393
Employee payables/provisions	15,140	15,140	15,140	15,140
Borrowings	2,900	9,985	9,327	11,028
<b>Total non-current liabilities</b>	<b>21,433</b>	<b>28,518</b>	<b>27,860</b>	<b>29,561</b>
<b>Total Liabilities</b>	<b>38,300</b>	<b>45,425</b>	<b>44,791</b>	<b>46,900</b>
<b>Net Community Assets</b>	<b>1,338,017</b>	<b>1,388,765</b>	<b>1,423,215</b>	<b>1,462,666</b>
<b>Community equity</b>				
Asset revaluation reserve	660,898	691,408	723,443	760,226
Retained surplus	677,119	697,357	699,772	702,440
<b>Total Community Equity</b>	<b>1,338,017</b>	<b>1,388,765</b>	<b>1,423,215</b>	<b>1,462,666</b>

Cassowary Coast Regional Council 2023-2024 Financial Statements Statement of Changes in Equity			
	Total \$'000	Retained surplus \$'000	Asset revaluation reserve \$'000
<b>Balance at 30 Jun 2023</b>	1,338,017	677,119	660,898
Net result for the period	20,237	20,237	
Asset revaluation adjustment	30,510		30,510
<b>Balance at 30 Jun 2024</b>	1,388,765	697,357	691,408
Net result for the period	2,415	2,415	
Asset revaluation adjustment	32,035		32,035
<b>Balance at 30 Jun 2025</b>	1,423,215	699,772	723,443
Net result for the period	2,668	2,668	-
Asset revaluation adjustment	36,782	-	36,782
<b>Balance at 30 Jun 2026</b>	1,462,666	702,440	760,226

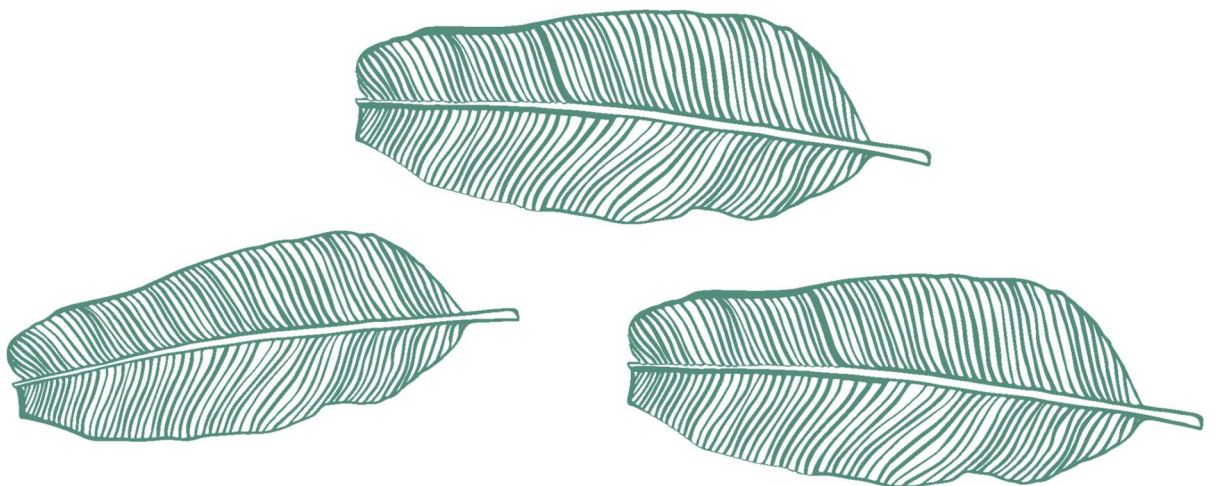


Appendix D - Statement of Cash Flows

<b>Cassowary Coast Regional Council</b> <b>2023-2024 Financial Statements</b> <b>Statement of Cash Flows</b>				
Year ended	Estimated Actual 30-Jun-23 \$'000	Budget 30-Jun-24 \$'000	Forecast 30-Jun-25 \$'000	Forecast 30-Jun-26 \$'000
<b>Cash flows from operating activities:</b>				
Receipts from customers	78,877	77,396	85,389	89,658
Payment to suppliers and employees	(63,983)	(63,060)	(65,486)	(68,230)
Interest received	2,152	1,903	1,332	1,469
Rental Income	929	947	1,008	1,053
Non-capital grants and contributions	8,630	7,839	8,537	8,839
Other cash flows from operating activities	-	(3)	-	-
Borrowing costs	(72)	(143)	(422)	(397)
<b>Net cash inflow (outflow) from operating activities</b>	<b>26,532</b>	<b>24,880</b>	<b>30,358</b>	<b>32,392</b>
<b>Cash flows from investing activities:</b>				
Payments for property, plant and equipment	(27,911)	(73,866)	(41,423)	(38,511)
Proceeds from sale of property, plant and equipment	1,014	-	-	-
Subsidies, donations and contributions for new capital expenditure	9,293	20,386	3,725	3,373
<b>Net cash inflow (outflow) from investing activities</b>	<b>(17,605)</b>	<b>(53,479)</b>	<b>(37,699)</b>	<b>(35,138)</b>
<b>Cash flows from financing activities</b>				
Proceeds from borrowings	-	9,757	-	2,350
Repayment of leases	-	(494)	(500)	(21)
Repayment of borrowings	(436)	(2,244)	(323)	(392)
<b>Net cash inflow (outflow) from financing activities</b>	<b>(436)</b>	<b>7,019</b>	<b>(823)</b>	<b>1,937</b>
<b>Net increase (decrease) in cash held</b>	<b>8,492</b>	<b>(21,580)</b>	<b>(8,164)</b>	<b>(810)</b>
Cash at beginning of reporting period	55,197	63,689	42,108	33,945
<b>Cash at end of reporting period</b>	<b>63,689</b>	<b>42,108</b>	<b>33,945</b>	<b>33,135</b>

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# 2023-2024 SUPPORTING BUDGET REPORTS



**Appendix E - Operating Income and Expenditure Summary by Directorate**

<b>Cassowary Coast Regional Council</b> <b>Budget Papers 2023/2024</b> <b>2023-2024 Budget</b>			
<b>Year ended 2023/2024</b>	<b>Revenue \$'000</b>	<b>Expenditure \$'000</b>	<b>Operating Result \$'000</b>
<b>Directorate</b>			
Chief Executive Office	383	5,737	(5,354)
Corporate and Community	49,676	14,897	34,779
Infrastructure Services	9,055	41,891	(32,836)
Development and Environment	2,439	4,646	(2,207)
Commercial Services (Excluding Business Units)	6,327	5,741	586
<b>Total Excluding Business Units</b>	<b>67,880</b>	<b>72,913</b>	<b>(5,033)</b>
<b>Business Units</b>			
Water	13,763	12,332	1,430
Wastewater	11,873	9,651	2,221
Waste and Resource Recovery	11,366	10,133	1,232
<b>Total Business Units</b>	<b>37,001</b>	<b>32,117</b>	<b>4,884</b>
<b>Total Whole of Council</b>	<b>104,881</b>	<b>105,030</b>	<b>(149)</b>

*\*Please note: Figures include internal revenue and internal expenditure*

Cassowary Coast Regional Council 2023-2024 Budget Operating Income and Expenditure Summary by Program			
Year ended 2023/2024	Revenue \$'000	Expenditure \$'000	Operating Result \$'000
<b>Directorate: Chief Executive Office</b>			
Office of the CEO	20	1,679	(1,659)
Corporate Governance	98	1,865	(1,766)
People & Culture	264	2,193	(1,929)
<b>Chief Executive Office Total</b>	<b>383</b>	<b>5,737</b>	<b>(5,354)</b>
<b>Directorate: Corporate &amp; Community</b>			
Corporate Services Program Support	3,905	338	3,567
Financial Services	44,153	3,931	40,222
Procurement & Stores	200	1,028	(828)
Information Services Management	810	4,056	(3,246)
Community and Engagement	0	241	(241)
Engagement & Customer Experience	185	1,506	(1,321)
Sporting and Recreation	63	817	(754)
Libraries	316	2,346	(2,030)
Regional Tourism Development	45	635	(591)
<b>Corporate &amp; Community Total</b>	<b>49,676</b>	<b>14,897</b>	<b>34,779</b>
<b>Directorate: Infrastructure Services</b>			
Infrastructure Services Program Support	0	235	(235)
Project Delivery	0	210	(210)
Facilities and Leasing	169	726	(557)
Building Trades	1,186	8,848	(7,662)
Housing Services	677	677	0
Engineering Services	0	1,391	(1,391)
Asset Maintenance Program Support	30	196	(166)
Drainage	0	1,509	(1,509)
Marine Facilities	69	1,168	(1,100)
Transport & CBD's	3,891	19,021	(15,130)
Open Space Operations	1,148	6,235	(5,087)
External Works	1,886	1,676	210
<b>Infrastructure Services Total</b>	<b>9,055</b>	<b>41,891</b>	<b>(32,836)</b>
<b>Directorate: Development and Environment</b>			
Development & Environment Program Support	0	181	(181)
Local Laws	124	771	(647)
Environmental Health	590	967	(377)
Economic Development	0	279	(279)
Emergency Management	68	457	(389)
Development Services	1,522	1,480	42
Natural Resources & Sustainability	134	512	(378)
<b>Development &amp; Environment Total</b>	<b>2,439</b>	<b>4,646</b>	<b>(2,207)</b>
<b>Directorate: Commercial Services</b>			
Commercial Services Program Support	0	144	(144)
Fleet	6,327	5,598	730
Water	13,763	12,332	1,430
Wastewater	11,873	9,651	2,221
Waste and Resource Recovery	11,366	10,133	1,232
<b>Commercial Services</b>	<b>43,328</b>	<b>37,858</b>	<b>5,470</b>
<b>Total Whole of Council</b>	<b>104,881</b>	<b>105,030</b>	<b>(149)</b>

\*Please note: Figures include internal revenue and internal expenditure



Cassowary Coast Regional Council 2023-2024 Budget Operating Income and Expenditure Summary by Program			
Year ended 2023/2024	Revenue \$'000	Expenditure \$'000	Operating Result \$'000
<b>Wastewater Business Unit</b>			
Wastewater Reticulation	15	4,461	(4,446)
Wastewater Services	11,466	1,953	9,513
Wastewater Treatment	0	2,970	(2,970)
Trade Waste	392	267	125
<b>Wastewater Business Unit Total</b>	<b>11,873</b>	<b>9,651</b>	<b>2,221</b>
<b>Water Business Unit</b>			
Water Reticulation	146	8,532	(8,386)
Water Services	13,617	2,168	11,449
Water Treatment	0	1,633	(1,633)
<b>Water Business Unit Total</b>	<b>13,763</b>	<b>12,332</b>	<b>1,430</b>
<b>Waste and Resource Recovery Business Unit</b>			
Waste and Resource Recovery	11,366	10,133	1,232
<b>Waste and Resource Recovery Business Unit Total</b>	<b>11,366</b>	<b>10,133</b>	<b>1,232</b>
<b>Total Business Units</b>	<b>37,001</b>	<b>32,117</b>	<b>4,884</b>

*\*Please note: Figures include internal revenue and internal expenditure*

Appendix G - Capital Works Budget Summary

Cassowary Coast Regional Council 2023-2024 Budget Capital Works Budget Summary										
	Capital Budget 2023/2024	Capital Works from 2022/2023 budget to be completed in 2023/2024 or reserved for future years	Total Capital Budget	Capital Subsidies and Grants	Loan	Reserve & Developers contributions (Net)	Council Source Funding	Prior Year Capital Subsidies and Grants	Council Source Funding - Prior Year	Total Funds
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Transport	21,132,500	1,634,582	22,767,082	6,840,008		5,137,815	9,154,677	356,799	1,277,783	22,767,082
Drainage	1,994,220	311,173	2,305,393			1,949,220	45,000		311,173	2,305,393
Marine Facilities	-	19,760	19,760				-		19,760	19,760
Recreation and Natural Areas	1,593,500	448,866	2,042,366	380,000		30,000	1,183,500	222,458	226,408	2,042,366
Facilities & Leasing	1,631,750	760,203	2,391,953	566,250		72,236	993,264	75,111	685,092	2,391,953
Housing Services	166,000	89,279	255,279				166,000		89,279	255,279
<b>Total Infrastructure Services</b>	<b>26,517,970</b>	<b>3,263,863</b>	<b>29,781,833</b>	<b>7,786,258</b>	<b>-</b>	<b>7,189,271</b>	<b>11,542,441</b>	<b>654,368</b>	<b>2,609,495</b>	<b>29,781,833</b>
Regulatory Services	-	18,145	18,145				-		18,145	18,145
<b>Total Development &amp; Environment Services</b>	<b>-</b>	<b>18,145</b>	<b>18,145</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>18,145</b>	<b>18,145</b>
Information, Communication & Technology	647,807	271,011	918,818			130,000	517,807		271,011	918,818
<b>Total Corporate &amp; Community Services</b>	<b>647,807</b>	<b>271,011</b>	<b>918,818</b>	<b>-</b>	<b>-</b>	<b>130,000</b>	<b>517,807</b>	<b>-</b>	<b>271,011</b>	<b>918,818</b>
Waste & Resource Recovery	190,000	304,559	494,559				190,000		304,559	494,559
Waste Water	22,835,500	612,772	23,448,272	11,100,000	7,000,000		4,735,500		612,772	23,448,272
Water	15,406,323	1,859,990	17,266,313	1,500,000	2,756,920	866,583	10,282,820		1,859,990	17,266,313
Fleet	1,810,000	127,625	1,937,625				1,810,000		127,625	1,937,625
<b>Total Commercial Services</b>	<b>40,241,823</b>	<b>2,904,946</b>	<b>43,146,769</b>	<b>12,600,000</b>	<b>9,756,920</b>	<b>866,583</b>	<b>17,018,320</b>	<b>-</b>	<b>2,904,946</b>	<b>43,146,769</b>
<b>Total CCRC Capital Projects</b>	<b>67,407,600</b>	<b>6,457,965</b>	<b>73,865,565</b>	<b>20,386,258</b>	<b>9,756,920</b>	<b>8,185,854</b>	<b>29,078,568</b>	<b>654,368</b>	<b>5,803,597</b>	<b>73,865,565</b>

Cassowary Coast Regional Council 2023-2024 Budget Capital Works Budget Detail							
Programme	Title	Details	Internal	External	Reserve	Loan	Total
<b>Drainage</b>	Innisfail Urban Drainage Renewal	Renewal of 100m of drainage culvert that drains Warrina Lakes to Johnstone River. Includes renewal of 2 tennis courts and floodgate.			1,349,220		1,349,220
	PROGRAM - Stormwater Drainage Program	Priority based renewal of ageing drainage assets	45,000		600,000		645,000
<b>Drainage Total</b>			<b>45,000</b>		<b>1,949,220</b>		<b>1,994,220</b>
<b>Facilities &amp; Leasing</b>	PROGRAM - Building Renewals	Building renewal program to maintain CCRC buildings, protect existing assets and reduce maintenance costs	378,264	150,000	72,236		600,500
	PROGRAM - CCTV Camera Renewals & Upgrades	CCTV Cameras network in key areas of region identified by police as hot spots and vandalised areas	35,000				35,000
	PROGRAM - Depots	Depot renewal program to maintain CCRC depots, protect existing assets and reduce maintenance costs	200,000				200,000
	PROGRAM - Facilities Air conditioner & Equipment Renewals	Facilities Air conditioner & Equipment Renewal Program	188,000				188,000
	PROGRAM - Public Facilities and Amenities Renewal	Renewal of Public Facilities and Amenities to protect existing assets and reduce maintenance costs	80,000				80,000
	PROGRAM - Swimming Pools	Upgrades to swimming pools across CCRC area to keep equipment at required standard	112,000				112,000
	PROGRAM- Housing Renewal/Upgrades	Renewal and upgrade of CCRC Community, Pensioner & Council Housing Assets to required standards and to protect existing assets and reduce maintenance costs	166,000				166,000
	W4Q Amenities Refurbishment	Renewal of prioritised amenities		400,000			400,000
				16,250			16,250
<b>Facilities &amp; Leasing Total</b>			<b>1,159,264</b>	<b>566,250</b>	<b>72,236</b>		<b>1,797,750</b>
<b>Fleet</b>	PROGRAM - Fleet Replacement	Renewal of various fleet items	1,810,000				1,810,000
<b>Fleet Total</b>			<b>1,810,000</b>				<b>1,810,000</b>
<b>Information, Communication &amp; Technology</b>	Audio/Visual Systems renewal	Audio/Visual Systems renewal	25,000				25,000
	Client Desktop, Laptop, Monitor & Workstations	Client Desktop, Laptop, Monitor & Workstations	120,000		100,000		220,000
	Datacentre Server Hosts renewal	Datacentre Server Hosts renewal	115,000				115,000
	Innisfail Library Multi-purpose rooms enablement project	The enablement of the multi-purpose rooms to host Council Meetings, Disaster Management activities, ICT Backups and other high bandwidth activities	95,000				95,000
	Mobile Phone Renewal	Mobile phone renewal			30,000		30,000
	Printers MFD and Scanners	Printers, Multi Function Devices and Scanners	25,000				25,000
	Switches Renewal	Switches Renewal	20,000				20,000
	Tablets Renewal	Client Tablet renewal	20,000				20,000
	Technology One Licence Expenditure	Purchase of various Technology One licences	27,807				27,807
	UPS Renewal	UPS Renewal	55,000				55,000
			15,000				15,000
<b>Information, Communication &amp; Technology Total</b>			<b>517,807</b>		<b>130,000</b>		<b>647,807</b>

Appendix H - Capital Works Budget Detail

Programme	Title	Details	Internal	External	Reserve	Loan	Total
<b>Recreation &amp; Natural Areas</b>	PROGRAM - Cemeteries Growth	Cemeteries future works general expansion as required to accommodate new customers	25,000				25,000
	PROGRAM - Recreation & Natural Areas Renewals	Renewals of recreation & natural areas across the region	378,500		30,000		408,500
	W4Q Banyan Park Tully	Renewal of Banyan Park, Tully - funded by Works for Queensland		380,000			380,000
	Warrina Lakes Masterplan	Implementation of Warrina Lakes Masterplan action items	780,000				780,000
<b>Recreation &amp; Natural Areas Total</b>			<b>1,183,500</b>	<b>380,000</b>	<b>30,000</b>		<b>1,593,500</b>
<b>Transport</b>	Innisfail CBD Masterplan Upgrades	Innisfail CBD Masterplan Upgrades	879,522		120,478		1,000,000
	Mission Beach CBD Upgrade	Renewal & upgrade of storm water, road, kerb & channel and village green		3,370,000	3,630,000		7,000,000
	PROGRAM - Bridge Renewals	Renewal of bridges across the region based on condition/priority		815,000	865,000		1,680,000
	PROGRAM - Culvert Renewal	Renewal of culverts throughout the region. Based on condition and priority. Includes aged steel and concrete culverts.	3,658,710		141,290		3,800,000
	PROGRAM - Forward Survey & Design - Transport	Forward design program to design projects for the 10 year capital works program	200,000				200,000
	PROGRAM - Guardrail Renewals & Upgrades	Replacement of guardrails throughout the region	50,000				50,000
	PROGRAM - Paths Renewal	Renewal of pathways across the region	330,714	739,286			1,070,000
	PROGRAM - Regional Pathway Expansion	Installation of new paths and widening of paths at time of renewal based on principle cycleway strategy.	500,000				500,000
	PROGRAM - Regional Public Transport	Renewal of existing bus shelters across the region	45,000				45,000
	PROGRAM - Regional Reseals	Resealing sections of roads across the region	1,800,000				1,800,000
	PROGRAM - Road Improvement Program	Upgrades to sections of the road network to improve access	663,231	1,465,722	31,047		2,160,000
	PROGRAM - Sealed Roads Renewal Program	Renewal of sealed roads across the region. Maintain level of service. Full FNQROC requirements out of scope.	75,000		350,000		425,000
	PROGRAM - Unsealed Road Renewal Program	Gravel resheeting on sections of unsealed roads across the region	952,500				952,500
	W4Q Tully CBD Renewal	Renewal of Tully CBD		450,000			450,000
<b>Transport Total</b>			<b>9,154,677</b>	<b>6,840,008</b>	<b>5,137,815</b>		<b>21,132,500</b>
<b>Waste &amp; Resource Recovery</b>	PROGRAM - Waste Transfer Station	Upgrades to waste transfer stations throughout the region	190,000				190,000
<b>Waste &amp; Resource Recovery Total</b>			<b>190,000</b>				<b>190,000</b>
<b>Waste Water</b>	INN - Sewage Treatment Plant Program	Program to renew and replace mechanical and electrical equipment at the Innisfail sewerage treatment plant	942,500				942,500
	INN - Sewer Pump Stations Program	Innisfail - renewal of sewer pump stations	1,185,000				1,185,000
	INN - Sewer Rehabilitation Program	Innisfail CCTV and relining program	1,643,000				1,643,000
	INN - Sewer Reticulation Program	Innisfail - renewal for sections of rising mains or sewers that cannot be repaired by relining programs	575,000				575,000
	MSB - SCADA & Control Systems Program	Mission Beach SCADA & control systems program	20,000				20,000
	MSB - Sewer Pump Stations Program	Mission Beach - renewal of sewer pump stations	100,000				100,000
	MSB - Sewer Reticulation Program	Mission Beach - renewal of sections of rising mains or sewers that cannot be repaired by relining programs	30,000				30,000
	Stage 1 Port Hinchinbrook STP upgrade & Other Normalisation Works	Upgrade Port Hinchinbrook STP & Other Normalisation Works		11,100,000		7,000,000	18,100,000
	PROGRAM - Forward design - Sewerage	Forward design program for sewerage	50,000				50,000

Appendix H - Capital Works Budget Detail

Programme	Title	Details	Internal	External	Reserve	Loan	Total
<b>Waste Water</b> <i>(Continued)</i>	TUL - SCADA & Control Systems Program	Tully SCADA & control systems program	20,000				20,000
	TUL - Sewage Treatment Plant Program	Program to renew and replace mechanical and electrical equipment at the Tully sewerage treatment plant	30,000				30,000
	TUL - Sewer Pump Stations Program	Tully - renewal of sewer pump stations	140,000				140,000
<b>Waste Water Total</b>			<b>4,735,500</b>	<b>11,100,000</b>		<b>7,000,000</b>	<b>22,835,500</b>
<b>Water</b>	CAR - Water Program	Cardwell general water program including mains and reservoirs	450,000				450,000
	CAR - Water Services & Meters (incl Smart Meters) Renewal Program	Cardwell water services and meter replacement program (including Smart meters)	200,000		295,000		495,000
	CAR - Water Treatment Program	Cardwell Water Treatment - mechanical & electrical renewal	40,000				40,000
	INN - Water Program	Innisfail general water program including mains and reservoirs	2,125,000				2,125,000
	INN - Water Services & Meters (incl Smart Meters) Renewal Program	Innisfail water services and meter replacement program (including Smart meters)	80,000				80,000
	INN - Water Treatment Program	Innisfail Water Treatment Plant - mechanical & electrical renewal	325,000				325,000
	NYL - Water Program	Nyleta general water program including mains and reservoirs	25,000				25,000
	NYL - Water Reservoirs Program	Nyleta water reservoirs program	50,000				50,000
	NYL - Water Services & Meters (incl Smart Meters) Renewal Program	Nyleta water services and meter replacement program (including Smart meters)	80,000				80,000
	PROGRAM - Forward design - Water	Forward design program for water	160,000				160,000
	TUL - Hyatt St Water Reservoir (5.2ML)	Construction of new 5.2ML reservoir at Hyatt Street, Tully	4,287,320	1,500,000	271,583	2,756,920	8,815,823
	TUL - Water Program	Tully general water program including mains and reservoirs	2,330,500		300,000		2,630,500
	TUL - Water Services & Meters (incl Smart Meters) Renewal Program	Tully water services and meter replacement program (including Smart meters)	130,000				130,000
<b>Water Total</b>			<b>10,282,820</b>	<b>1,500,000</b>	<b>866,583</b>	<b>2,756,920</b>	<b>15,406,323</b>
<b>Grand Total</b>			<b>29,078,568</b>	<b>20,386,258</b>	<b>8,185,854</b>	<b>9,756,920</b>	<b>67,407,600</b>

**Appendix I - Statement of Comprehensive Income**

Cassowary Coast Regional Council 2023-2024 Budget Statement of Comprehensive Income											
Year Ended	Est Jun-23 \$'000	Jun-24B \$'000	Jun-25F \$'000	Jun-26F \$'000	Jun-27F \$'000	Jun-28F \$'000	Jun-29F \$'000	Jun-30F \$'000	Jun-31F \$'000	Jun-32F \$'000	Jun-33F \$'000
<b>Revenue</b>											
<b>Operating revenue</b>											
General rates	40,668	42,536	44,663	46,896	49,007	51,212	53,517	55,657	57,884	60,199	62,607
Separate rates	4,078	4,488	4,713	4,948	5,171	5,404	5,647	5,873	6,107	6,352	6,606
Levies	1,825	1,815	1,906	2,001	2,091	2,185	2,284	2,375	2,470	2,569	2,672
Water	7,978	8,519	8,945	9,392	9,815	10,257	10,718	11,147	11,593	12,056	12,539
Water consumption, rental and sundries	4,163	4,370	4,589	4,818	5,035	5,262	5,498	5,718	5,947	6,185	6,432
Sewerage	10,333	11,036	11,588	12,167	12,714	13,287	13,884	14,440	15,017	15,618	16,243
Garbage charges	6,005	6,413	6,734	7,071	7,389	7,721	8,069	8,392	8,727	9,076	9,439
Less: discounts	(1,734)	(1,808)	(1,898)	(1,993)	(2,083)	(2,177)	(2,274)	(2,365)	(2,460)	(2,558)	(2,661)
Less: pensioner remissions	(792)	(720)	(756)	(794)	(830)	(867)	(906)	(942)	(980)	(1,019)	(1,060)
Net rates, levies and charges	72,524	76,650	80,483	84,507	88,310	92,284	96,436	100,294	104,306	108,478	112,817
Building and development fees	1,050	976	1,019	1,064	1,111	1,155	1,201	1,243	1,287	1,326	1,365
Infringements	24	25	26	28	29	30	31	32	33	34	35
Licences and registrations	355	392	409	427	446	464	482	499	516	532	548
Other fees and charges	2,567	2,978	3,109	3,246	3,388	3,524	3,665	3,793	3,926	4,044	4,165
Fees and charges	3,996	4,371	4,563	4,764	4,974	5,173	5,379	5,568	5,763	5,935	6,114
Other rental income	929	972	1,014	1,059	1,106	1,150	1,196	1,238	1,281	1,320	1,359
Rental income	929	972	1,014	1,059	1,106	1,150	1,196	1,238	1,281	1,320	1,359
Interest from overdue rates, levies and charges	533	578	646	721	805	899	1,003	1,120	1,250	1,396	1,558
Interest received from investments	1,574	60	686	748	779	1,038	1,353	1,493	1,634	1,946	2,269
Other Interest received	-	1,265	-	-	-	-	-	-	-	-	-
Interest received	2,107	1,903	1,332	1,469	1,583	1,937	2,356	2,613	2,885	3,342	3,827
Sales revenue											
Gain/(loss) on sale of inventory held for sale		-	-	-	-	-	-	-	-	-	-
Contract and recoverable works	532	426	445	464	485	504	524	543	562	578	596
Sales revenue	532	426	445	464	485	504	524	543	562	578	596
Other income	1,677	465	485	507	529	550	572	592	613	631	650



**Appendix I - Statement of Comprehensive Income**

Other income	1,677	465	485	507	529	550	572	592	613	631	650
State subsidies and grants—operating	7,106	6,600	6,834	7,055	7,285	7,500	7,723	7,925	8,135	8,322	8,513
Commonwealth subsidies and grants—operating	2,028	1,588	1,665	1,738	1,813	1,883	1,957	2,024	2,093	2,155	2,219
Other non-government subsidies and grants	-	-	-	-	-	-	-	-	-	-	-
Donations—operating	0	0	1	1	1	1	1	1	1	1	1
Contributions—operating	46	80	84	87	91	95	98	102	105	108	111
Grants, subsidies, contributions and donations	9,180	8,269	8,583	8,880	9,190	9,478	9,778	10,051	10,334	10,585	10,844
Total operating revenue	90,944	93,056	96,905	101,650	106,176	111,076	116,242	120,899	125,743	130,871	136,207
<b>Capital revenue</b>											
Government subsidies and grants—capital	8,613	20,386	3,725	3,373	4,662	872	2,745	1,000	1,000	1,000	1,000
Contributions—capital	130	-	-	-	-	-	-	-	-	-	-
Grants, subsidies, contributions and donations	8,743	20,386	3,725	3,373	4,662	872	2,745	1,000	1,000	1,000	1,000
<b>Total revenue</b>	99,687	113,442	100,630	105,023	110,838	111,948	118,987	121,899	126,743	131,871	137,207
<b>Capital income</b>											
Profit/(loss) on disposal of property, plant & equipment	801	-	-	-	-	-	-	-	-	-	-
Total capital income	801	-	-	-	-	-	-	-	-	-	-
<b>Total income</b>	100,488	113,442	100,630	105,023	110,838	111,948	118,987	121,899	126,743	131,871	137,207
<b>Expenses</b>											
<b>Operating expenses</b>											
Total employee related expenses	28,416	32,502	33,809	34,998	36,230	37,324	38,451	39,608	40,800	42,024	43,285
Materials and services	33,213	30,012	31,575	33,098	34,695	36,102	37,568	38,949	40,382	41,713	43,090
Finance costs	347	422	715	703	725	721	714	707	699	690	677
Land improvements	345	370	389	414	532	560	610	710	1,031	1,063	1,097
Buildings	4,173	4,136	4,351	4,586	4,841	5,118	5,414	5,760	6,121	6,515	6,940
Plant & equipment	1,849	1,836	1,402	1,818	2,305	2,766	3,239	3,807	4,450	5,194	6,125
Roads, drainage & bridge network	11,277	11,413	12,187	12,552	12,955	13,295	13,681	14,105	14,643	15,055	15,508
Water	6,199	6,184	6,766	7,324	7,861	8,494	9,032	9,617	10,261	11,065	11,810
Sewerage	3,502	3,501	4,051	4,269	4,492	4,743	4,943	5,154	5,372	5,690	5,940
Miscellaneous	2,124	2,127	2,265	2,443	2,599	2,790	2,983	3,194	3,442	3,700	4,008
Amortisation of intangible assets	116	103	122	147	181	230	317	286	-	-	-
Right of use assets	707	599	583	2	2	2	2	2	2	2	2
Depreciation and amortisation	30,293	30,269	32,117	33,555	35,767	37,999	40,221	42,635	45,321	48,285	51,430
Total operating expenses	92,269	93,205	98,215	102,355	107,417	112,146	116,954	121,899	127,201	132,711	138,482

**Appendix I - Statement of Comprehensive Income**

<b>Capital expenses</b>												
Restoration & rehabilitation provision expense	1,115	-	-	-	-	-	-	-	-	-	-	-
Total capital expenses	1,115	-	-	-	-	-	-	-	-	-	-	-
<b>Total expenses</b>	93,384	93,205	98,215	102,355	107,417	112,146	116,954	121,899	127,201	132,711	138,482	
<b>Total comprehensive income for the year</b>	7,105	20,237	2,415	2,668	3,422	(198)	2,034	(0)	(458)	(840)	(1,275)	

**Appendix I - Statement of Financial Position**

Cassowary Coast Regional Council 2023-2024 Budget Statement of Financial Position											
Year Ended	Est Jun-23 \$'000	Jun-24B \$'000	Jun-25F \$'000	Jun-26F \$'000	Jun-27F \$'000	Jun-28F \$'000	Jun-29F \$'000	Jun-30F \$'000	Jun-31F \$'000	Jun-32F \$'000	Jun-33F \$'000
<b>Assets</b>											
<b>Current assets</b>											
Internally restricted component	-										
Externally restricted component	-	4,062	4,368	4,734	5,918	7,799	9,401	9,386	11,143	13,110	13,110
Unrestricted component	63,689	38,047	29,577	28,401	33,466	38,897	44,923	47,425	60,778	72,426	91,426
Cash and cash equivalents	63,689	42,109	33,945	33,135	39,384	46,696	54,324	56,811	71,921	85,536	104,536
Trade and other receivables	7,482	12,453	13,092	13,723	14,328	14,910	15,601	16,204	16,830	17,422	18,134
Inventories	1,642	1,645	1,645	1,645	1,645	1,645	1,645	1,645	1,645	1,645	1,645
Contract Assets	1,846	1,846	1,846	1,846	1,846	1,846	1,846	1,846	1,846	1,846	1,846
Prepayments	492	492	492	492	492	492	492	492	492	492	492
Other current assets	3,162	3,162	3,162	3,162	3,162	3,162	3,162	3,162	3,162	3,162	3,162
Other current assets	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500
Total current assets	78,313	61,706	54,182	54,003	60,856	68,750	77,070	80,160	95,896	110,102	129,815
<b>Non-current assets</b>											
Property, plant & equipment	1,296,282	1,370,986	1,412,922	1,454,693	1,491,957	1,520,968	1,554,457	1,600,544	1,635,031	1,663,289	1,686,732
Other non-current assets	1,723	1,498	903	870	810	706	522	375	522	672	826
Total non-current assets	1,298,005	1,372,484	1,413,825	1,455,563	1,492,767	1,521,674	1,554,978	1,600,919	1,635,553	1,663,962	1,687,559
<b>Total assets</b>	1,376,318	1,434,190	1,468,007	1,509,566	1,553,623	1,590,424	1,632,048	1,681,079	1,731,449	1,774,064	1,817,374
<b>Liabilities</b>											
<b>Current liabilities</b>											
Trade and other payables	3,991	3,724	3,914	4,086	4,265	4,412	4,589	4,748	4,912	5,055	5,232
Contract Liabilities	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083
Unearned Revenue	3,769	3,769	3,769	3,769	3,769	3,769	3,769	3,769	3,769	3,769	3,769
Borrowings	317	623	459	694	711	612	631	652	672	695	715
Provisions	6,707	6,707	6,707	6,707	6,707	6,707	6,707	6,707	6,707	6,707	6,707
Total current liabilities	16,868	16,907	16,932	17,339	17,536	17,583	17,779	17,958	18,143	18,309	18,506
<b>Non-current liabilities</b>											
Lease Liabilities	1,173	631	310	289	267	365	344	323	302	281	281
Loans	1,727	9,354	9,017	10,740	10,150	9,541	8,912	8,262	7,592	6,900	6,184
Borrowings	2,900	9,985	9,327	11,028	10,417	9,906	9,256	8,585	7,894	7,180	6,465
Unearned Revenue	3,393	3,393	3,393	3,393	3,393	3,393	3,393	3,393	3,393	3,393	3,393
Employee	493	493	493	493	493	493	493	493	493	493	493
Restoration & rehabilitation	14,647	14,647	14,647	14,647	14,647	14,647	14,647	14,647	14,647	14,647	14,647
Provisions	15,140	15,140	15,140	15,140	15,140	15,140	15,140	15,140	15,140	15,140	15,140
Total non-current liabilities	21,433	28,518	27,860	29,561	28,949	28,439	27,788	27,118	26,427	25,713	24,997
<b>Total liabilities</b>	38,300	45,425	44,791	46,900	46,485	46,021	45,568	45,076	44,570	44,022	43,504
<b>Net community assets</b>	1,338,017	1,388,765	1,423,215	1,462,666	1,507,138	1,544,402	1,586,480	1,636,003	1,686,879	1,730,042	1,773,870

**Appendix I - Statement of Financial Position**

<b>Community equity</b>												
Asset revaluation surplus	660,898	691,408	723,443	760,226	801,276	838,738	878,783	928,305	979,640	1,023,643	1,068,746	
Retained surplus	677,119	697,357	699,772	702,440	705,862	705,664	707,698	707,698	707,239	706,399	705,124	
<b>Total community equity</b>	<b>1,338,017</b>	<b>1,388,765</b>	<b>1,423,215</b>	<b>1,462,666</b>	<b>1,507,138</b>	<b>1,544,402</b>	<b>1,586,480</b>	<b>1,636,003</b>	<b>1,686,879</b>	<b>1,730,042</b>	<b>1,773,870</b>	

**Appendix I - Statement of Changes in Equity**

<b>Cassowary Coast Regional Council 2023-2024 Budget Statement of Changes in Equity</b>											
<b>Year Ended</b>	<b>Est Jun-23 \$'000</b>	<b>Jun-24B \$'000</b>	<b>Jun-25F \$'000</b>	<b>Jun-26F \$'000</b>	<b>Jun-27F \$'000</b>	<b>Jun-28F \$'000</b>	<b>Jun-29F \$'000</b>	<b>Jun-30F \$'000</b>	<b>Jun-31F \$'000</b>	<b>Jun-32F \$'000</b>	<b>Jun-33F \$'000</b>
<b>Asset revaluation surplus</b>											
Opening balance		660,898	691,408	723,443	760,226	801,276	838,738	878,783	928,305	979,640	1,023,643
Increase in asset revaluation surplus		30,510	32,035	36,782	41,050	37,463	40,045	49,522	51,334	44,003	45,103
Closing balance	660,898	691,408	723,443	760,226	801,276	838,738	878,783	928,305	979,640	1,023,643	1,068,746
<b>Retained surplus</b>											
Opening balance		677,119	697,357	699,772	702,440	705,862	705,664	707,698	707,698	707,239	706,399
Net result		20,237	2,415	2,668	3,422	(198)	2,034	(0)	(458)	(840)	(1,275)
Closing balance	677,119	697,357	699,772	702,440	705,862	705,664	707,698	707,698	707,239	706,399	705,124
<b>Total</b>											
Opening balance		1,338,017	1,388,765	1,423,215	1,462,666	1,507,138	1,544,402	1,586,480	1,636,003	1,686,879	1,730,042
Net result		20,237	2,415	2,668	3,422	(198)	2,034	(0)	(458)	(840)	(1,275)
Increase in asset revaluation surplus		30,510	32,035	36,782	41,050	37,463	40,045	49,522	51,334	44,003	45,103
Closing balance	1,338,017	1,388,765	1,423,215	1,462,666	1,507,138	1,544,402	1,586,480	1,636,003	1,686,879	1,730,042	1,773,870

**Appendix I - Statement of Cash Flows**

<b>Cassowary Coast Regional Council 2023-2024 Budget Statement of Cash Flows</b>											
<b>Year Ended</b>	<b>Est Jun-23 \$'000</b>	<b>Jun-24B \$'000</b>	<b>Jun-25F \$'000</b>	<b>Jun-26F \$'000</b>	<b>Jun-27F \$'000</b>	<b>Jun-28F \$'000</b>	<b>Jun-29F \$'000</b>	<b>Jun-30F \$'000</b>	<b>Jun-31F \$'000</b>	<b>Jun-32F \$'000</b>	<b>Jun-33F \$'000</b>
<b>Cash flows from operating activities</b>											
Receipts from customers	78,877	77,396	85,389	89,658	93,742	97,970	102,272	106,437	110,661	115,066	119,510
Payments to suppliers and employees	(63,983)	(63,060)	(65,486)	(68,230)	(71,064)	(73,612)	(76,187)	(78,755)	(81,387)	(83,975)	(86,591)
Interest received	2,152	1,903	1,332	1,469	1,583	1,937	2,356	2,613	2,885	3,342	3,827
Rental income	929	947	1,008	1,053	1,099	1,144	1,189	1,232	1,275	1,315	1,353
Non-capital grants and contributions	8,630	7,839	8,537	8,839	9,148	9,442	9,734	10,014	10,295	10,555	10,805
Borrowing costs	(72)	(143)	(422)	(397)	(405)	(389)	(369)	(349)	(329)	(308)	(284)
Other cash flows from operating activities	-	(3)	-	-	-	-	-	-	-	-	-
<b>Net cash inflow from operating activities</b>	<b>26,532</b>	<b>24,880</b>	<b>30,358</b>	<b>32,392</b>	<b>34,102</b>	<b>36,493</b>	<b>38,995</b>	<b>41,192</b>	<b>43,401</b>	<b>45,996</b>	<b>48,619</b>
<b>Cash flows from investing activities</b>											
Payments for property, plant and equipment	(27,911)	(73,866)	(41,423)	(38,511)	(31,921)	(29,443)	(33,481)	(39,054)	(28,620)	(32,690)	(29,924)
Proceeds from sale of property, plant and equi	1,014	-	-	-	-	-	-	-	-	-	-
Grants, subsidies, contributions and donations	9,293	20,386	3,725	3,373	4,662	872	2,745	1,000	1,000	1,000	1,000
<b>Net cash inflow from investing activities</b>	<b>(17,605)</b>	<b>(53,479)</b>	<b>(37,699)</b>	<b>(35,138)</b>	<b>(27,259)</b>	<b>(28,571)</b>	<b>(30,736)</b>	<b>(38,054)</b>	<b>(27,620)</b>	<b>(31,690)</b>	<b>(28,924)</b>
<b>Cash flows from financing activities</b>											
Proceeds from borrowings	-	9,757	-	2,350	-	-	-	-	-	-	-
Proceeds from borrowings	(436)	(2,244)	(323)	(392)	(572)	(589)	(609)	(629)	(649)	(670)	(693)
Repayment of Leases	-	(494)	(500)	(21)	(22)	(21)	(21)	(21)	(21)	(21)	(2)
<b>Net cash inflow from financing activities</b>	<b>(436)</b>	<b>7,019</b>	<b>(823)</b>	<b>1,937</b>	<b>(594)</b>	<b>(610)</b>	<b>(631)</b>	<b>(650)</b>	<b>(671)</b>	<b>(691)</b>	<b>(695)</b>
<b>Total cash flows</b>											
<b>Net increase in cash and cash equivalent held</b>	<b>8,492</b>	<b>(21,580)</b>	<b>(8,164)</b>	<b>(810)</b>	<b>6,249</b>	<b>7,312</b>	<b>7,628</b>	<b>2,487</b>	<b>15,110</b>	<b>13,615</b>	<b>19,001</b>
<b>Opening cash and cash equivalents</b>	<b>55,197</b>	<b>63,689</b>	<b>42,109</b>	<b>33,945</b>	<b>33,135</b>	<b>39,384</b>	<b>46,696</b>	<b>54,324</b>	<b>56,811</b>	<b>71,921</b>	<b>85,536</b>
<b>Closing cash and cash equivalents</b>	<b>63,689</b>	<b>42,109</b>	<b>33,945</b>	<b>33,135</b>	<b>39,384</b>	<b>46,696</b>	<b>54,324</b>	<b>56,811</b>	<b>71,921</b>	<b>85,536</b>	<b>104,536</b>



Appendix J - Measures of Financial Sustainability

Cassowary Coast Regional Council 2023-2024 Budget Measures of Financial Sustainability											
Year Ended	Est Jun-23	Jun-24B	Jun-25F	Jun-26F	Jun-27F	Jun-28F	Jun-29F	Jun-30F	Jun-31F	Jun-32F	Jun-33F
<b>Operating Surplus Ratio</b>											
<b>(Net Operating Surplus / Total Operating Revenue) (%)</b>	<b>0.5%</b>	<b>(0.2)%</b>	<b>(1.4)%</b>	<b>(0.7)%</b>	<b>(1.2)%</b>	<b>(1.0)%</b>	<b>(0.6)%</b>	<b>(0.8)%</b>	<b>(1.2)%</b>	<b>(1.4)%</b>	<b>(1.7)%</b>
Target Ratio Lower Limit (%)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Target Ratio Upper Limit (%)	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Does Operating Surplus Ratio fall between the target band?	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
<b>Net Financial Asset / Liability Ratio</b>											
<b>((Total Liabilities - Current Assets) / Total Operating Revenue)</b>	<b>(44.0)%</b>	<b>(17.5)%</b>	<b>(9.7)%</b>	<b>(7.0)%</b>	<b>(13.5)%</b>	<b>(20.5)%</b>	<b>(27.1)%</b>	<b>(29.0)%</b>	<b>(40.8)%</b>	<b>(50.5)%</b>	<b>(63.4)%</b>
Target Ratio Upper Limit (%)	60.0%	60.0%	60.0%	60.0%	60.0%	60.0%	60.0%	60.0%	60.0%	60.0%	60.0%
Does Net Financial Asset / Liability Ratio fall below the upper limit?	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
<b>Asset Sustainability Ratio</b>											
<b>(Capital Expenditure on the Replacement of Assets (renewals) / Depreciation Expense)</b>	<b>87.7%</b>	<b>142.3%</b>	<b>105.0%</b>	<b>96.2%</b>	<b>85.6%</b>	<b>72.4%</b>	<b>77.0%</b>	<b>74.5%</b>	<b>61.2%</b>	<b>61.2%</b>	<b>55.2%</b>
Target Ratio Lower Limit (%)	90.0%	90.0%	90.0%	90.0%	90.0%	90.0%	90.0%	90.0%	90.0%	90.0%	90.0%
Does Asset Sustainability Ratio fall above the lower limit?	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	No	No	Yes

**Cassowary Coast Regional Council****2023-2024 Budget****Total Value of Changes in Rates & Utility Charges %**

	<b>Estimate</b>	<b>Budget</b>	
	<b>2022/2023</b>	<b>2023/2024</b>	<b>Variance</b>
	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
General Rates	40,668	42,536	4.59%
Utilities and Charges	34,383	36,642	6.57%
<b>Total Net Rates and Utility Charges excluding discount</b>	<b>75,051</b>	<b>79,178</b>	<b>5.50%</b>
Less Discounts	(2,526)	(2,528)	
<b>Total Net Rates and Utility Charges</b>	<b>72,524</b>	<b>76,650</b>	<b>5.69%</b>

*\*Discounts are inclusive of General Rates discount and pensioner remissions*



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