



Annual Report 2013 - 2014



Building Our Unique Tropical Lifestyle

TABLE OF CONTENTS

Corporate Vision, Mission and Values	1
Regional Profile	2
Mayor's Report	4
Chief Executive Officer's Report	5
Councillor Profiles	6
Our Organisational Structure	8
Executive Team	9
Our Performance	
General Management.....	11
Corporate Services	12
Community Services	18
Planning and Environmental Services.....	29
Works / Technical Services	32
Legislative Information	
Significant Business Activities and Commercial Business	40
Overseas Travel	41
Registers Open to the Public.....	41
Grants to Community Organisations	42
Executive Remuneration.....	42
Finance Plans and Reporting	42
Expenses Reimbursement for Councillors Policy	44
2013-2023 Financial Sustainability Ratios.....	49
Councillors	49
Councillor Meeting Attendance	51
Councillor Reimbursement & Expenses.....	52
Councillor Conduct and Complaints.....	52
General Complaints Process - Administrative Action Complaints	54
Public Interest Disclosure	55
Changes to Tenders.....	56
Audit Committee	56
Rebates and Concessions - Rates and Charges.....	58
Equal Employment Opportunity - Anti-Discrimination Policy	58
Community Financial Report	59
Financial Statements.....	Attachment 1

CORPORATE VISION, MISSION AND VALUES

OUR VISION

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

OUR MISSION

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

OUR VALUES

Council believes in strong leadership. This is achieved by:

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

OUR FIVE FOCUS AREAS

A Customer-Focused Organisation

Objective: To build a strong customer-focused organisation delivering effective and efficient services to the community.

A Diverse Thriving Economy

Objective: To build a diverse and thriving economy.

A Strong Social Fabric

Objective: To build a strong and resilient community that celebrates diversity and operates within strong social networks.

A Unique Natural Environment

Objective: That our communities value the diversity of our region's natural environment.

A Liveable Built Environment

Objective: That the development and growth of our region demonstrates social, economic and environmental sustainability.

REGIONAL PROFILE



The Cassowary Coast is a diverse region, covering an area of 4701 square kilometres. The region stretches from Garradunga in the north to Cardwell in the south and the East Palmerston district in the west. Its major population centres are Innisfail, Tully, Cardwell and Mission Beach.

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

The Cassowary Coast is home to more than 27,000 people (the last official population figure was 27,668 in 2011). Our community prides itself on its cultural diversity with, at last count, 48 languages spoken and 46 different religions practised. Residents live in a mixture of town, rural and coastal communities.

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



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

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



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

The Cassowary Coast's rainforests, tropical beaches and islands, and its close proximity to the Great Barrier Reef make it a popular tourist destination. The region serves up rainforest walking trails, idyllic swimming holes, waterfalls, a plethora of stunning beaches, national parks and island getaways. There are also well-established tourist attractions, art deco towns and museums for history buffs, an increasing amount of indigenous culture-based tourism and, of course, the chance to spot an endangered cassowary.

REGIONAL PROFILE

The region has also earned a name for itself as the adventure Capital of Queensland, with white-water rafting on the Tully River, skydiving at Mission Beach, Tully and Innisfail, scuba diving on the Great Barrier Reef, game fishing, sea kayaking and croc spotting tours. Our tourism opportunities continue to grow.

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

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

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

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

The region boasts strong Greek, Hmong and Indian communities which have also enriched our cultural identity. In addition, there are large numbers of English and New Zealand-born residents in our midst.

The Cassowary Coast region's key council assets include 1203 kilometres of roads, 160 bridges and 93 major culverts, 65 kilometres of footpaths and cycleways, 4 water supply schemes, 22 water reservoirs, 2 sewerage systems, 52 sewerage pump stations, a water treatment plant, 16 managed boat ramps, 7 wharves and jetties and 1 harbour.

In 2014, Council completed \$100.3 million worth of Natural Disaster Relief and Recovery work to restore assets - from roads and bridges to jetties - following Cyclone Yasi. New assets include the redeveloped Cardwell foreshore, a replacement jetty at Mission Beach and a reconstructed jetty at nearby Dunk Island.



MAYOR'S REPORT



The 2013-14 year has been successful in as much as we have completed a massive Capital Works Program addressing both our infrastructure backlog and the effects of natural disasters.

It has also been positive in that we have weathered the worst of the global financial crisis and the general economic correction as a result of commodity prices easing, and we are now in a sound position to benefit from improving economic conditions.

Framing a budget each year to keep rate increases as low as possible while also maintaining a level of service expected by our community will always be a hard task.

To this problem has been added reduced income flows from other levels of government and increased depreciation charges brought about by the new capital works referred to above.

I congratulate our council staff for their diligence and I thank ratepayers for their support and understanding.

A handwritten signature in black ink, appearing to read 'Bill Shannon'.

Cr Bill Shannon
Mayor

Committees:

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

Contacts:

Tel: (07) 4030 2205 or 0400 220 848
Fax: (07) 4061 4258
Email: mayor@ccrc.qld.gov.au

CHIEF EXECUTIVE OFFICER'S REPORT



The 2013-14 year has been focused on the completion of the huge Natural Disaster Relief and Recovery (NDRRA) Program arising from Cyclone Yasi. Council has successfully completed a reconstruction program of \$100 million over the past two years for the restoration of damaged council assets, meeting the deadline set by the Commonwealth and State governments for the completion of this work.

In addition to delivering this program, Council has managed the reconstruction of damaged marine infrastructure at Mission Beach with the construction of a new jetty at Clump Point and the substantial rehabilitation of the jetty at Dunk Island. In partnership with the Department of Transport and Main Roads, the Reconstructing Cardwell project has also been completed, providing residents of Cardwell and the wider region with a fantastic community asset along the foreshore at Cardwell.

The funding to undertake this reconstruction work has been provided by the Commonwealth and State governments under NDRRA funding arrangements. The Commonwealth is currently undertaking a review of the existing funding arrangements. Any proposed adjustment to the existing long-standing funding model could have very serious consequences for local government in future disaster events.

Significant progress was made during the year on the Innisfail Library project, with the completion of detailed planning and the confirmation of funding arrangements to enable this project to proceed. The project will deliver a modern regional library with a substantial increase in floor area through the redevelopment of the current library at Allan Maruff House. Tenders for the project were invited and a contract for the works has been awarded to a local building company.

The year also saw the completion of the Innisfail Water Treatment Plant upgrade, with a new treatment process being installed. The Innisfail Water Treatment Plant upgrade and construction of the new Innisfail Sewerage Treatment Plant were key projects that Council had to undertake to address its infrastructure backlog. The State Government supported both these projects, with substantial grant funding for the works.

Ongoing progress has been made with the implementation of new business systems through the One Business project using the Technology One software platform. Significant time and effort has been invested in the development of improved business processes and the customisation of software to provide improved functionality and enhance customer service. The Customer Request system is one area where substantial improvements have been made to the capture, distribution, monitoring and completion of customer requests.

I would like to acknowledge the hard work undertaken by council staff over the past year. It has been a challenging year in terms of time pressures and resource constraints as a result of the financial challenges facing all levels of government. Despite this, they have continued to provide a high standard of service to the community and I wish to thank staff for their efforts. Similarly I would like to thank the directors and managers for their collective contributions to Council over the past 12 months.

A handwritten signature in black ink, appearing to be 'T. Brennan', written in a cursive style.

Terry Brennan
Chief Executive Officer

COUNCILLOR PROFILES



Deputy Mayor Cr Bryce Macdonald — Division 2

Portfolio:

Drainage, Water Supply and Sewerage

Committees:

Cassowary Coast River Improvement Trust
Tully Multipurpose Centre Management Committee
Cassowary Coast Natural Asset Management Advisory Committee
Cassowary Coast Traffic Consultative Committee
Tully Police and Community Advisory Committee
Tully Support Centre Inc.
Cassowary Coast Local Disaster Management Group
CCRC Audit Committee
Cairns Hinterland, Hospital and Health Services Community Consultation Committee - Cassowary Coast Hub

Division 2 comprises Tully, Feluga, Silkwood and Mena Creek

Tel: 0417 720 379

Email: bryce.macdonald@ccrc.qld.gov.au



Cr Glenn Raleigh — Division 1

Portfolio:

Planning, Environmental Services and Waste

Committees:

Local Authority Waste Management Advisory Committee
Cardwell and District Historical Society
Hinchinbrook Local Marine Advisory Committee
CCRC Australia Day Committee
Community Assistance Scheme Grant Selection Panel
Cardstone Working Group Committee
Regional Arts Development Fund Committee

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

Tel: 0417 719 591

Email: glenn.raleigh@ccrc.qld.gov.au



Cr Alister Pike — Division 3

Portfolio:

Tourism and Cultural Development

Committees:

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

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

Tel: 0417 698 435

Email: alister.pike@ccrc.qld.gov.au

COUNCILLOR PROFILES

Cr Mark Nolan — Division 4

Portfolio:

Community Services and Natural Environment

Committees:

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

Division 4: East Palmerston, Sth Johnstone, Goondi, Wangan, Mundoo

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



Cr Ian Rule — Division 5

Portfolio:

Transport Infrastructure Planning

Committees:

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

Division 5: Innisfail, Vasa Views, Flying Fish Pt, Coconuts, Inn Estate

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



Cr Kylie Farinelli — Division 6

Portfolio:

Economic Development

Committees:

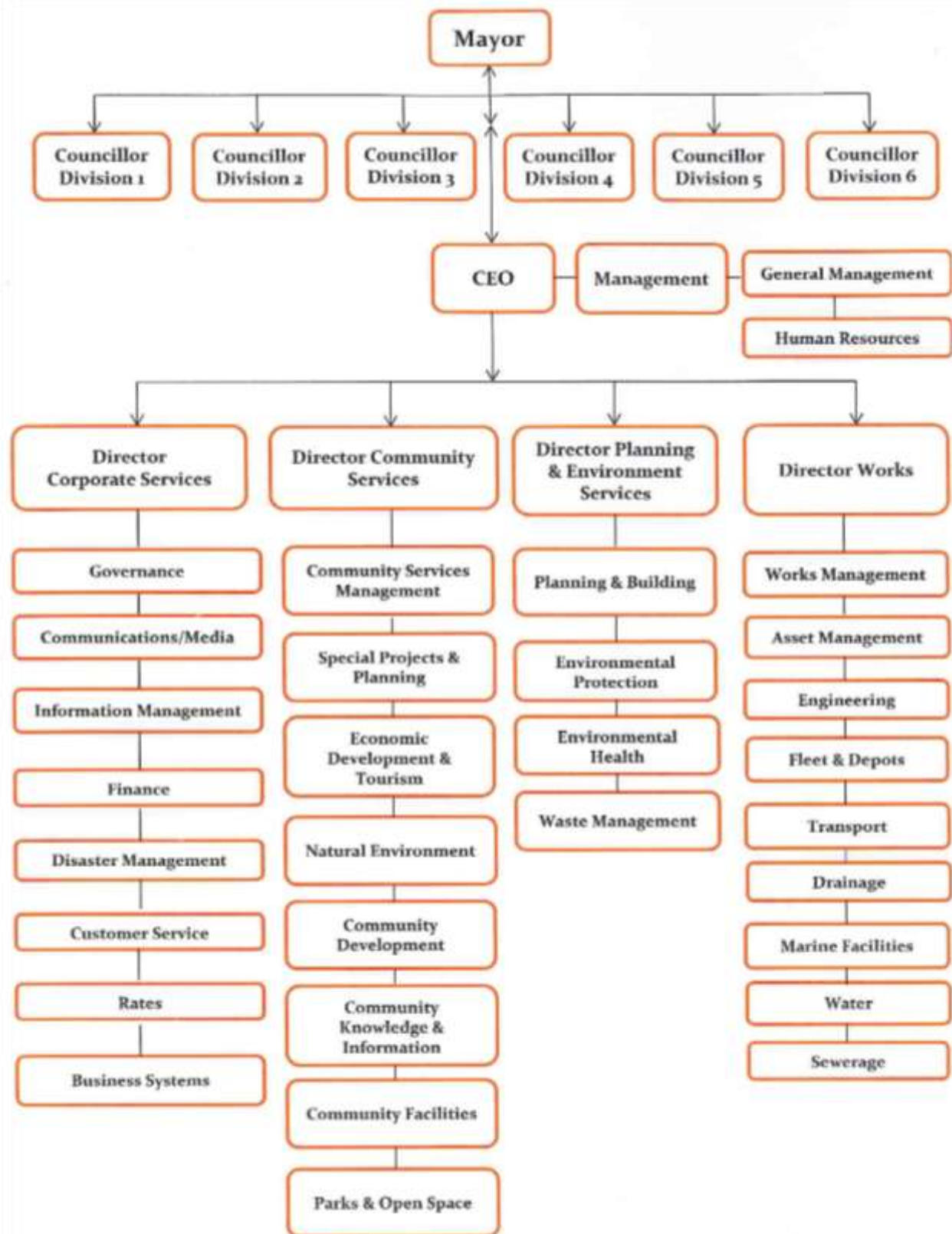
Innisfail and District Liquor Accord
ICM Catchment Management Association
Johnstone River Catchment Management Association
Innisfail Aerodrome Management Committee
Australian Sugar Industry Museum Board
Economic Development Committee, Innisfail Chamber of Commerce
Queensland Regional Economic Development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

Division 6: East Innisfail, Sth Innisfail, Mourilyan, Etty Bay, Moresby

Tel: 0417 710 378 Email: kylie.farinelli@ccrc.qld.gov.au



ORGANISATIONAL STRUCTURE



EXECUTIVE TEAM



Chief Executive Officer Terry Brennan

Commenced position 1 July 2008

Qualifications

Bachelor of Business

Masters of Business Administration (Local Government)

Professional Membership

FLGMA (Life), CPA

Responsibilities:

Provide strategic advice and support to Council

Provide leadership and coordinate overall organisational responsibilities

Oversee the financial management of Council

Ensure appropriate human resource policies, systems and processes are developed and implemented

Communicate and promote Council policies to the community



Director Corporate Services Peter Cochrane

Commenced position 12 October 2009

Qualifications

Bachelor of Business — Public Administration

Professional Membership

LGMA

Responsibilities:

Finance

Statutory reporting

Policy development and advice

Corporate records

Information technology

Internal control

Disaster management

Rates & charges

Customer service



Director Works David Trotter

Commenced Position 21 November 2008

Qualifications:

Bachelor of Engineering (Civil)

Professional Membership

IPWEAQ - Institute of Public Works Engineering
Australasia, Queensland Division

Responsibilities:

Production and performance

Asset management

Engineering

Fleet and plant

Transport

Drainage

Marine facilities

Water

Sewerage

EXECUTIVE TEAM



Director Community Services Margaret Darveniza

Commenced position 6 May 2013

Qualifications:

MBA, MEd Studies, and GAICD

Professional Membership

Australian Institute of Company Directors

Responsibilities:

Community services management

Parks and open spaces

Natural environment

Community facilities

Community development

Special projects & planning

Economic development and tourism

Community knowledge and information



Director Planning & Environmental Services John Pettigrew

Commenced position 21 November 2008

Qualifications:

Bachelor of Engineering (Civil)

RPEQ (5759)

Professional Membership

Institute of Engineers Australia

Responsibilities:

Planning and building

Environmental protection

Environmental health

Waste management

OUR PERFORMANCE

General Management

The General Management section of Council includes staff from the office of the Mayor and CEO, Human Resources and Workplace Health and Safety areas.

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

The following summary highlights some of the key outcomes for the past 12 months.

GENERAL MANAGEMENT

- Preparation of meeting agendas and minutes for 22 ordinary meetings and one special meeting of Council.
- Conducting workshops and coordinating training activities for councillors.
- Monitoring progress and quarterly reporting on the implementation of the Strategic Financial Action Plan 2013-2017.
- Implementing effective project management arrangements for the completion of the NDRRA Restoration Program for 2011 and 2012 events within required time frames.
- Working in partnership with the Department of Transport and Main Roads through the Project Steering Committee for the successful delivery of the Reconstructing Cardwell project.
- Participating in a range of regional initiatives through membership of FNQROC, including various technical committees and use of joint purchasing arrangements.

HUMAN RESOURCES, WORKPLACE HEALTH & SAFETY

- Coordinating staff recruitment activities with the filling of 78 vacancies, including short-term labour recruitments, to meet organisational needs as a result of staff movements or short-term project requirements.
- Coordinating the ongoing implementation of new human resources modules under the One Business project.
- Implementing improved performance appraisal and performance management processes across the organisation.
- Coordinating staff training activities including authorised officer training for relevant staff.
- Conducting Tool Box talks for staff on 60 health and safety topics.
- Nil serious incidents requiring notification to WHSQ.

Priorities for the Year Ahead:

- Implementing relevant actions in the Strategic Financial Action Plan 2013-2017.
- Undertaking a review of the adopted Corporate Plan.
- Introducing a new single Modern Award for Local Government.
- Undertaking negotiation of a new Enterprise Bargaining Agreement covering the workforce.
- Completing implementation of Human Resources modules under the One Business Project.
- Undertaking employee recruitment and retention activities to meet organisational needs.
- Undergoing an external audit of the Safe Plan 3 Workplace Health and Safety system.
- Commencing implementation of a Workplace Wellness program.



Staff training – One Business

OUR PERFORMANCE

Corporate Services

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

DISASTER MANAGEMENT

During the year the Disaster Management Unit continued to work on the delivery of preparedness messages developed by Cyclone Yasi Recovery Community Development Officers during their tenure.

The statewide "Get Ready Queensland" initiative dovetailed with the Local Preparedness Campaign and provided valuable resources which were included in Council disaster preparedness kits.

The preparedness message was delivered through community groups and schools. Each presentation included localised information and a preparedness kit to help residents become as resilient as possible.

Another major task for the year was the recruitment and training of cyclone shelter management staff. This is a critical part of the disaster management process and we are fortunate to have a solid team of volunteers who have taken part in the training.

Mid April saw Tropical Cyclone Ita develop in the Coral Sea north-east of Cooktown. Ita eventually crossed the coast near Cape Flattery and tracked inland but then travelled south and eventually headed back off the coast between Innisfail and Cardwell as a weak tropical low. Our region suffered very little cyclonic damage as the system had weakened significantly by the time it passed through.

While the region was spared the effects of this system, there was still a considerable amount of damage to roads and associated infrastructure. This has resulted in NDRRA restoration projects valued at over \$7 million.

During disaster events, Community Liaison Volunteers performed a vital role in communicating any information relating to local conditions in their part of the region to Disaster Coordination Centre Staff. This helped the LDMG and Council to identify and assess any hazards and to coordinate the deployment of work crews.

A key focus for the year was completing the remaining Disaster Management Sub-Plans. These plans are now subject to annual review before the start of storm season in November. The plans form a critical framework for disaster management operations.

Council's Local Disaster Coordinator, Andrew Portelli has continued to attend disaster management conferences and undertake further training. He has also taken up where the Community Development Officers left off in delivering the disaster preparedness message to community groups and schools throughout the region. Andrew continues to build strong relationships with neighboring Councils so we can work together during disaster events and share resources and expertise.

Priorities for the year ahead:

- Continuing public education on disaster preparedness.
- Improving communications between Council and the public in times of disaster.
- Identifying and training more Community Liaison Volunteers.

COMMUNICATION

Effective and accurate communications are essential for open and transparent government. Council is committed to providing timely information on important community issues.

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

A new initiative this year was the publication of an Information Handbook for residents, newcomers and prospective developers. The handbook was produced by a company that sourced advertising to cover production costs. It includes eye-catching photographs of the region and information on everything from public facilities and services offered by Council to economic development opportunities, walking trails and community markets.

OUR PERFORMANCE

Corporate Services

Other new initiatives are fact sheets on a number of Council services, a Budget Summary brochure and a factsheet explaining how rates money is used and allocated, benchmarking this Council against others and outlining costs that are unique to this Council.

Council's E-newsletter is steadily gaining more readers. "Council Connect" is sent to subscribers every two months. Subscriber numbers are increasing with each edition, providing the community with information directly from Council on a wide range of subjects.

Council's Facebook page is also continuing to increase in popularity, with more than 800 "likes" and a significantly bigger readership than those "likes". Using Facebook, Council can interact directly with residents, providing up-to-the-minute information about everything from projects and Council meetings to community events and regional news, and directing readers via links to Council's website for more detailed information.

Council's website is its main on-line information source and an important point of reference for the public. The website is continually updated and improved, providing information on a wide variety of subjects from roads, marine infrastructure, water, sewerage and waste management to parks, walking trails, swimming pools, community housing and museums.

The website also includes advice on building and planning, permits and environmental issues, and gives residents the chance to "have their say", view impounded dogs, employment opportunities, tenders, quotes and more.

The website's usage continues to increase, with 122,445 visits in the 2013-14 financial year, up from 105,791 in the previous financial year, and with 57,181 unique visitors, up from 45,534.

On average, users visit three to four pages and spend four minutes on-line per visit. The most popular pages are the Home Page, Employment, Contact Council, Tenders and Quotes, and the Town Planning Scheme pages.

Print, radio and television continue to be primary sources of information for the community and Council's Communications Officer issued more than 200 media releases over the course of the year on topics ranging from major infrastructure projects, disaster

recovery projects, the Budget and Council meetings to beach and foreshore protection initiatives, tree giveaways, community events and entertainment.

Media releases are sent to newspapers, radio stations and television outlets as well as interested organisations, community groups and individuals in the region.

Council maintains a professional relationship with media outlets and its communications officer facilitates comments/explanations on issues under discussion in addition to media releases.

Priorities for the year ahead:

- Developing and implementing a formal Communication Strategy.
- Enhancing Council's website capabilities.
- Increasing E-news and Facebook readership.
- Increasing the public's understanding of Council's financial position.

FINANCE

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

Financial Management

Council has again achieved an excellent audit result which continues to build its credibility as a good steward of public finance. Each year the process of preparing financial statements and the associated financial audit brings with it challenges, particularly regarding the valuation of non-current assets. The effective operation of an Asset Management Plan requires a robust asset register capable of managing a very large quantity of assets related data. The One Business Project has provided the sophisticated software capable of delivering a modern asset register. This new asset register will strengthen Council's Financial Management System and address audit issues.

OUR PERFORMANCE

Corporate Services

Financial Systems

The One Business Project has provided new software for delivering Council's Financial Management System. The new software provided by Technology One provides enhanced functionality and the capacity to bring efficiencies and improved service delivery. The new software was introduced on 18 March 2013 and has taken time to be fully implemented. Council is still in the process of finalising a small number of modules.

New Budget Process

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

Priorities for the year ahead:

- Maximise business efficiencies from the new Technology One computer system;
- Develop Corporate Overheads modelling to allow better understanding and decision-making in relation to the full cost of Council activities;
- Undertake a comprehensive revaluation of both the Water and Sewerage Infrastructure assets

RATES AND CHARGES

Council's budget provided for a general rates increase of approximately 3.75%. From an operational point of view, 2013-2014 saw a focus on the recovery of outstanding rates.

This led to a new Rates Recovery Policy in January 2014 which outlined a process to address these debts sooner by providing more payment options and follow-up

processes. The benefits will be realised in the coming financial year.

Implementation of the new Property and Rating Management system has had its challenges but these have been far outweighed by its advantages.

The new system has allowed for a far greater flow of timely and accurate information to the rating section from many departments.

The final stage of the move to a two-tier water pricing module across all areas of the Cassowary Coast was completed.

Priorities for the year ahead:

- Further reduction in rate arrears.
- Issuing of rates notices via email.
- An ePayment option.

CUSTOMER SERVICE

Huge improvements have been made in the Customer Service area over the past 12 months. The move to a computer-based Customer Request Management solution has increased efficiency for the Customer Service area.

Its success has enabled Customer Service to work with all departments and ensure that complete and accurate information is collected at first point of contact. This allows for customer requests to be actioned in a much shorter timeframe.



Building on this success, plans are being made to establish reliable actioning and completion timeframes for customer requests which will create a foundation for a Customer Service Charter.

A new After-Hours Contact Centre contract has been established. Working closely with Propel Partnerships has allowed Council to provide a reliable service around the clock.

OUR PERFORMANCE

Corporate Services

Priorities for the year ahead:

- Develop a Customer Service Charter.
- Build on the success of the Customer Request Management system.

INFORMATION TECHNOLOGY & RECORDS MANAGEMENT

Information Services has two main functions: Information Technology and Records Management.

Information Technology

The Information Technology Section provides Council with essential tools for the delivery of services to the community.

Constant change is a feature of the industry and Council strives to maintain the relevance and efficiency of its Information Technology services.

The One Business project is an important step in upgrading the functionality of computer systems throughout Council, and this project has been well supported by Council's IT section.

The upgraded software requires an efficient and reliable network system as well as various hardware devices. The volume of data, the speed of transfer and system reliability are critical features and require maintenance, back-ups and frequent upgrades to keep pace in this fast moving world.

Council has embraced Citrix as a technology that enables more efficient use of existing networks and hardware to deliver critical applications to end users both in and out of the office.

There is now a greater focus on customer service for the many internal customers, and the strategic direction is towards greater use of mobility technology.

Priorities for the section are now being guided by the IT Steering Committee which oversees the strategic direction that IT takes.

There are still some One Business Project items to be completed, but the priority is now shifting from that project to mobility solutions which will allow corporate applications and information to be accessed efficiently by field workers.

Cloud-based solutions for the delivery of back-end services will also be evaluated to understand efficiencies that may be gained if Council moves to that type of technology.



Records Management

The Records Management section manages the organisation's valuable information from the time it enters the organisation to the time it can be legally destroyed (in some cases this is never).

Storage and access to accurate records and information is essential for effective Council operation. Council's Records section uses an electronic system where incoming records are received, registered and sent throughout the organisation.

A focus for next year is a Records Management Plan to establish a path forward regarding effective and cost-efficient solutions to manage Council's records. The challenges facing Information Services can be better understood when the scope and scale of operations is considered:

Physical Servers	24
Virtual Servers:	112
PCs, Laptops & Tablets	303
Printing devices	109
Network devices	106
Telephones	608
Information Technology Sites	25
Managed Data Storage	75 Terabytes
Electronic Records	>1 million
Physical Records	1740 Linear metres
Physical Records - Annual Growth	45 linear metres

OUR PERFORMANCE

Corporate Services

GOVERNANCE

Governance relates to the values, policies and procedures Council and its staff adopt to provide ethical, transparent, responsive, effective, equitable and accountable local governance. There have been ongoing operational changes to ensure good decision-making.

Internal Audit

Council's internal auditors, Pacifica Chartered Accountants, conducted internal audits of the following areas within Council over the period 1 July 2013 to 30 June 2014:

1. Capital Works Program Development and Project Management: The audit determines whether the procedures, work practices and internal controls covering Council's Capital Works Program Development and Project Management are sufficient.
2. Customer Request Management: The audit determines whether Council has effective mechanisms in place to capture, manage, action and monitor customer requests received from the public.
3. Procurement: The audit determines whether internal controls over procurement activities are operating appropriately to ensure that procurement is initiated on the basis of legitimate business need and is in accordance with legislative requirements and Council's formal Procurement Policy. The results of the audit indicated that Council's systems are generally strong. A number of recommendations for improvements were provided.

Enterprise Risk Management

Council's risk management approach includes objective risk identification, analysis, assessment, evaluation, treatment, monitoring, ownership and review. Enterprise Risk Management (ERM) is a crucial process to help in the reduction of current and future risks that impact on the operations of Council, and to best utilise opportunities that are identified.

At the end of Stage 2 ERM implementation, all program areas within Council had identified risks, rated risks, developed a Treatment Plan including actions and controls, identified risk owners and responsible officers and set risk review dates.

The ERM Coordinator's responsibility for effective risk management then moved slightly away from a consulting role and into an assurance role. This led to the identification of a proactive approach to gauging overall risk management performance, rather than just focusing on individual risks.

A base line audit was an opportunity to take a holistic approach and look at how Council was placed to progress ERM implementation and to progress approaches to effectively manage risk. The base line audit will be conducted on an annual basis. Comparative data will be analysed and reported.

Insurance

The property insurance market continues to be problematic, with very few underwriters interested in Local Government, particularly in the North Queensland region.

Insurance assets have increased over the previous term by \$11,925,375. This increase in the asset base is largely due to a revision of water assets over the previous term.

Stamp duty has also been increased by the State Government and, for the ISR policy, has risen from 7.5% to 9%.

Right to Information Act 2009, Information Privacy Act 2009

Applications:

Year	Right to Information	Information Privacy	Right to Information Third Party
2010/11	6	0	0
2011/12	13	1	3
2012/13	16	4	0
2013/14	12	0	3

Complaint Management

Section 268 (1) of the *Local Government Act 2009* (the Act) requires Council to establish a Complaints Management process for resolving Administrative Action complaints.

Council went live with the Administrative Action Complaints System in late August 2012. The number of complaints received for the period from 1 July 2013 to 30 June 2014 was 52, representing an approximate reduction of 50% on the previous year.

OUR PERFORMANCE

Corporate Services

Delegations, Authorisations and Legislative Changes

Review and/or changes to legislation require amendment of current delegations and authorised officer powers. This process is ongoing.

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

A full review of all powers delegated to the Chief Executive Officer was undertaken during the period 1 July 2013 to 30 June 2014.

No amendments were made to the corporate plan from 1 July 2013 to 30 June 2014.

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

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

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

Policy Review

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

Council reviewed all policies scheduled for review from 1 July 2013 to 30 June 2014.

Business Continuity Plan

In March 2014 Andrew Heath from Echelon Australia/JLT was engaged by Council as a consultant to work with staff in the preparation and development of its Business Continuity Plan (BCP).

Development of this plan is a complex process, with further work required over several months. Good progress has been made, with staff across Council contributing to the final document. Testing of individual BCPs is expected to take place from August to October 2014.

CORPORATE PLAN

The Corporate Plan is a high-level strategic document that sets the direction for Council for a five-year period. It is one of the most significant planning documents adopted by Council and is the means by which Council delivers on its Mission Statement.

OUR PERFORMANCE

Community Services

The Department of Community Services is focused on providing facilities, delivering services and developing relationships that enhance the liveability of the Cassowary Coast region and enrich the lifestyle of its residents.

This is a diverse department which has within its portfolio the management of the region's natural environment and protection of its biodiversity; social planning and community development programs aimed at improving the social wellbeing of the region's residents; and economic development aimed at strengthening and diversifying the region's economic activity.

Over the last 12 months the department has consolidated an eight-program structure and worked to build a culture focused on serving the community through teamwork and partnerships.

COMMUNITY DEVELOPMENT

Cultural and Recreation

Key outcomes over the past 12 months:

Sport and Recreation

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

- 21 young people were supported via Council's Individual Recognition Program to help with the costs of travelling to regional, state and national competitions.
- 43 local community organisations and individuals successfully applied for financial assistance and donations under Council's Community Assistance Scheme.
- 3 free sport and recreation community workshops were held across the Cassowary Coast region.
- 4 community funding information forums in partnership with Sport and Recreation Qld were held across the Cassowary Coast (Cardwell, Mission Beach, Tully and Innisfail) to build awareness and provide skills for funding submissions.

Arts and Culture

- Cassowary Coast Regional Council partnered with Arts Nexus to facilitate 'Finding the

Gaps' forums in the four major localities (Cardwell, Mission Beach, Tully and Innisfail) to identify perceived needs and strategies to address them.

- A Regional Arts Development Fund (RADF) Committee with nine members continued its role and participated in training workshops including attending the bi-annual Arts Queensland Conference 'Articulate'.
- RADF distributed \$73,111 to the region's arts sector, with 18 organisations and individuals receiving grants.

Inclusion, Access and Equity

Youth Activities

School holiday graffiti workshops were held at the Cardwell Skate Park. The workshops attracted about 25 participants over four days, with outstanding results.



Celebrating Reconciliation Week 2014

A multicultural reconciliation celebration was held, with guest speakers including a representative from the Indian community, indigenous elders and youth. Among the entertainment was African drumming by East Innisfail State School students. Women from the Indian community helped with catering.



OUR PERFORMANCE

Community Services

Naturalisation Ceremonies 2013-2014

One hundred and fifty citizens were naturalised in 2013-14, almost doubling the previous year's figures. The majority of new citizens were from India, followed by the Philippines.



Morning Melodies

Morning Melodies provided the community, particularly our seniors, with an avenue to access entertainment and to socialise.



Restoration of the Canecutter Statue

Representatives of the Italian community raised funds for this project, with support from Council's Inclusion Access and Equity Officer and with resources from Council's Parks, Open Spaces and Facilities staff.



Priorities for the year ahead

- Development of Cassowary Coast Regional Council's reconciliation action plan.
- Continued support for minority groups i.e. people with disabilities and seniors.
- Continued support of Aboriginal and Torres Strait Islander and multicultural events.
- Ongoing partnerships with community organisations to deliver youth projects.

COMMUNITY DEVELOPMENT

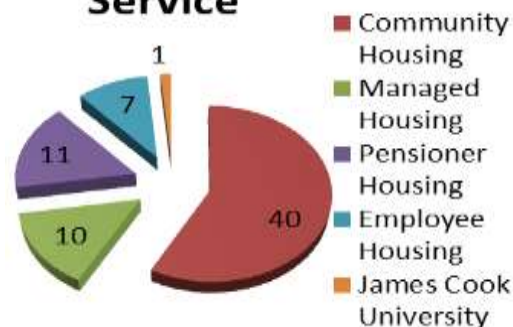
Social Housing

Key outcomes over the past 12 months:

Accommodation

- Management of 50 social housing properties, 17 council-owned properties and the 5-bedroom James Cook University facility for medical students.

CCRC Housing Service



Working in Partnership

- Commenced the registration process under the new National Regulatory System for Community Housing Providers.
- Decommissioned accommodation provided by the Department of Housing & Public Works following cyclones Larry and Yasi.
- Prepared to undertake management of two smaller housing providers in the Cassowary Coast region to ensure minority groups retain their cultural heritage and local identity.

OUR PERFORMANCE

Community Services

Supporting Tenants

- Continued to work with tenants and encourage them to participate in the housing program and in their community.
- Worked with tenants with complex needs to maintain tenancies.
- Maintained an open door policy for tenants to promote a sense of inclusion and access to services.
- Continued management of halls at Cardwell, South Mission Beach and Tully Heads.



Priorities for the year ahead:

- Apply for registration for the National Regulatory System for Community Housing (NRSCH). The system will introduce nationally-consistent regulatory arrangements to promote the growth of the community housing sector nationally.
- Incorporate recently-developed asset management plans into the operating processes of Council. Improve the delivery of services to tenants by partnering with Commonwealth agencies to help streamline processes and create better outcomes for tenants.
- Establish and maintain strong and productive links with the region's community agencies and with the housing sector in order to facilitate a coordinated response to housing needs and the needs of tenants across the region.
- Liaise with the Department of Housing and the North Queensland Community Housing Provider Network to ensure dissemination of information on current changes.

COMMUNITY DEVELOPMENT

Family Day Care

Key outcomes over the past 12 months:

Awards

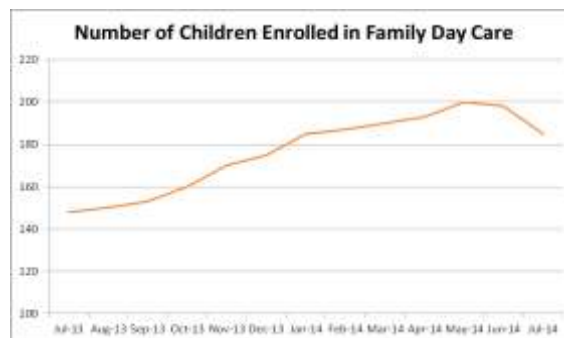
- Cassowary Coast Regional Council Family Day Care educator Georgina Zadelj was named Family Day Care Australia Educator of the Year 2013 on a regional, state and national level.



- Cassowary Coast Family Day Care was nominated for Family Day Care Australia Service of the Year for 2013 and 2014.

Numbers Increase

- 40% increase in children enrolled from July 2013 to July 2014.



Partnering with the Community

- Cassowary Coast Baby and Children's Expos: 40% increase in participation in terms of stall holders and attendance.
- Facilitating an early childhood section at the 2014 Sustainability Expo.

OUR PERFORMANCE

Community Services

- Liaising with other early childhood service providers to provide resources and training opportunities (Qld Museum resources, immunisation training etc.).



Supporting Educators

- Continued support and training for:
 - 11 early childhood educators and
 - 6 assistant educators.
- Regular monthly meetings.
- Regular monthly home visits.
- Newsletters.
- Referrals to specialist agencies.
- Provision of resources.



Priorities for the year ahead:

- Preparing for the assessment & rating process in October 2014.
- Continuing support for parents and educators while establishing strong community links by working in partnership with community organisations, State and Federal Government and other early childhood organisations.
- Increasing educator numbers in line with community needs across the Cassowary Coast region.

ECONOMIC DEVELOPMENT AND TOURISM

Economic Development

Key outcomes over the past 12 months:

Investment Strategy

- Opportunities for major investment have been identified and collaborative efforts across business, industry and Council are being initiated.
- Establishment of the Investment Incentive Policy for the region.
- Liaised and connected with Trade and Invest, Qld, to bring about initiatives and provide information.
- Hosted the Investment Advisory Group meeting alongside Advance Cairns.

Workforce Development

- Liaised with government departments (DETE, AusIndustry and Centrelink) to create linkages to the Cassowary Coast Regional Council area, identified skills needs and promoted and encouraged participation in the labour market.
- Hosted events to support local labour markets in the face of redundancies and to connect businesses to help with placement.
- Participated in and supported the Cassowary Coast Skills Day Out event.

Business Development

- Support was provided to small businesses and potential start-up businesses in the region through referral to a range of support agencies and programs, one-on-one advice and provision of information.
- Facilitated and hosted business development programs in the region (digital literacy, business success) in partnership with Business Enterprise Connect, Chambers of Commerce and other networks.

OUR PERFORMANCE

Community Services

- Promoted and connected with agricultural/horticultural and food development initiatives in the region (Taste Paradise, FIAL, DSDIP).

Regional Promotion

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

General

- Built and nurtured relationships with local business groups, regional economic development agencies, elected officials and government departments.
- Established effective relationships across the region with an emphasis on promotion of the Cassowary Coast by all agencies of government at a regional level.

Tourism

Destination Development

- Destination analysis and preparation for the Cassowary Coast Tourism Development Strategic Direction.
- Connection with local and regional economic and tourism organisations.
- Facilitating progression of an industry-led Local Tourism Organisation (LTO).
- Far North Qld Regional Organisation of Councils (FNQROC) participation, with initiatives including regional events and mountain bike strategies.
- Organised a council walk-through of the Australian Tourism Exchange (ATE) international delegates convention.



- Worked on a mountain bike strategy at a local and regional level in collaboration with FNQROC and Tourism Tropical North Qld (TTNQ). Identified locations within the Cassowary Coast for this activity and for related events in collaboration with community organisations.

Experience Development

- Initiated Kirrama Range Road community group meetings to prepare tourism signage and to drive information in preparation for re-opening this road.
- Cardstone Village project co-coordinator: Planning, coordination and consultation with the reference group and working group.
- Meetings with industry and community representatives on potential new experiences and products in the areas of indigenous tours, eco-tourism, history-based tourism and mountain biking.

Tourism Promotion

- Made contact with destination event organisers and connected the region with tourism resources including the Australian Tourism Data Warehouse (ATDW).



- Supported and represented 'Drive North Queensland' at Caravan & Camping Expos in Brisbane and Melbourne.

OUR PERFORMANCE

Community Services

NATURAL ENVIRONMENT

Key outcomes over the past 12 months:

- Completed an extensive Natural Disaster Relief and Recovery Arrangements (NDRRA) restoration program including walking track reconstructions, island campsite repairs and coastal asset repairs.
- Extended the Ulysses Link walking track via Council's capital works program.
- Developed and finalised the new Cassowary Coast Regional Council Pest Management Plan.
- Project management for the Mission Beach Foreshore Management Plan.
- Finalised the Walking Trails Assessment Report.
- Littoral Rainforest: Mapping and Management Pilot Report prepared in conjunction with the Reef and Rainforest Research Centre (CSIRO).
- Repaired Dunk Island and Garden Island campgrounds and walking tracks.
- Finalised the Girringun Indigenous Protected Area Memorandum of Understanding (MOU).
- Delivered 11 reports to Council in 2013-14.

Council Nurseries

- Council's two community nurseries offer positive engagement with our local community through the Volunteer Groups, Community Organisations, school activities and pre-employment programs.
- 1517 people visited council nurseries in 2013-14 to collect free plants during tree giveaways.



- Staff also provided affordable native plants through cash sales and the community giveaway program to not-for-profit groups, and were on hand to answer queries on gardening, weeds and the local environment.
- Plants were sourced from the nurseries for major projects such as the Cardwell foreshore redevelopment. Other projects such as Council reserve plantings, the Cardwell 150 Commemorative Flame Tree Avenue plantings and citizenship ceremony presentations were supported by the two nurseries.

Coastal Management

- Coastal Stewardship Program: The program supports community groups' involvement in coastal rehabilitation.
- Coastal Management Works: Maintenance of coastal access points for vehicles and pedestrians, beach clean-ups and vegetation management.

Coastal Management Planning

Development of a Mission Beach Foreshore Management Plan, planning for coastal erosion mitigation works and Flying Fish Point erosion mitigation and Administering Shoreline Erosion Management Plans (SEMPs) at Cardwell and South Mission Beach.

Fire Management

Installed fire breaks in high-risk areas and conducted a controlled burn at Clump Point as per fire management plans.



OUR PERFORMANCE

Community Services

River Improvement Trust

- Provided administrative, funding application and permitting support to the Trust.
- Provided technical advice for weed control and rehabilitation works.
- Project management of rehabilitation components of Trust activities.

Pest Management

- Development of an updated Cassowary Coast Regional Council Pest Management Plan in conjunction with the Natural Assets Management Advisory Committee.



- Conducted priority-declared weed control and undertake activities to control wild dogs, feral pigs and yellow crazy ants.

Walking Tracks

- Completed the CCRC Managed Walking Trails Assessment Report: Cutten Brothers Walking Track.



- Constructed/repaired the Ulysses Link Walking Track and Garden Island Walking Track.
- Management of over 12km of Council walking trails.
- Provided technical advice for reconstruction of the Kennedy Walking Track.

Reserve Management

- Management of declared weeds and revegetation activities on key Council-managed reserves.
- Carried out priority works in identified cassowary corridors as part of the Cassowary Recovery Team and the Mission Beach Habitat Network Action Plan.

Wildlife Management

- Development of the agile wallaby community stakeholder forum, and planning around the issue.
- Finalised the crocodile management plan and developed a memorandum of understanding with the DEHP and SLSQ (in progress).

Education and Extension

- Worked with the Innisfail State College and Mission Beach State School on wetland and rainforest plant propagation.
- Ran information stalls at the Innisfail Show, Innisfail agricultural field days, the Sustainability Expo and the Tully Show.
- Developed and installed interpretive signage about mahogany gliders, wetlands, cassowaries, shorebirds, sea turtles, fishing litter, Cutten Bros Walking Track and Edmund Kennedy Walking track with a variety of partners.

SPECIAL PROJECTS

Key outcomes over the past 12 months:

- **Cardwell Foreshore Redevelopment**

Redevelopment of the Cardwell foreshore was completed in November 2013. The redeveloped foreshore areas are well-used and are a superb backdrop for a range of activities including the community's C150 celebrations. Interpretative signage takes visitors on an interesting journey along the shared coastal pathway from Port Hinchinbrook to the Coral Sea Memorial Park, highlighting natural and cultural history and bush tucker plants along the way.



The two new playgrounds are also well used and "Blugong" the dugong slide is proving popular at the jetty playground. At the Coral Sea adventure playground, a swivelling disc and tyre swing are key features. The new foreshore is a drawcard for the town, which is a hive of activity.



- **Tully Showgrounds**

A lighting upgrade is underway including lights at the main field, third field and kennel club. The project is due to be completed by the end of 2014. Additional funding has been secured to upgrade the main switchboards. This has begun and is scheduled for completion late in 2014.

- **Tully – Lions Park**

The first stage of implementing the master plan for the upgrade of Butler Street parkland areas has been completed. Funding was secured to upgrade Lions Park (pathway circuit, landscaping and improvements to drainage). Council has worked with the Tully Lions and Lionesses on this project.

- **Wongaling Beach – Rotary Park**

Implementation of the master plan for Rotary Park is underway. Work has begun on a new picnic facility that will double as a performance pavilion/amphitheatre. The new building features recycled timber from the old Clump Point Jetty. Funding has been secured for Phase II of the park upgrade which will include demolition of the old toilet block, installation of a new amenities block on higher ground with a change room and a community storage area, and pathway linkages.

- **Mission Beach Aquatic Facility**

The design development phase is under way to progress the facility to the funding applications stage. The first redesign has been completed and discussed with the Aquatic Facility Reference Group.

- **Regional Library**

A contract to build the new library has been awarded to Allan Sultana Constructions. The construction schedule is 52 weeks, with the new library's doors to open in late 2015. The project upgrades Allan Maruff House, thereby making use of an existing council asset. The design is for a three-story structure with a workroom at basement level, the main library at Rankin Street level and a top floor of meeting rooms and office space.



OUR PERFORMANCE

Community Services

- **Foreshore Management Plan for Greater Mission Beach**

A foreshore management plan to guide the use and management of the foreshore areas and beaches has been completed in draft form. The public consultation period, to obtain feedback from the community, will be undertaken in late 2014.

- **Ulysses Walking Track**

The Ulysses Walking Track at Mission Beach has been extended to provide a shaded walking experience for the community and visitors alike.



- **Mission Beach Caravan Park**

A report accepted by Council indicated that emergency housing which served the community well after Cyclone Yasi should be removed from the Mission Beach Caravan Park and the park should be upgraded. The emergency housing units were sold, allowing the park to be reinstated in line with a new modern design that complies with relevant legislation.

- **Flying Fish Point - Scheu Park Beach**

Beach erosion at Scheu Park was investigated and quotes obtained to determine preferred management options. Council allocated funding in the 2014-15 budget to implement coastal management strategies however additional funding needs to be sourced from the Queensland Government to allow the project to proceed.



- **Mundoo Airport**

The Mundoo Airport Master Plan allows for the redevelopment of airport and private land adjacent to the airport through a public-private partnership model.

- **Garden & Dunk islands**

The camping grounds and walking tracks on Dunk Island have been maintained during the year, with repairs undertaken after king tide damage at the beginning of 2014. A café on the Spit has opened and is a drawcard for tourists and locals.



The walking tracks on Garden Island have been reinstated with Natural Disaster Relief and Recovery funding. Environmental staff and contractors opened up the overgrown walking tracks, providing access to campgrounds and eastern beaches.

- **Community Engagement**

Council has been using a new project communication and engagement toolkit for a number of projects including the Hill 60 Bridge replacement and the new Innisfail Regional Library.

- **Online community consultation**

The "Have Your Say" online community consultation site has been well used, providing feedback on a number of projects and subjects including the draft Cassowary Coast Planning Scheme, Cassowary Coast libraries, the Casuarina Crescent reserve, disaster preparedness and revamping Innisfail's skate park.

Site usage details:

	2012-13	2013-14
Site Visits	11,412	20,432
Page Views	29,360	29,692
Visitors	4,704	19,232
Document Downloads	7,977	4,211

OUR PERFORMANCE

Community Services

Priorities for the year ahead:

- Expansion of Ulysses Walking Track pathway connections.
- Coastal Erosion Management Works for Scheu Park Beach at Flying Fish Point once top-up funding has been secured.
- Progressing design development for the Mission Beach Aquatic Facility to support funding applications.

KNOWLEDGE AND INFORMATION

Libraries

Community Events

- **Children's Activities**
 - Children's Book Week (17-23 August).
 - National Simultaneous Storytime (Library Week 20-26 May).
 - School holiday activities.
 - School class visits to the libraries.



- **Author Talks**
 - Local historian Mike Rimmer spoke at Cardwell Library.

Other Presentations

- History talks
- Stroke Foundation Australia
- **Exhibitions**
 - Fred Hollows exhibition celebrating the renowned eye surgeon.
 - Tully Library display celebrating 100 years of Red Cross.

General

- Stocktake completed in July.
- Version 6 of the library management system, Libero, went live on 18 March.
- Tagging of existing stock with radio frequency identification (RFID) tags commenced in October and was completed in April.
- Council approved the redevelopment of Allan Maruff House as the replacement site for the Innisfail library.
- Innisfail branch relocated to 57-59 Rankin Street in May for the duration of the redevelopment.

Priorities for the year ahead:

- Reporting on a user survey
- Preparing for the new Innisfail branch

Museum

- Cardwell Bush Telegraph continues to receive donations (e.g. four magneto telephones that a volunteer is planning to make operational between buildings in the precinct).
- The Bush Telegraph continues to host group visits (e.g. Tyto Wetlands volunteers 15 October, Babinda VIC volunteers 4 December), school groups (e.g. Kennedy Year 2/3 29 October) and general visitors.
- Special display: Morse Keys 29-31 May.
- Manned by an enthusiastic volunteer most mornings, the museum shed attracted more visitors in 2013-14. Donations are also continuing to come in for the museum shed.



OUR PERFORMANCE

Community Services

PARKS & OPEN SPACES

Key outcomes over the past 12 months:

- The Cardwell foreshore redevelopment has been completed and taken over by Council's Parks section. Interviewing is in process for a new staff member.
- Natural Disaster Relief and Recovery work relating to Cyclone Yasi has been completed.
- Furniture renewal and upgrades completed.
- Tree program and coconut de-nutting program completed, new round started.
- Shade sail installed at Tully Heads.
- The parks coordinator helped with the Cardwell foreshore redevelopment, the upgrade of Lions Park at Tully and the pavilion/amphitheatre at Rotary Park, Mission Beach.



Upgrade of Lions Park, Tully

- Pease Park: New air-conditioning system in the Russ Hinze building.
- ETTY Bay sewer connection to caravan park completed.
- Commercial grease trap installed at River Drive Caravan Park.
- Upgrade of toilet blocks at Herb Layt Park Innisfail, Digger Creek El Arish and Cutten Street Bingil Bay.
- Roof replacements: Callendar Park toilets, Pease Park cattle pavilion, Innisfail, Tully Showgrounds bar roof, Lions Park covered shelter, Silkwood, Mullins Sports Centre, Tully, Mission Beach toilet block at the stinger net.
- New CCTV cameras - Tully and Innisfail.
- Upgrade of bathroom: Quarry Road house.



New playground equipment, Castor Park, Mourilyan

COMMUNITY FACILITIES

Key outcomes over the past 12 months:

- Tully Showgrounds and Callendar Park Innisfail: Field drainage completed.
- New playgrounds at Castor Park Mourilyan, Feluga and Ross Dunlop Park, Hull Heads.
- New tables, chairs and shelters at:
 - Mission Beach area – 6
 - Mitchell Park Tully – 3
 - Anzac Park Innisfail – 1
 - Tully Heads – 2
- Line-marking at the Mundoo Aerodrome completed (aerodrome fully complying).

Priorities for the year ahead

- Delivery of the capital program and approved special projects on time and within budget.
- Upgrading more toilet blocks, new park furniture and playgrounds, Dalrymple Park lighting, CCTV camera program.

OUR PERFORMANCE

Planning and Environmental Services

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

PLANNING SERVICES

Key outcomes over the past 12 months:

Planning:

- 105 Development Applications were decided under delegated authority and by Council.
- Continued to deal with planning applications in the required timeframes. Each decision has been completed while upholding the integrity of current Planning Schemes (Johnstone and Cardwell).

Building/Plumbing & Drainage

- Assessments of 424 Building Applications were carried out, with an approximate value of \$42.155 million, including 89 new dwellings.
- The appointment of Stephen Toolen (Building Certifier) on staff has improved Council's overall operations in the building area from building approvals to compliance and enforcement issues.
- With the introduction of the Tech One software system in January, Council has the ability to track and assess timeframes of Building, Plumbing and Drainage Applications (time with Council for approval) to allow the setting of performance targets etc. and to seek to improve outputs on applications lodged with Council.

Priorities for the year ahead:

- Continue to seek improvement on Council's overall approval processes to deal with applications in a timely manner.
- Continue to review the Tech One system to allow changes to occur as part of seeking to improve processes (as outlined).
- Provision of a high level of advice. Addressing matters in a timely manner for the public.



STRATEGIC PLANNING

- Public consultation for the draft Cassowary Coast Regional Council Planning Scheme ran from 5 May 2014 to 11 July 2014, following completion of the State Interest Review of the draft Planning Scheme.
- Completion of a detailed review of the draft Priority Infrastructure Plan, forming part of the draft Planning Scheme.
- Development of a development incentive: Reduction in Infrastructure Charges Policy adopted by Council on 24 April 2014.
- Commencement of the Cardstone Village Project, through which a Master Plan will be developed for the Cardstone Village site in the Tully region to facilitate its future development by the private sector.
- Assessment and advice on land use matters, including State land and road matters.
- Continuing participation in and input on legislative reform initiatives.

Priorities for the year ahead:

- Completion of the draft Cassowary Coast Regional Council Planning Scheme.
- Provision of a high level of advice. Addressing matters in a timely manner for the public.

OUR PERFORMANCE

Planning and Environmental Services

SUSTAINABILITY

Key outcomes over the past 12 months:

- Continuation of the Sustainability Working Group through which Council's sustainability initiatives are pursued.
- Continuation of Council's Reef Guardian Council membership, with the development of an Action Plan showcasing Council's environmentally-sustainable practices which help to protect the Great Barrier Reef Marine Park.
- Implementation of a Paper Use Reduction Strategy and Energy Use Reduction Strategy.
- In partnership with the Johnstone Region Landcare Group, the annual Sustainability Expo was held in Innisfail on 1 June 2014.
- Completion of an energy audit of the Innisfail Shire Hall, Tully Civic Centre, Tully Depot and Innisfail Depot.



Energy Audit, Innisfail Shire Hall.

Priorities for the year ahead:

- Further support of sustainability programs, activities, practices and procedures through the Sustainability Working Group.

COASTAL ADAPTATION

Council has joined the LGAQ Coastal Councils Adaptation Taskforce, which had its first meeting on 14 February 2014. The taskforce seeks to improve the capacity of coastal Councils to adapt to coastal climate change challenges.

Priorities for the year ahead:

- Further support of coastal adaptation activities through ongoing participation in the Coastal Councils Adaptation Taskforce and its initiatives.

ENVIRONMENTAL HEALTH

Key outcomes over the past 12 months:

- Commenced establishment and development of new team.
- Revision of all form templates and procedures to ensure consistency with legislative requirements.
- Annual inspection and licensing of all food businesses in the Cassowary Coast region.
- Reviewed and finalised all Food Safety Program Accreditation applications.
- Joint inspections with Qld Fire Services of shared accommodation facilities (backpacker premises).
- Instigation of legal action to seek compliance in relation to shared accommodation facilities premises.
- Collaboratively working with Qld Health's Dengue Action Response Team during a dengue outbreak in Innisfail.
- Issuing licenses, registrations and permits with annual (or as required) inspections carried out for the following premises:
 - Hostels/shared accommodation
 - Personal appearance services (skin penetration)
 - Food premises, standing stalls
 - Itinerant vendors
 - Outdoor dining.

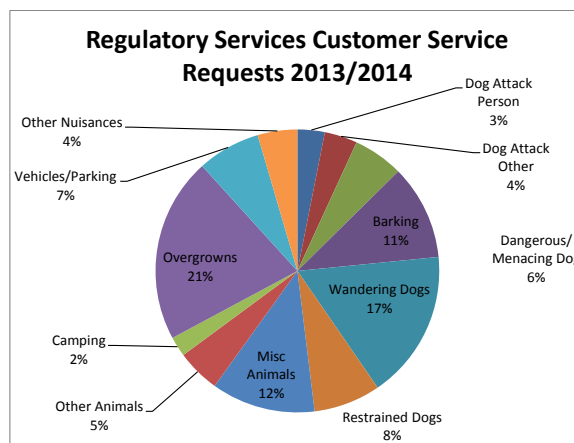
Priorities for the year ahead:

- Providing a high level of advice on public health matters.
- Continuous improvement of business systems and procedures, with a focus on further integration of the Enforcement Module in the One Business system.

OUR PERFORMANCE

Planning and Environmental Services

- Finalise the appointment of a permanent coordinator to provide consistency in staff supervision and in work delivery.
- Annual inspections and licensing of all food businesses in the Cassowary Coast region.
- Undertaking training for the delegation from Queensland Health for asbestos management.
- Prosecution of illegal shared facilities accommodation.
- Drafting an Environmental Health Disaster Sub-Plan.



REGULATORY SERVICES

Key outcomes over the past 12 months:

- Successful establishment and development of a new Local Law team with a dedicated coordinator.
- Instigated a revision of all form templates and procedures to ensure consistency with legislative requirements.
- Revision of declared dangerous/menacing dog processes to ensure consistency with legislative requirements.
- Effective management of enforcement and compliance issues relating to:
 - Animal control
 - Parking infringements
 - Overgrown allotment/rat harborage notices
 - Potential airborne hazards
 - Itinerant vendors
 - Standing stalls

Local Law matters in general: Investigated and dealt with 2058 customer service requests:

Local Law Customer Service Requests

2013/2014

Dog Attack Person	64
Dog Attack Other	77
Dangerous/ Menacing Dog	118
Barking	223
Wandering Dogs	350
Restrained Dogs	157
Misc Animals	244
Other Animals	102
Camping	47
Overgrowns	435
Vehicles/Parking	148
Other Nuisances	93
Total	2058

Priorities for the year ahead:

- Providing a high level of advice on Local Law and compliance matters.
- Continuous improvement of business systems and procedures, with a focus on further integration of the enforcement module in the One Business system.
- Increasing community awareness of the importance of responsible pet ownership, particularly in relation to incidents involving dogs.
- Implementing enforcement actions against pet owners responsible for dogs involved in incidents.
- Maintaining regular patrols of regulated parking areas.
- Actively participating in the "CCRC Local Law Review Project" to resolve inconsistencies between community expectations and achievable outcomes contained in the Local Laws.
- Improving community knowledge of Local Laws.
- Working with other Council units to improve the consistent application of Council's Local Laws.
- Focusing on professionalism and the delivery of quality customer service outcomes by staff.

ENVIRONMENTAL PROTECTION

Key outcomes over the past 12 months:

- Obtaining a single environmental authority in lieu of multiple ERA licenses for all Council operations.
- Annual inspections and licensing of businesses undertaking an Environmental Relevant Activity.
- Monitoring Council operations for environmental compliance, including Stoters Hill landfill and Sewerage Treatment Plants (STP).
- Water monitoring at Ninds Creek for impact from Innisfail STP, and groundwater monitoring at landfill sites.
- National Pollutant Inventory reporting.
- Responding to community enquiries and incidents of environmental nuisance, illegal dumping and minor water contamination.
- Assisted in coordination of the annual Sustainability Expo, held in Innisfail on 1 June 2014, increasing the community profile of Council's environmental actions.

Priorities for the year ahead:

- Continue to help in the delivery of Council's Reef Guardian Council membership responsibilities which include the development of an Action Plan showcasing Council's environmentally-sustainable practices.
- Commence the development of site-based management plans across the organisation to improve Council's environmental outcomes.
- Coordinate a "GreenTape" Reduction Review of Council's environmental authority.

WASTE

Key outcomes over the past 12 months:

- New contract established for the management of Council's landfills and transfer stations.
- New contract established for the management of weighbridges at Council's waste facilities.

- Establishment of tip shops and recycling drop-off opportunities at each of the transfer stations.
- Review of the kerbside collection tender for calling of a contract during 2014-15 for a standardised kerbside collection service across the whole region.
- Ongoing management of active landfills at Stoters Hill in Innisfail and Jarra Creek in Tully.
- Ongoing management of transfer stations at Stoters Hill in Innisfail, Jarra Creek in Tully, Bells Creek in El Arish, Wheatley Road in Mission Beach, Cardwell, Murray Upper and Hull Heads.
- Continued participation in Drum Muster and Chemclear programs.



Tully Waste Transfer Station

Priorities for the year ahead:

- Continued implementation of the Waste Management Strategy for the whole of the Cassowary Coast.
- Re-call tenders and finalise the collection of a standardised kerbside waste collection service throughout the whole Council area.
- Undertake a review on available airspace for the Tully landfill.
- Undertake a final design profile for future capital works at the Tully landfill.
- Increase community awareness about waste minimisation and the availability of drop-off stations at Council's waste facilities.

OBJECTIVES

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

Works Management Program

To provide support services for asset accounting, budget preparation and reporting, financial modelling and performance reporting.

Asset Management Program

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

Engineering Program

To provide engineering-related support services (coordination, supervision, liaison, planning advice and information) for the effective operation, maintenance and delivery of Council's infrastructure.

Fleet and Depots Program

To manage the operation and maintenance of Council's Works depots, fleet and plant in a safe and reliable manner.

Transport Program

To manage the maintenance and construction of Council's roads, bridges, footpaths and cycleways in a safe and sustainable manner.

Drainage Program

To manage the maintenance and construction of Council's drainage infrastructure in a safe and sustainable manner.

Marine Facilities Program

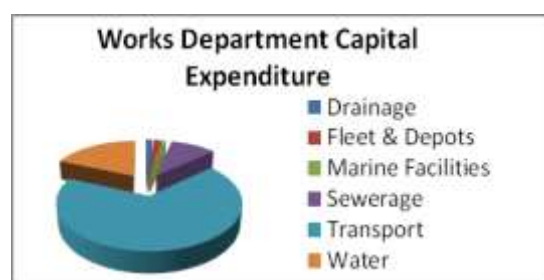
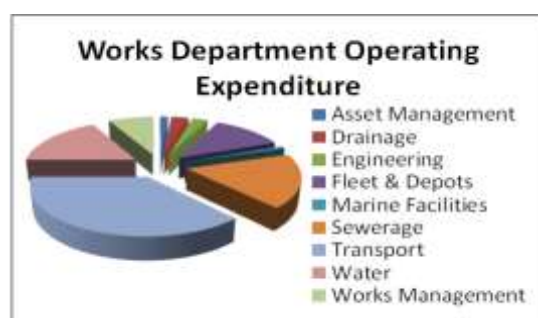
To manage the operation and maintenance of Council's marine facilities in a safe and sustainable manner.

Water Program

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

Sewerage Program

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



WORKS MANAGEMENT

Overview of Services

- Asset accounting
- Budget preparation and reporting
- Cost control
- Financial modelling
- Performance reporting and review
- NDRRA program delivery

Key outcomes over the past 12 months:

- Componentisation and capitalisation of delivered assets.
- Budget preparation undertaken within timeframes.
- Continual monitoring and review of internal systems and processes.
- Monitoring of operational expenditure levels and detailed capital works costings.
- Completed monitoring and the claim submission for the 2011 and 2012 Natural Disaster Relief and Recovery Arrangement (NDRRA) events.
- Collation of data and reporting mechanisms in relation to restoration submissions for the 2013 and 2014 NDRRA events as required by the Queensland Reconstruction Authority.
- Development of submissions for the 2014 NDRRA event claims.
- Preparation of costs for 2014 emergent works submission.
- Implementation of Technology One works system.
- Liaison with the Department of Local Government and Planning in relation to claims for Priority Sewage Treatment Plant Upgrade Program funding.

ASSET MANAGEMENT PROGRAM

Overview of Services

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

Key outcomes over the past 12 months:

- Revaluation of all transport assets including development of a spatially-accurate asset register and linkage to Technology One.
- Provision of 'Dial Before You Dig' services for the Cassowary Coast region.
- GIS user survey completed and Draft GIS Strategy developed.
- Review and cleansing of the asset register.
- Council adoption of the new CCRC Flood Study, updating existing models and including new areas in the study.
- Development of a robust project prioritisation tool to enable development of forward works programs and budgets.



ENGINEERING PROGRAM

Overview of Services

- Technical support and advice
- Infrastructure planning and studies
- Engineering survey, planning and design
- Traffic management
- Project management
- Natural disaster mitigation
- Flood warning systems and awareness

Key outcomes over the past 12 months:

- Investigation and resolution of more than 180 infrastructure and engineering issues throughout the region.
- Detailed survey and design of projects in excess of \$5 million.
- Development of designs for use with grader machine control.
- Installation of seven new flood ALERT gauges, upgrade of the South Mission Beach repeater and upgrade of Council's Environment Service.
- Data collection & ground-truthing for the Master Drainage studies.
- Progression of the Master Drainage Study Stage 2 for Cardwell, Silkwood, Tully Heads-Hull Heads and East Innisfail.
- Project and design assistance for various Community Services, Civil Works and Water department projects.
- Vehicle Access Policy adopted by Council.
- Completion of functional requirements assessment and commencement of preliminary design of the Innisfail Commercial Wharf.

OUR PERFORMANCE

Works

FLEET AND PLANT PROGRAM

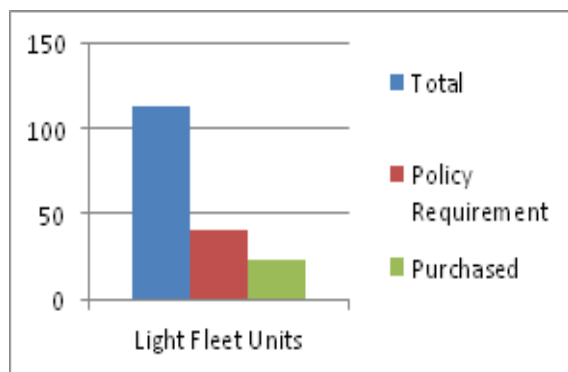
Overview of Fleet Replacement

The number of heavy and light plant at the end of the financial year:

- 75 heavy plant
- 113 light plant
- 11 temporary light plant
- (Excess plant used by NDRRA staff and others awaiting sale at auction)

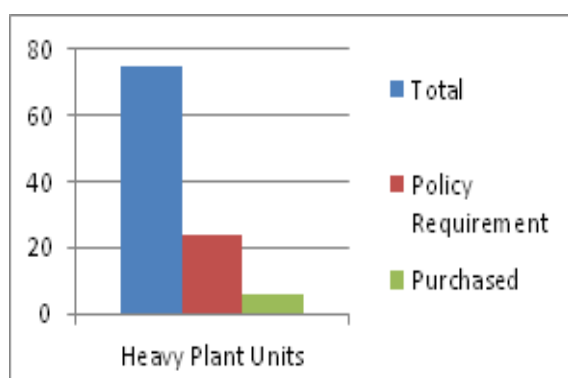
Light Plant Fleet Replacement

36.3% of the light fleet needed to be replaced to meet the 3-year replacement policy. 23 light vehicles were purchased during the year, equating to 20.4% of the total light fleet.



Heavy Plant Replacement

32% of the heavy plant items needed to be replaced to meet the 5-year replacement policy. Six heavy plant items were purchased throughout the year, equating to 8% of the heavy plant. A review of the Plant Replacement Policy will be conducted to ensure the fleet is replaced in a sustainable manner to avoid an excessively-aged Council fleet, increased maintenance costs and a reduction in returns at the time of disposal.

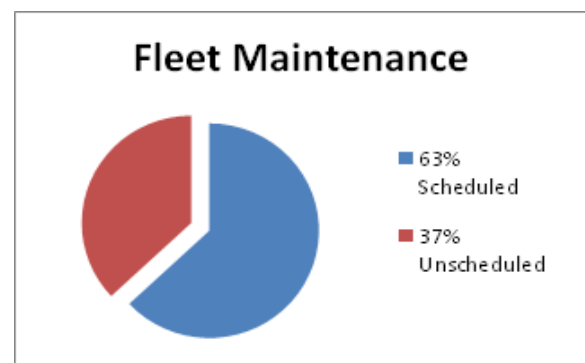


Overview of Fleet Maintenance

A total of 4478 services/repairs were carried out over the past 12 months.

2824 scheduled repairs: Scheduled servicing of plant items booked in for repairs and not requiring immediate attention.

1654 unscheduled repairs: Plant items that have broken down and require immediate repairs.



Key outcomes over the past 12 months:

- The payout of finance leases to QTC for graders 200 and 206, resulting in Council now owning all fleet outright.
- The upgrade purchase of the Innisfail Bridge Gang and Parks & Gardens utilities to purpose-built maintenance trucks will improve the productivity of these two groups in maintaining the region's bridges, parks and recreational areas respectively.
- The purchase of a new street sweeper to replace the previous unit. This should improve productivity, circumventing the excessive downtime experienced with the old machine.



Replacement street sweeper.

OUR PERFORMANCE

Works

The removal of the old refuelling station and upgrade of the driveway and car parking areas at the Tully Works depot is complete. In-ground fuel tanks were decommissioned by removing all fuel and foam filling to render them inert and disconnecting the old fuelling station. Council Works then removed the small building and paved the car park and driveway.



Completed fuelling station and car park.

Workshop Safety

The Workshop was subject to four internal safety audits in the past 12 months and passed all audits.

There were no recorded safety incidents in the past 12 months.

TRANSPORT PROGRAM

The Works Department is responsible for the operation and maintenance of:

- 1203km of council roads.
- 65km of footpaths and cycleways.
- 263 bridges and major culverts.
- Also, construction of council-approved civil infrastructure.

Key outcomes over the past 12 months:

Disaster Management

- 2011 & 2012 Natural Disaster Relief and Recovery (NDDRA) program completed.
- 2013 submissions finalised and works commenced.
- 2014 submission in development.

Sealed Road Rehabilitation

The Reseal Program was delivered through a joint purchasing arrangement, resulting in savings and improved quality.

Sealed Road Improvements

- Etty Bay Rd widening and reconstruction. Complementary funding to NDDRA funding for reconstruction, widening and kerb and channel.
- Flying Fish Point Road (Geraldton Bridge to Bergin Rd) retaining wall structure, kerb and channel, widening, drainage and lighting.
- McGowan Drive (Ernest St to Owen Street) kerb and channel, widening and reconstruction.



Upgrade works on Flying Fish Point Road



Reconstruction, widening, McGowan Drive

Unsealed Roads Improvement

- Complementary works to seal NDDRA works on Lily Creek Road and Appleyard Road.

OUR PERFORMANCE

Works

Bridges

- Berners Creek Bridge, Nerada Road: Widened into two lanes, girders and deck replaced.
- No 6 Bridge, North Davidson Road: Replaced girders and deck.
- Rinaudo Bridge, Rinaudo Road: Replaced with a two-lane concrete bridge with guard rail.
- Bridges 2–11, Kirrama Range Road: Replaced girders and deck.
- Ninds Creek Bridge, Coquette Point Road: Guardrail added and scoured approach reinstated.



Bridge work on Kirrama Range Rd.



Kirrama Range Rd bridge work.



Widening of Berners Creek Bridge.

Footpaths and Cycleways

The major projects undertaken this year included pathways at:

- Flying Fish Point Road
- Murray Street (culvert widening to accommodate new concrete footpath)



Murray St footpath works, Tully.

Public Transport

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

DRAINAGE PROGRAM

Overview of Services

- Stormwater drainage
- Drainage channels
- Stormwater water quality
- Flood mitigation works
- Drainage outfalls

Operation and maintenance of:

- 85.3km of drainage pipes.
- 2241 drainage pits.
- Construction of Council-approved civil infrastructure.
- Koda Street, Mission Beach: Relining existing stormwater drains.
- Porters Promenade, Mission Beach: Replacement of existing stormwater drains.

OUR PERFORMANCE

Works



Replacing stormwater drains, Porters Promenade, Mission Beach.

MARINE FACILITIES PROGRAM

Overview of Services:

- Marine facilities
- Boating facilities
- Harbour facilities
- Coastal protection works

Operation and maintenance of:

- 3 seawalls
- 5 wharves
- 1 harbour
- 3 boat ramps (Council-owned)
- 14 boat ramps (managed for DTMR)
- Construction of Council-approved civil infrastructure



The new Perry Harvey Jetty, Clump Point

Key outcomes over the past 12 months:

- Reconstruction of the Dunk Island and Clump Point jetties which were officially opened on 9 November 2013.

NDRRA WORKS

Following various declared disaster events, submissions were prepared and lodged, according to Natural Disaster Relief and Recovery (NDRRA) guidelines, with the Queensland Reconstruction Authority for the reconstruction of essential assets.

Key outcomes over the past 12 months by NDRRA event:

2011 & 2012 NDRRA events

- \$48.7 million expended on restoration works.
- Physical construction completed.

2013 NDRRA event

- \$1.5 million expended on restoration works.
- Physical construction has commenced and is scheduled for completion by 30 June 2015.

2014 NDRRA event

- \$0.8 million expended on emergent works.
- \$0.1 million expended on restoration works.
- Physical construction is scheduled to be completed by 30 June 2016.

WATER PROGRAM

Overview of Services:

- Water supply, delivery, treatment, management and reporting
- Water network operations and maintenance
- Capital works, construction and project management

OUR PERFORMANCE

Works

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

Key outcomes over the past 12 months:

- Water supply scheme management and delivery.
- Program expenditure was within budget.
- 5,090 megalitres of drinking water supplied.
- 1355 properties connected per 100km of water main.
- Completion of the Innisfail Water Treatment Plant upgrade.



Official opening of the Innisfail Water Treatment Plant.

- Completion of improvements to the weir at the water supply intake on Boulder Creek.
- Implementation of the SCADA upgrade program with all major water supply infrastructure now on the SCADA network. The balance of the SCADA rollout will be completed by June 2015.
- Endorsement by the Water Regulator of Council's Drinking Water Quality Management Manual.
- Commencement of major water main renewal programs.
- Cleaning of silt build-up in all major reservoirs in Tully and Mission Beach.
- Improvements to the chlorine-dosing facilities in the region to ensure our water supply is properly disinfected.

SEWERAGE PROGRAM

Overview of Services:

- Sewage capture, treatment, management and reporting
- Sewerage network operations and maintenance
- Capital works, construction and project management
- Trade waste management

Operation and maintenance of:

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

Key outcomes over the past 12 months:

- Program expenditure was within budget.
- 4,241 megalitres of sewage treated.
- 3,374 properties connected per 100km of main.
- 100% compliance with sewage effluent standards for BOD.
- CCTV inspection and rehabilitation of sewer mains and manholes.
- Commencement of a program to upgrade sewage overflow facilities at major pump stations in Innisfail and Tully.
- Commencement of a program to introduce flow-measuring equipment at major pump stations at Innisfail and Tully.
- Completion of pump overhaul maintenance at three major pump stations.
- Implementation of a SCADA upgrade program, with completion expected in 2015-16.
- Introduction of a revised Trade Waste Environmental Management Plan.

LEGISLATIVE INFORMATION

The *Local Government Regulation 2012* articulates the requirement for Council to produce an Annual Report. Council must adopt the Annual Report within one month of the day the Auditor-General gives the Auditor-General's Audit Report about the Local Government's Financial Statements for the financial year to the Local Government. In accordance with this regulation, the Annual Report is one of Council's principal planning and accountability documents.

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

- *Local Government Act 2009*
- *Local Government Regulation 2012*

The Annual Report is the primary document in which Council reports its annual financial performance. The audited general purpose financial statements and the Auditor General's Audit Report can be found in Attachment 1 of this report.

The Community Financial Report can be found from page 59.

The Annual Report also includes Council's assessment of its performance in implementing its Corporate and Operational Plans as required in section 190 of the Act as found from page 11 of this report.

In addition, Council must comply with specific requirements in numerous other pieces of legislation.

SIGNIFICANT BUSINESS ACTIVITIES AND COMMERCIAL BUSINESS

Council's Annual Report must contain a list of all business activities conducted by Council during the 2013-14 financial year, and must identify which of those activities are significant business activities.

New Significant Business Activities

Under the *Local Government Regulation 2012*, Council must assess, as soon as possible after the Budget meeting for the year, whether any businesses are a new significant businesses activity.

Council is required to make this assessment using the financial information from the previous financial year that was presented at Council's Budget meeting.

The Local Government (Beneficial Enterprises and Business Activities) Regulation 2010 defines two types of significant business activities.

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

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

The Regulations no longer distinguish between Type 1 or Type 2 business activities.

The threshold amounts as stated in section 19 of the *Local Government Regulation 2012* details were recently amended to increase the thresholds. The thresholds for the 2014-15 financial year are therefore as follows:

- \$13,300,000 for water and sewerage combined activities; and
- \$8,900,000 for any other business activity.

To change these thresholds the Minister must consult with the LGAQ.

LEGISLATIVE INFORMATION

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

Council's response to these requirements can be found as part of the general purpose financial statements outlined in Attachment 1 of this report.

Section 49 of the *Local Government Regulation 2012* requires Council to report on investigation notices given for competitive neutrality complaints, a summary of and

decisions made on any referee's recommendations or Queensland Competition Authority Tribunal Recommendations.

Council has not received any investigation notices relating to competitive neutrality complaints for the 2013-14 financial year.

Council conducts water, sewerage and waste business activities. These activities do not meet the thresholds set in the *Local Government (Beneficial Enterprises and business Activities) Regulation 2010* to be classed as significant business activities. Council does not conduct a building certifying activity or a roads activity other than through a sole supplier arrangement. In accordance with the *Local Government Act* Section 47 (7), Council resolved on 18 July 2013 not to apply the Code of Competitive Conduct to its business activities in this reporting period.

OVERSEAS TRAVEL

No overseas travel was undertaken by Councillors or employees of Council in an official capacity during 2013-14

.

REGISTERS OPEN TO THE PUBLIC

Local Government Regulation 2012 s.190 (1) (f): ... The Annual Report for a financial year must contain a list of the registers kept by the Local Government.

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

LEGISLATIVE INFORMATION

GRANTS TO COMMUNITY ORGANISATIONS

Grants/donations were made during the period 1 July 2013 to 30 June 2014.

Council provided a number of grants and contributions to community organisations to the total value of \$456,617.08, as follows:

DESCRIPTION	AMOUNT \$
Rates rebates Not for Profit Organisation	\$131,104.21
RADF	\$73,384.87
Tourism	\$160,200.00
Australia Day	\$2,000.00
ANZAC Day	\$1,628.00
Special Events	\$26,000.00
Community Assistance Scheme	\$48,800.00
Animal Management	\$16,000.00
Christmas Celebrations	\$5,000.00
Garden Competition	\$1,500.00
Total	\$465,617.08

EXECUTIVE REMUNERATION

Local Government Act 2009 s.201:

- (1) The Annual Report of a Local Government must state:
 - (a) the total of all remuneration packages that are payable (in the year to which the Annual Report relates) to the senior management of the Local Government; and
 - (b) the number of employees in senior management who are being paid each band of remuneration.
- (2) The senior management, of a Local Government, consists of the Chief Executive Officer and all senior executive employees of the Local Government.
- (3) Each band of remuneration is an increment of \$100,000.
- (4) To remove any doubt, it is declared that nothing in this section requires the exact salary of any employee in senior management to be separately stated in the Annual Report

Cassowary Coast Regional Council has the following to report for the 2013/14 financial year:

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

FINANCE PLANS AND REPORTING

One of the driving forces behind local government reform in 2008 was the need for Councils to ensure long-term financial sustainability. Through Section 183 of the *Local Government Regulation 2012*, the State

Government has legislated that Council must include in its Annual Report a long-term financial sustainability statement inclusive of relevant measures of financial sustainability for the year the Annual Report has been prepared. Council's measures of the financial

LEGISLATIVE INFORMATION

sustainability have been defined in the legislation and are outlined in the table on page 61 of this report.

In addition, Council is required to provide an explanation of how its Financial Management Strategy is consistent with the long-term financial forecasts.

Council has developed a long-term financial forecast (the Forecast) to help monitor and guide its decision-making to ensure the financial sustainability of Council.

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

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

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

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

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

EXPENSE REIMBURSEMENT POLICY

Section 185 of *Local Government Regulation 2012* requires:

The Annual Report for a financial year must contain:

- (a) a copy of the resolutions made during the financial year under section 250(1):
"A local government must adopt an expenses reimbursement policy":

No resolutions or amendments were made to the Policy - Expense Reimbursement for Councillors during 2013/14.



POLICY

EXPENSES REIMBURSEMENT FOR COUNCILLORS

Policy Number: 1.4

1. Authority

Local Government Act 2009

Local Government Regulation 2012 - Section 249 - 252

2. Policy Statement

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

3. Principles

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

- **No private benefit to be derived**

Facilities provided to Councillors are for the sole use of Councillors in undertaking their duties and must be used responsibly and appropriately.

- **Reasonable Expenses Reimbursement**

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

- **Public accountability and transparency**

The use of the provided facilities will be open for review to the extent appropriate to the proper performance of a Councillor's responsibilities.

- **Public perceptions and community expectations**

The Council will provide only those facilities reasonably necessary for the efficient performance of a Councillor's responsibilities.

- **Equity and Participation**

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

4. Scope

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

5. Responsibility

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

6. Definitions

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

- Attendance at Council, Committee and Briefing meetings;
- Attendance at prescribed Local Government training activities/workshops, seminars and conferences;
- Attendance at civic ceremonies and community events where a formal invitation has been received inviting Councillors in their capacity to undertake official duty;
- Attendance at public meetings, annual meetings or presentation dinners where invited as a Councillor;
- Attendance at meetings of community groups where appointed as a Council delegate to the group or invited to speak about Council programs and activities;
- Attendance at private meetings with constituents, where arranged through official Council channels and details of discussions are documented in official records or diaries;
- Attendance at civic functions on behalf of the Mayor;
- Attendance at organized meetings/deputations/inspections/community consultations on a one-off basis; and
- Attendance at organized meetings pertaining to a meeting of a community organization where a delegate of the Council has not been appointed to attend or is unavailable to attend.

Reasonable - Councillors must make sound judgments and consider what is prudent, responsible and acceptable to their communities when determining reasonable levels of expenditure.

LEGISLATIVE INFORMATION

Expenses - Council will reimburse Councillors for their reasonable and necessary expenses incurred or to be incurred when discharging their duties as Councillors.

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

7. Policy

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

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

Expense Categories

1. Professional Development

The Council will reimburse expenses incurred for:

- All mandatory professional development; and
- Discretionary professional development up to a maximum of \$5,000 (indexed annually to CPI) during a single Local Government term.

2. Travel as required to represent Council

The Council will reimburse local, interstate and overseas travel expenses (e.g. Flights, car hire, accommodation, meals and associated registration fees) deemed necessary to achieve the business of Council when:

- A Councillor is acting as an official representative of Council; and
- The activity/event and travel have been endorsed by resolution of Council.

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

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

2.1 Travel bookings

All Councillor travel approved by Council will be booked and paid for by Council. Economy class is to be used where possible although Council may approve Business class in certain circumstances.

Airline tickets are not transferable and can only be procured for the Councillor's travel on Council business. They cannot be used to offset other unapproved expenses (e.g. Cost of partner or spouse accompanying the Councillor).

2.2 Travel transfer costs

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

2.3 Private vehicle usage

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

In other circumstances, Councillor's private vehicle usage will be reimbursed by Council if the:

- Travel has been endorsed by Council resolution;
- Claim for mileage is substantiated with log book details; and
- Total travel claim does not exceed the cost of the same travel using Economy flights plus the cost of taxi transfers.

2.4 Accommodation

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

Accommodation should be selected that provides:

- Council with the best price value; and
- Convenient to the conference/meeting

Councillors will be reimbursed for the actual cost of meals when:

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

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

No alcohol will be paid for by Council.

2.5 Hospitality Expenses

The Mayor will be reimbursed up to \$1,000 per annum for hospitality expenses deemed necessary in the conduct of Council business.

3. Facilities Categories - 'Administrative tools'

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

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

Date of Adoption: 16 May 2013

Minute Number:

Policy Review: 4 years, or as determined by Council or the Chief Executive Officer

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

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

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

Threshold for treating non-current assets as an expense

There were no resolutions made during the year under section 206(2) of the *Local Government Regulation 2012* (setting an amount for each different type of non-current physical asset below which the value of an asset of the same type must be treated as an expense).

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

Measures of Financial Sustainability

The Cassowary Coast Regional Council prepared a Long-Term Financial Plan which was adopted by Council at its Budget meeting on 18 July 2013. This plan included details of various measures of financial sustainability. The *Local Government Regulation 2012* subsequently amended the requirements in relation to financial sustainability ratios with the following measures of financial sustainability to be reported on:

- Operating Surplus Ratio
- Net Financial Liability Ratio
- Asset Sustainability Ratio

More details regarding these can be found in the Community Financial Report on pages 60 and 61 of this report.

COUNCILLORS

Councillor remuneration is determined by the State Government by 1 December each year. The remuneration applies to the next calendar year and is provided as a percentage range of the State Government Members of the Legislative Assembly salary. Council must adopt the percentage within that range for remunerating Councillors each year.

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

COUNCILLOR REMUNERATION AND GENERAL MEETINGS ATTENDED

As per Section 244 of the *Local Government Regulations 2012*:

- (1) The Tribunal must, before 1 December of the year, and for each category of Local Government, decide the maximum amount of remuneration payable from 1 July of the following year to a Councillor, Mayor or Deputy Mayor of Local Government in each category.
- (2) The remuneration may include, or may separately provide for, remuneration for the duties a Councillor may be required to perform if the Councillor is appointed to a committee, or as Chairperson or Deputy Chairperson of a Committee, of a Local Government.

Local Government Regulation 2012 s.186: ...The Annual Report for a financial year must contain particulars of—

- (a) for each Councillor, the total remuneration, including superannuation contributions, paid to the Councillor during the financial year;
- (b) and the expenses incurred by, and the facilities provided to, each Councillor during the financial year under the Local Government's Expenses Reimbursement Policy.

Salary

Remuneration for Cassowary Coast Regional Council elected members as determined by the Local Government Remuneration and Discipline Tribunal for a Category Four Council shall be—

Mayor

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

Deputy Mayor

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

Councillors

42.5% of the Reference Rate (the annual base salary payable to Members of the Queensland Legislative Assembly on and from 1 January 2013 being \$59,746 per annum for the 2013 calendar year.)

Method of Payment

Remuneration will be paid in equal instalments in line with the normal Council pay periods and in accordance with the escalation provisions set out in the Queensland Parliament Members Entitlements Handbook.

Superannuation

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

LEGISLATIVE INFORMATION

Councillor Meetings Attendance

Section 186(1)(c) of the *Local Government Regulation 2012* requires Council to provide details of the number of Local Government meetings attended by each Councillor during the financial year. These particulars are contained in the table below.

Local Government meetings are held in the Council Chambers at Innisfail and Tully on the 2nd and 4th Thursday of the month respectively, unless otherwise advertised. The maximum number of meetings held was 23.

Councillor's Remuneration and Meeting Attendance from 1 July 2013 to 30 June 2014	
	No. of Meetings Attended
Cr Bill SHANNON	22
Cr Bryce MACDONALD	23
Cr Glenn RALEIGH	23
Cr Alister PIKE	22
Cr Mark NOLAN	23
Cr Ian RULE	22
Cr Kylie FARINELLI	20

EXPENSES INCURRED UNDER EXPENSE REIMBURSEMENT POLICY

Section 186(b) of the *Local Government Regulation 2012* requires Council to provide particulars of the expenses incurred by, and the facilities provided to, each of its Councillors, under the Expense Reimbursement Policy during the year. The following table outlines details of Councillor remuneration and expenses as required under this section.

LEGISLATIVE INFORMATION

Councillor's Remuneration Superannuation, Expenses Incurred and Facilities Provided				
Description	Remuneration	Superannuation Council 12%	Expenses Incurred	Private Vehicle Usage
Cr Bill SHANNON	\$ 112,461.96	\$ 13,495.45	\$ 6,521.93	\$ -
Cr Bryce MACDONALD	\$ 70,288.92	\$ 8,434.66	\$ 2,702.25	\$ 3,389.79
Cr Glenn RALEIGH	\$ 59,745.92	\$ 7,169.50	\$ 515.00	\$ 5,443.44
Cr Alister PIKE	\$ 59,745.92	\$ 7,169.50	\$ 716.80	\$ 6,668.14
Cr Mark NOLAN	\$ 59,745.92	\$ 7,169.50	\$ 164.64	\$ 20.00
Cr Ian RULE	\$ 59,745.92	\$ 7,169.50	\$ -	\$ -
Cr Kylie FARINELLI	\$ 59,745.92	\$ 7,169.50	\$ 1,858.96	\$ 1,401.55
TOTAL	\$ 481,480.48	\$ 57,777.61	\$ 12,479.58	\$ 16,922.92

COUNCILLOR CONDUCT AND COMPLAINTS

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

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

Item		Result
LGR Section 186(d) the total number of the following during the year:		
(i)	Orders and recommendations made under section 180 (2) or (4) of the Act;	Nil
(ii)	Orders made under section 181 of the Act;	Nil

LEGISLATIVE INFORMATION

Item		Result
LGR Section 186(e) the total number of the following during the year:		
(i)	The name of each Councillor for whom an order or recommendation was made under section 180 of the Act or an order was made under section 181 of the Act.	Nil
(ii)	A description of the misconduct or inappropriate conduct engaged in by each of the Councillors.	N/A
(iii)	A summary of the order or recommendation made for each Councillor;	N/A
LGR Section 186 (f) the number of each of the following during the year:		
(i)	Complaints about the conduct or performance of Councillors for which no further action was taken under section 176C (2) of the Act.	Two
(ii)	Complaints referred to the Department's Chief Executive Officer under section 176C (3)(a)(i) of the Act.	Nil
(iii)	Complaints referred to the Mayor under Section 176C (3)(a)(ii) or (b)(i) of the Act.	Nil
(iv)	Complaints referred to the Department's Chief Executive Officer under Section 176C(4)(a) of the Act;	One
(v)	Complaints assessed by the Chief Executive Officer as being about official misconduct.	Nil
(vi)	Complaints heard by a Conduct Review Panel.	Nil
(vii)	Complaints heard by the Tribunal.	Nil
(viii)	Complaints to which Section 176C (6) of the Act applied.	Nil

GENERAL COMPLAINTS PROCESS - ADMINISTRATIVE ACTION COMPLAINTS

Council is required to include in its Annual Report a statement about the Local Government's commitment to dealing fairly with Administrative Action Complaints and how the Local Government has implemented its Complaints Management Process. This includes an assessment of the Local Government's performance in resolving complaints under the process.

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

- Administrative Action Complaints made to the Local Government
- Administrative Action Complaints resolved by the Local Government under the Complaints Management Process
- Administrative Action Complaints not resolved by the Local Government under the Complaints Management Process.
- The number of those complaints not resolved that were made in a previous financial year.

Council adopted a Complaints Management Policy and established an Administrative Action Complaints Procedure to manage, monitor and report on complaints received. A dedicated Complaints Management System ("ICasework") was implemented to centrally capture, assign, track and report on the actions taken to resolve Administrative Action Complaints.

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

The following report for the 2013/14 financial year is in accordance with the provisions of the general complaints process as outlined in the *Local Government Act 2009*

	2012/13	2013/14
Total Complaints made to Council	107	52
Complaints resolved under the Complaints Management Process	96	57
Complaints not resolved under the Complaints Management Process in the financial year- (complaints still open)	7	2
Complaints made in a previous financial year	0	107
Complaints resolved under the general complaints process	4	0
The number of complaints not resolved by Council in the financial year that were made in the previous financial year.	0	0

PUBLIC INTEREST DISCLOSURE

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

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

No Public Interest Disclosures were received by Council for the period 1 July 2013 to 30 June 2014.

COMPETITIVE NEUTRALITY COMPLAINTS AND DECISIONS

Local Government Regulation 2012 s.190 (1): ...The Annual Report for a financial year must contain—

- (i) a summary of investigation notices given in the financial year under section 49 for competitive neutrality complaints;
- (j) the local government's responses in the financial year on the Queensland Competitive Authority's (QCA's) recommendations on any competitive neutrality complaints under section 52(3).

Section 49 Notice of intention to investigate

- (1) Before the QCA starts to investigate a competitive neutrality complaint, the QCA must give an investigation notice to—
 - (a) the complainant; and
 - (b) the relevant local government; and
 - (c) if a corporatised business entity is conducting the business activity—the corporatised business entity.
- (2) The QCA may also give an investigation notice to another person the QCA considers appropriate.
- (3) An **investigation notice** is a document that—
 - (a) states the QCA's intention to investigate a competitive neutrality complaint; and
 - (b) states the subject matter of the complaint, or has a copy of the complaint attached; and
 - (c) invites the complainant to make written submissions or, if the QCA approves, oral submissions about the matter; and
 - (d) states a reasonable period within which the submissions may be made; and
 - (e) states the QCA's address.

Council received no complaints under s.190(1)(i)(j) in 2013/14.

CHANGES TO TENDERS

Local Government Regulation 2012 s.190 (1): ...The Annual Report for a financial year must contain—

- (e) the number of invitations to change tenders under *section 228(7)* during the year.

Local Government Regulation 2012 s.228 (7): ...If:...

- (a) an invitation to tender under subsection (4) or (6)(b) states that the local government might later invite all tenderers to change their tenders to take account of a change in the tender specifications; and
- (b) the local government does change the tender specifications;
the local government may invite all the persons who submitted a tender to change their tender to take account of the change, before making a decision on the tenders.

There was one occasion during the year that persons who submitted a tender were invited to change their tender to take account of a change in the tender specifications prior to council making a decision (Section 190(1)(e) of the *Local Government Regulation 2012*).

This change relates to the Transfer Station/Landfill 1314-003. The two tenderers were invited to offer a revised price on an addendum which requested prices for reduced site opening hours

.

AUDIT COMMITTEE

Section 105 of the *Local Government Act 2009* requires every Local Government to establish an internal audit function. Cassowary Coast Regional Council established its Audit Committee in June 2009. The role of the Audit Committee as outlined in its Charter is to provide independent assurance and assistance to the Chief Executive Officer and Council on—

- The risk, control and compliance frameworks.
- Council's external accountability responsibilities as prescribed in the *Local Government Act 2009* and any regulations or standards made there under.

Membership of the Audit Committee from 1 July 2013 to 30 June 2014 was as follows:

Independent Members

- Ruth Faulkner, Chairperson
- Mr Bruce Gillan
- Mr Dominic Mobbs (Resigned 5 November 2013)
- Mr Greg Archer (Appointed March 2014)

Council Members

- Cr Bill Shannon, Mayor
- Cr Bryce Macdonald, Deputy Mayor

LEGISLATIVE INFORMATION

Meetings—

The Committee must meet at least two times per year. Meetings held during the 2013/14 financial year were as follows—

- 27 September 2013 - Innisfail
- 24 October 2013 - Tully (Special meeting)
- 4 December 2013 - Tully
- 5 March 2014 - Innisfail
- 28 May 2014 - Tully

There is increasing responsibility being placed on the Audit Committee as a result of legislative change, government expectation and shifting government policy.

The main areas of audit review included:

External Audit

Unaudited draft financial statements are examined by the Audit Committee and the final audited financial statements are also reviewed and recommended for adoption by Council.

The valuation of 'Property, Plant and Equipment' continues to be a significant financial reporting risk due to the complexity and size of the asset register managed by CCRC coupled with changing asset

accounting requirements relating to AASB 13 Fair Value Measurement.

The Audit Committee reviews documentation received from the external auditors regarding audit strategy, plans, concerns and issues in addition to management responses to these issues.

Internal Audit

The Audit Committee works closely with Council's contract Internal Auditor in order to further understand, monitor and review the internal audit function, its findings and the implications for External Audit and Council operations.

Enterprise Risk Management

Council continues to develop its Enterprise Risk Management System and the audit committee reviews regular update on the progress being made.

Asset Management

Due to high levels of materiality, damage from natural disasters and increased requirements for disclosure, asset valuations and management are an on going significant audit issue.

Capital works

The Audit Committee continues to review major infrastructure projects.

OTHER ISSUES RELEVANT TO MAKING AN INFORMED ASSESSMENT

Local Government Regulation 2012 s.190 (1) (b): ...The Annual Report for a financial year must contain particulars of other issues relevant to making an informed assessment of the local government's operations and performance in the financial year.

The information provided in the Annual Report on the outcomes achieved by each Department during the financial year address this requirement.

REBATES AND CONCESSIONS – RATES AND CHARGES

Local Government Regulation 2012 s.190 (1) (g): ... The Annual Report for a financial year must contain summary of all concessions for rates and charges granted by the local government. At its budget meeting on 18 July 2013, Council approved the following Rate Rebate and Concessions Policies—

- **Council Pensioner Concession Policy**
This policy provides rate remission for eligible pensioners to an amount of 50% of the general rates to a maximum of \$300 per annum.
- **Rate Based Assistance for Not-For-Profit Community, Recreation and Sporting organisations Policy**
This policy provides for a range of rates concession to not-for-profit community, recreation and sporting organisations which meet certain criteria.
- **Water Consumption Concession Policy**
This policy provides a measure of rate concession in respect to excess water charges or water consumption charges resulting from a leak.

That pursuant to Section 172(2)(a)(ii) of the *Local Government Regulation 2012*, that for the 2013/2014 financial year Council allow a discount of 15% on General Rates only on full settlement of all rates and charges (including any overdue rates and interest) up to 30 (thirty) days after the date of issue of the rate Notice.

EQUAL EMPLOYMENT OPPORTUNITY ANTI-DISCRIMINATION POLICY

The purpose of this policy is to:

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

The *Anti-Discrimination Act 1991* applies to all workplaces of the Cassowary Coast Regional Council. Its provisions extend to all employed by the Council including permanent, temporary and casual employees when dealing with one another and members of the public. The *Anti-Discrimination Act 1991* states that it is against the law to discriminate against people in particular circumstances, including when they—

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

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

OUR FINANCIALS

COMMUNITY FINANCIAL REPORT

A community financial report contains a summary and analysis of the Local Government's financial performance for the financial year. More details can be obtained from the full set of accounts outlined in Attachment 1 of this report.

Financial Result for 2013/14

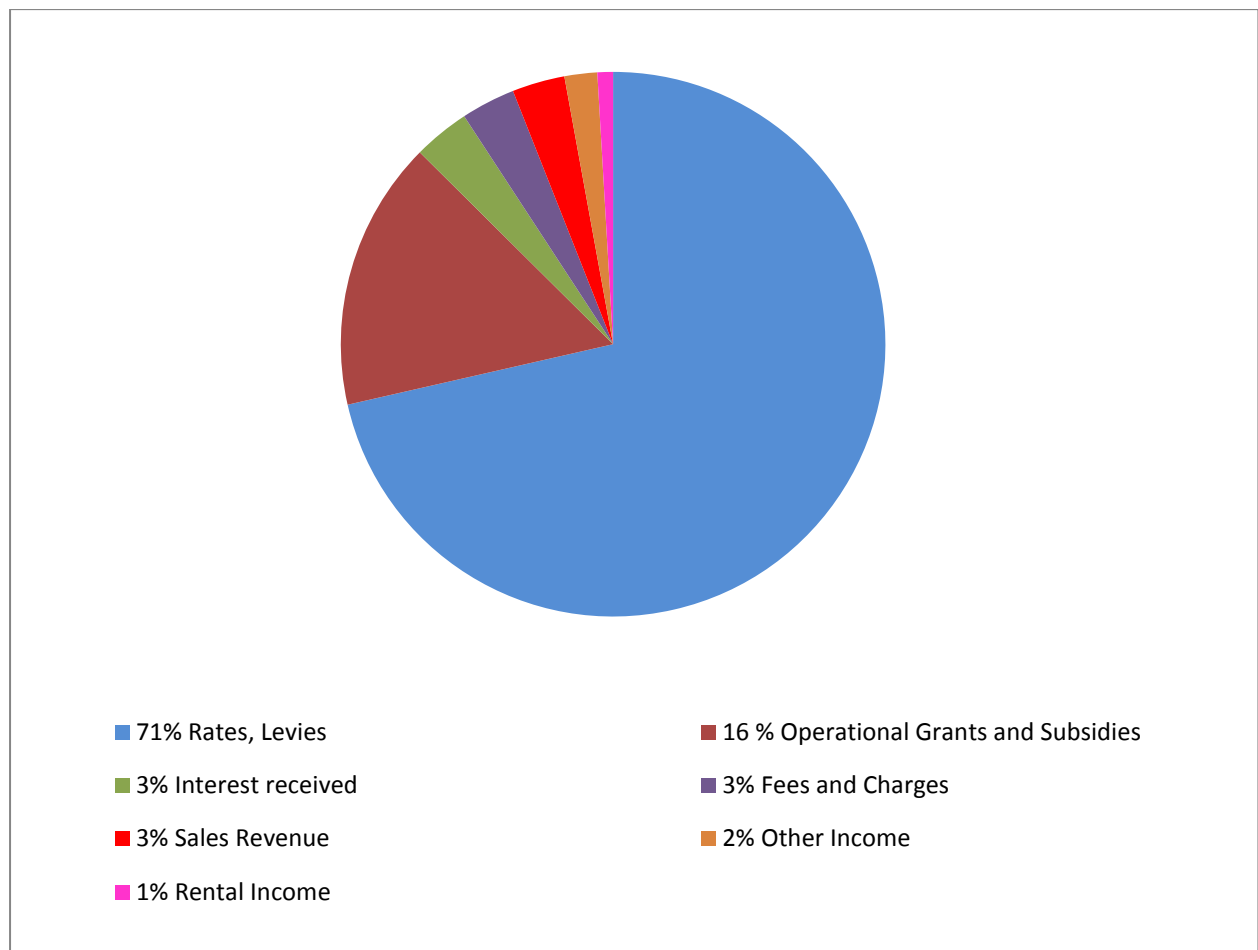
Operating revenue	\$77,958,067
Operating expenditure	<u>\$80,642,375</u>
Net Operating Deficit	<u><u>\$2,684,308</u></u>

This deficit was largely attributed to the timing of Commonwealth Financial Grants to Council.

In addition to Operating Revenue, Council received Capital Revenue in the form of grants and subsidies. For 2013/14 Council received \$49,014,036 in capital revenue with capital expenses of \$8,040,407. The final net result shown in the Statement of Comprehensive Income is a surplus of \$38,289,321. These monies are ear marked for building new assets for the community as per the original purpose of the funding.

Operating Revenue – where our money comes from

The pie graph below illustrates from where Council received the Operating Revenue of \$77,958,067. You will note that the largest source is Council's Rates and Charges at 71%.

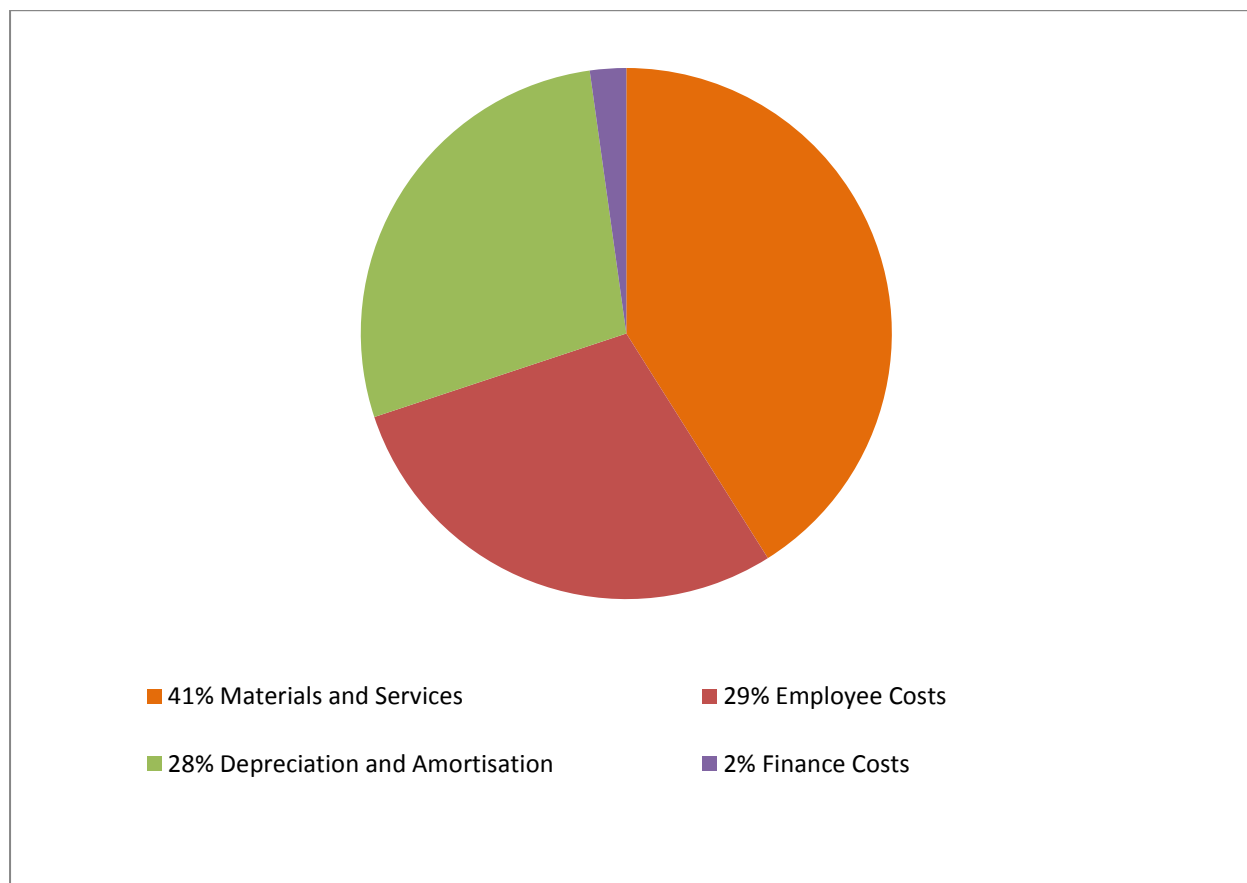


OUR FINANCIALS

Operating Expenditure – where our money is spent

The pie graft below illustrates the areas where the Operational Revenue is expended.

Materials and Services is the largest area at 41% and the lowest is Finance Costs at 2%. The low expenditure on Finance Cost reflects the low level of debt held by Council



Ratios: Measurements of Financial Sustainability

The *Local Government Regulation 2012* mandates a series of financial sustainability indicators that local governments will calculate and disclose to the community on a regular basis within its Financial Statements.

These measures are to be used to evaluate the financial sustainability of all Local Governments in Queensland.

Council's performance as at 30 June 2014 against the key financial sustainability ratios and targets are as follows:

Ratio	Explanation	Target	2014	Target Met
Operating Surplus Ratio	Indicates the extent to which Council can cover its operational expenses from total revenue raised	0 - 10%	-3%	No
Net Financial Liabilities Ratio	Council's ability to service its net liabilities from its operating revenues	= < 60%	-27%	Yes
Asset Sustainability Ratio	Reflects the extent to which infrastructure assets managed by Council are being replaced as they reach the end of their useful lives.	> 90%	220%	Yes

OUR FINANCIALS

Summary

Council met two out of three of its targets for the financial year. Due to the very tight budget adopted by Council for 2014/15, the Operating Surplus Ratio will be just outside the acceptable range (-1%). However, Council has identified that this target will be met in the 2015/16 financial year as is shown in the next table. During the next financial year, Council will undertake a sustainability review with the Queensland Treasury Corporation. It is anticipated that the review will confirm Council's improved long term financial position.

10 Year Financial Forecast - Measures of Sustainability

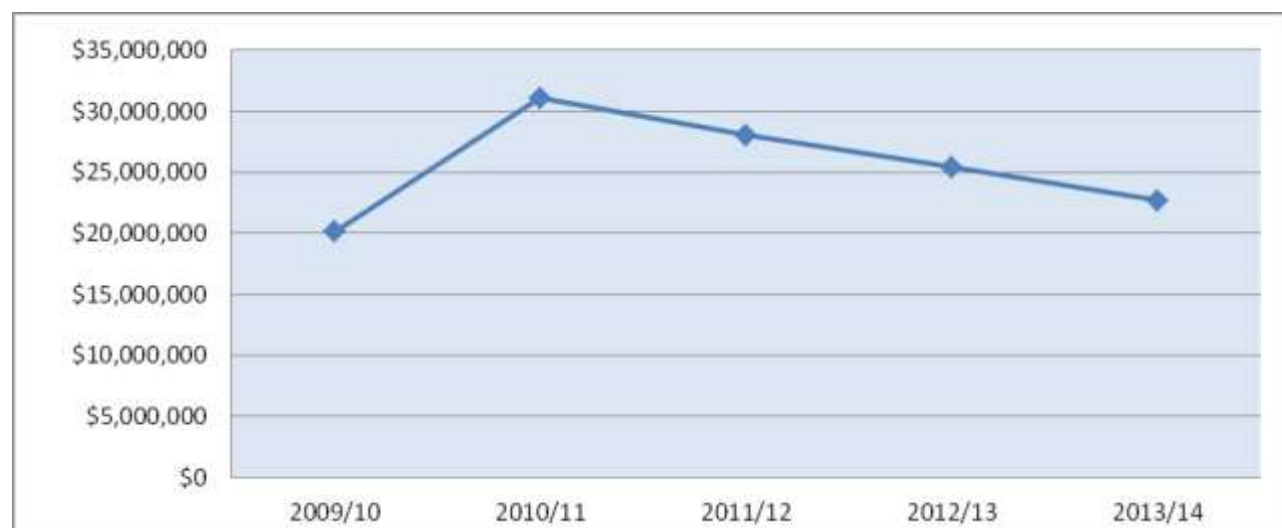
Ratio	Target	2013/ 14	2014/ 15	2015/ 16	2016/ 17	2017/ 18	2018/ 19	2019/ 20	2020/ 21	2021/ 22	2022/ 23
Operating Surplus Ratio	0 - 10%	-3%	-1%	0%	0%	1%	2%	3%	4%	3%	4%
Net Financial Liabilities Ratio	= < 60%	-27%	-29%	-25%	-31%	-42%	-51%	-60%	-75%	-91%	-
Asset Sustainability Ratio	> 90%	220%	135%	88%	76%	61%	66%	61%	49%	46%	37%

Debt Position

Cassowary Coast Regional Council's outstanding debt as at 30 June 2014 was \$22,689,567.

The graph below shows the debt levels for the last five years.

Outstanding Debt Balance



OUR FINANCIALS

Snapshot of Region's Assets

The table below illustrates Cassowary Coast Regional Council's assets as at 30 June 2014.

Assets	Total Asset Value	Depreciation for 2013/14 year	Written Down Value as at 30 June 2014
Land and Site Improvements	\$25,822,926	\$68,546	\$25,675,022
Buildings	\$118,227,948	\$3,267,621	\$71,269,546
Plant and equipment	\$14,409,332	\$1,254,125	\$9,080,086
Road, Drainage and Bridge network	\$921,647,302	\$9,564,659	\$651,249,138
Water	\$264,722,514	\$4,167,925	\$117,658,331
Sewerage	\$157,586,785	\$3,004,349	\$109,468,948
Other Infrastructure assets	\$53,411,649	\$1,036,696	\$39,457,494
Intangibles	\$3,297,071	\$127,092	\$2,651,213
TOTAL	\$1,559,125,527	\$22,491,013	\$1,026,509,778

