

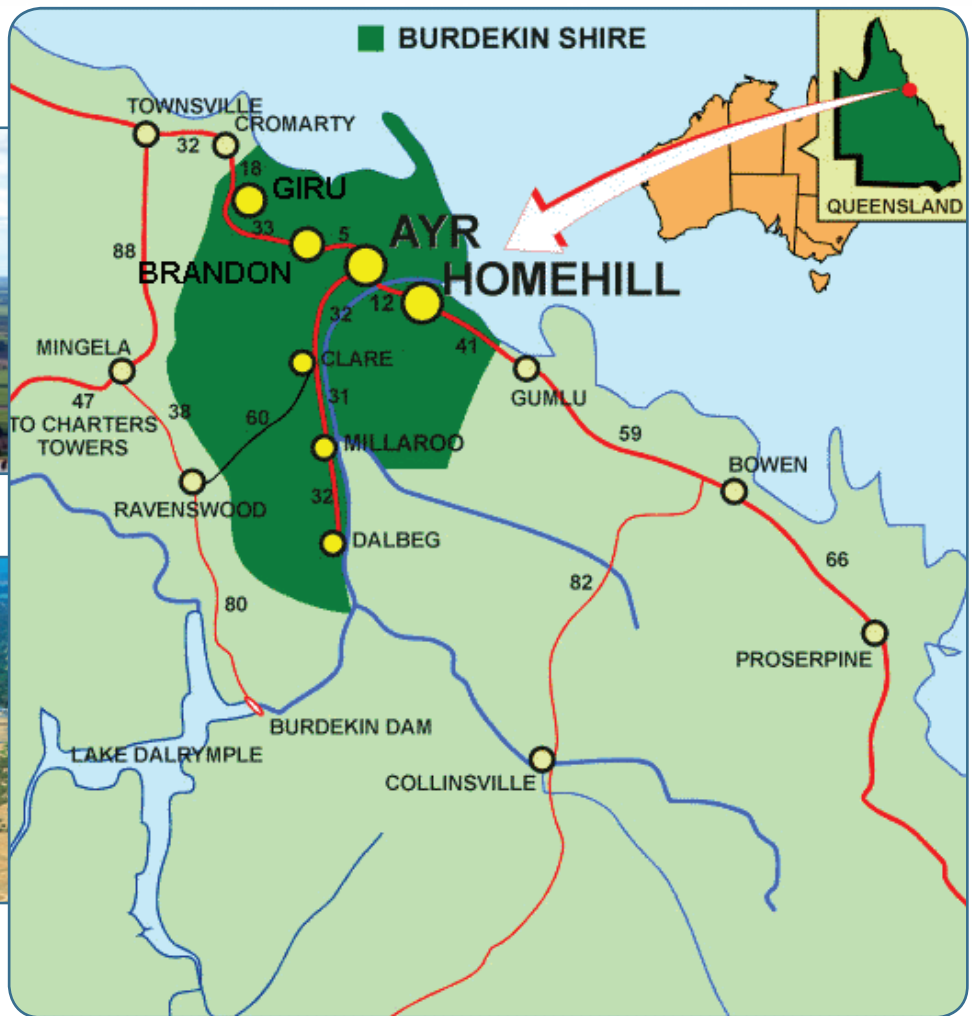


*Annual Report 2013/14*



**Burdekin**  
**Shire Council**

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### Social Media



Burdekin Shire Council  
Burdekin Shire Council Disaster  
Coordination Centre  
Burdekin Library  
Burdekin Theatre



@BurdekinSC  
@BurdekinDCC  
@BurdekinLibrary  
@BurdekinTheatre



+Burdekin Shire Council  
+Burdekin Library

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## About the Burdekin Shire Council



### Our Mission, Vision and Values

#### OUR MISSION

Burdekin Shire Council's mission is to improve the quality of life of our residents and to protect and enhance the natural and built environment.

#### OUR VALUES

In achieving our mission we will adhere to the following values:

**Commitment to the Organisation** - our councillors and employees are committed to achieving the objectives of the Council.

**Leadership** - we provide effective community and organisational leadership through sustainable strategic planning and accountable and ethical standards of practice.

**Openness, honesty and trust** - our organisational culture encourages openness, honesty and trust and we apply these principles in our work.

**Best practice, productivity, innovation and continual learning** - we are committed to the ongoing development of skills and knowledge of our councillors and employees to deliver outcomes underpinned by continuous improvement, best practice and innovation.

#### OUR VISION

To fortify existing strengths in agriculture and manufacturing, maximise opportunities to diversify industries and businesses and develop a way of life that contributes to a productive and sustainable future for all of the Shire's residents.

**Teamwork** - we recognise the importance of maintaining a stable work environment in which councillors and employees work constructively together in a spirit of teamwork, trust and loyalty.

**Customer Focus** - we recognise and value the importance of our customers and to deliver excellence in services provided to both our external and internal customers.

**Respect, Fairness and Ethical Behaviour** - we recognise that respect, fairness and ethical behaviour should underpin all decisions made by Council and employees in dealings with internal and external customers.

**Valuing People** - we recognise all members of our community and visitors as our greatest asset and value their contribution and commitment to the Burdekin Shire.

### The Colours of our Logo



#### Blue

Symbolises the abundant water reserves in the Burdekin

#### Gold

Symbolises the rich agricultural district

#### Green

Symbolises the great variety of shopping on offer

#### Rust

Symbolises the fantastic fishing

#### Green/yellow

Symbolises the Bountiful Burdekin





### Fast Facts

**Area:**  
5053 km<sup>2</sup>

**Population:**  
17,784 residents

**Average daily temperature:**  
17.9-29.1

**Average annual rainfall:** 918.9mm

**Average days of sunshine:** 290

**Location:** 19.5833° S, 147.4000° E  
about 70km south of Townsville.

**Traditional custodians of our land**  
are the Gudjuda people.



### Sweet life in the Tropics

The Burdekin Shire is the sugar capital of Australia and one of the most prosperous rural communities in the country.

We are one of the prettiest regions along the Queensland coast with lush green cane fields, spectacular wetlands and unspoilt beaches.

Our Shire covers in excess of 5000km<sup>2</sup> of land and is home to an estimated 17,784 people. Queensland Treasury forecasts the region's population will reach approximately 19,500 by 2031.

Residents enjoy relaxed coastal country living, a great tropical climate, a wealth of natural resources, an easy pace of life and easy access to North Queensland's largest city, Townsville, which lies just 70 kilometres north of Ayr. The main towns of Ayr and Home Hill offer the best of small town living, with their tree-lined streets, ample free parking and good public amenities. There is also a great range of specialty stores, cafes, hotels and good restaurants.

The region is also home to the smaller centres of Brandon, Giru, Jerona, Alva, Wunjunga, Clare, Millaroo and Dalbeg which offer a quieter lifestyle.

The Burdekin River Bridge, which links Ayr and Home Hill, is the district's best-known landmark. Known as the Silver Link, the 1103m crossing is the only bridge in Australia built without a solid footing.

We are known to be a fisherman's paradise, with freshwater, estuary, beach and reef fishing on offer. The Burdekin has one of the highest rates of boat ownership per capita in Queensland.

Our waterways are a magnet for fishing-mad tourists and grey nomads who gravitate north each winter to enjoy our beautiful weather. Home Hill's Comfort Stop has proved a wise investment by Burdekin Shire Council with the town economy being boosted

by more than \$250,000 during the peak tourist season.

The Burdekin's most important asset is its water. The Burdekin River, combined with a massive underground aquifer and the Burdekin Falls Dam, make the district virtually drought-proof.

The aquifer is said to be the largest in Australia. It lies just 10 metres below the surface and contains over 20 million megalitres of fresh water. Our agricultural industry pumps a large proportion of its total water from this source which is recharged.

The region is home to about 1000 sugar and produce growers and the agricultural industry employs 20 per cent of our population.

About 3400ha of the Burdekin is dedicated to horticultural use and 80,000ha is used to grow our main crop - sugar cane. The district produces between 8-9 million tonnes of sugar cane annually, from which 1.3 million tonnes of raw sugar is produced at the region's four large-scale mills.

Although the region is best known for growing sugar cane, there is an abundance of other crops including achachas, agave, mangoes, melons, pumpkins, zucchinis, rice, soybeans, mung beans, sweet corn, beans, capsicums, chillies, sorghum, maize and cotton.

The Burdekin Shire Council takes a proactive approach to planning, and has taken steps to ensure future land demands are met. The Shire has a strategically located industrial estate and a planning scheme that has set aside parcels of land for future industrial and residential needs.

Of course, the district's other key assets are its people and its laidback lifestyle. The warmth of local hospitality, combined with everything else the Burdekin has to offer, ensures visitors and residents alike enjoy their time in our beautiful region.





Welcome to the Burdekin Shire Council's 2013-14 Annual Report. This report provides comprehensive information about Council's performance, governance and financial position.

The period of this report has not been all plain sailing for councillors, staff and employees engaged in delivering those essential services to meet community expectations, whilst maintaining and investing in the Shire assets under the State Government's message "to do more with less"!

All levels of government have placed priority on future economic planning and development at respective levels through extensive consultation toward community ownership.

I have enthusiastically embraced these opportunities on behalf of the Shire with representation and provided submissions to better position the Burdekin for future consideration.

Category 1 Tropical Cyclones Dylan, Hadi and Ita all tracked toward our coastline, causing alarm and preparedness, before altering course without delivery of destructive wind and denying us good wet season rainfall.

I acknowledge the emergency readiness of our community across the Shire and pay tribute to all for not discounting warnings, in particular the Local Disaster Management Group members and emergency management support teams who contribute so much toward resilience and safety.

Fortunately, good innovative planning and execution of intent, which State Government has respected, has successfully gained our community big ticket capital asset projects such as the Cyclone Shelter and Multi Function Exhibition Hall, drainage, sewerage and water supply projects, as well as extensive road works to complement the range of deliverables provided in this report.

Chief Executive Officer Ken Holt, who had been at the administrative helm over two council terms, accepted negotiated early release of contract and a breath of fresh air moved the

curtains when Matthew Magin, his replacement, commenced duties in April 2014.

Ken was a very experienced CEO and although his authoritative style of leadership is prescribed by legislation and rules, he did achieve balanced budgets each year and dealt with some very stormy issues.

Matthew now provides an alternative facilitative style of leadership, fostering understanding, shared vision and goals; so inevitably restructure of Council's organisational staff matrix has occurred for management to work together toward essential accomplishment of goals and objectives.

I am very aware that in our closely knit community, where work and family ties are blurred, that any changes or restructure will have relationship effects and disappointment in certain cases. I thank all employees for having patience and understanding as you are Council's most important assets.

I thank each of our Councillors for their continuing efforts to listen and understand, so that they may represent the community cognisant of the principles of Local Government.

This new format Annual Report is the outcome of a massive contribution by all and I sincerely acknowledge with appreciation the management, staff and employees of the Burdekin Shire Council for their invigorated attitude and coordinated effort.

Finally I recognise the Federal Member for Dawson, Mr George Christensen, and our State Member for Burdekin, Rosemary Menkens MP, for their assistance with local issues and maintaining genuine interest in the welfare of our Shire's residents.

As we "strive for better things", I look forward to "success from endeavour".

*Cr Bill Lewis*  
Mayor



## Our Councillors

### Cr Bill Lewis

Cr Lewis is Chairman of the Burdekin Cultural Complex Board Inc., the Burdekin Local Disaster Management Group (LDMG) and Burdekin Water Futures. He is Deputy Chair of the Burdekin Shire Rivers Improvement Trust and is Council's delegate on the North Queensland Regional Organisation of Councils (NQ ROC), North Queensland Regional Roads Group, the Regional Economic Development Sub-Committee of NQ ROC, and the Reef Guardian Council's Steering Committee.

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bill.lewis@burdekin.qld.gov.au



### Cr Ross Lewis

Cr Lewis (Deputy Mayor) is a delegate on the Bowen/Burdekin Local Marine Advisory Committee, the Burdekin Cultural Complex Board Inc., the North Burdekin Water Board and South Burdekin Water Board. Cr Lewis is also Deputy Chair of the LDMG. Member of Burdekin Shire Council Internal Audit Committee.

#### Contact details:

(07) 4783 3033 (H) 0418 180 274 (M) PO Box 528 AYR Q 4807  
ross.lewis@burdekin.qld.gov.au



### Cr Lou Loizou

Cr Loizou is a member on the Burdekin Cultural Complex Board Inc. and a delegate on the Burdekin Road Safety Advisory Committee, Burdekin Bowen Integrated Flood Plain Management Advisory Committee, Burdekin Shire Rivers Improvement Trust, Burdekin Sustainable Fisheries' Alliance Group and Home Hill Chamber of Commerce.

#### Contact details:

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lou.loizou@burdekin.qld.gov.au



### Cr Lyndy McCathie

Cr McCathie is a board member of the Burdekin Cultural Complex Board Inc. and a delegate on the Burdekin Neighbourhood Centre Association, Building Safer Communities Action Team and Ayr Chamber of Commerce. Member of Burdekin Shire Council Internal Audit Committee.

#### Contact details:

(07) 4783 2932 (H) 0410 321 215 (M) 126 Wilmington Street AYR Q 4807  
lyndy.mccathie@burdekin.qld.gov.au



### Cr Ted Bawden

Cr Bawden is a delegate on the Burdekin Centre for Rural Health's Community Consultative Committee, the Burdekin Community Association and is a member of the LDMG.

#### Contact details:

(07) 4783 2998 (H) 0408 985 032 (M) 45 Cox Street AYR Q 4807  
ted.bawden@burdekin.qld.gov.au



### Cr Pierina Dalle Cort

Cr Dalle Cort is a delegate on the Beachmount Reserve Management Group, Burdekin Landcare Group, Ayr Police Citizens' Youth Club, Building Safer Communities Action Team, Regional Arts Development Fund Committee, Burdekin Shire Pest Management Working Group and Local Authority Waste Management Advisory Committee.

#### Contact details:

(07) 4783 4495 (H) 4783 2122 (W) 19 Sydney Street AYR Q 4807  
pierina.dallescort@burdekin.qld.gov.au



### Cr Uli Liessmann

Cr Liessmann is a board member on the Burdekin Cultural Complex Board Inc. and a delegate on the Burdekin Tourism Association and Regional Arts Development Fund Committee.

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My contribution to the annual report will be more about the future rather than the past 12 months as I only took up my role in April this year.

I would like to provide our residents and ratepayers with some of my thoughts about the future direction we must take if we are to remain viable and relevant to our community. I have provided you with some dot points which I think encapsulate where we need to go, spark some discussions and, hopefully, provoke questions I would be happy to answer:

- Economic development - this is the key to our future prosperity and why I have pushed for the creation of an economic development portfolio within Council
- Increasing our Gross Regional Product (GRP) - all of us are measured in some way based on our contribution to the local economy. GRP is about measuring the productive output of each of us and then comparing us to other regions. Unfortunately our GRP per person is well below our neighbouring shires and reflects how stagnant the Burdekin economy has become
- Arresting our population decline - this is another measure of how our economy is performing and currently we are moving in the wrong direction. Attracting new businesses and industries, encouraging locals to re-invest in their community, value adding to primary production and encouraging the support of our local businesses will go a long way to reversing this decline
- Re-connecting with the community - Council is perceived as being disconnected from the community and operating in a vacuum. To effectively represent all residents we must engage meaningfully with you and ensure you come on the journey with us as we strive to build a better Burdekin community
- Creating a community hub - every community needs to have a heart or sense of place and the Burdekin is no exception. This needs to be a central point for a wide range of community services, events and meeting places.

It needs to be recognised by residents as the heart of our community and is critical for maintaining our soul and sense of self

- Value for money - rates are a significant issue in these days where every cost is rapidly rising and incomes struggle to keep pace. Council derives all its income from our ratepayers and we must demonstrate we are delivering value for money and managing your money in a responsible and respectful manner
- Customers number 1 - councillors and staff alike need to focus on our customers i.e. you the ratepayers. If we don't perform then you have the democratic right to change the council and demand change. It is our job to treat you as No. 1, deliver value for money and ensure we communicate often and effectively with you so you are always well informed
- Managing the debt - your Council has managed the debt levels of this shire extremely effectively and they should be congratulated for that. Our debt levels in comparison to our neighbours are significantly lower and we have not mortgaged the future of our grandchildren by burdening them with debt

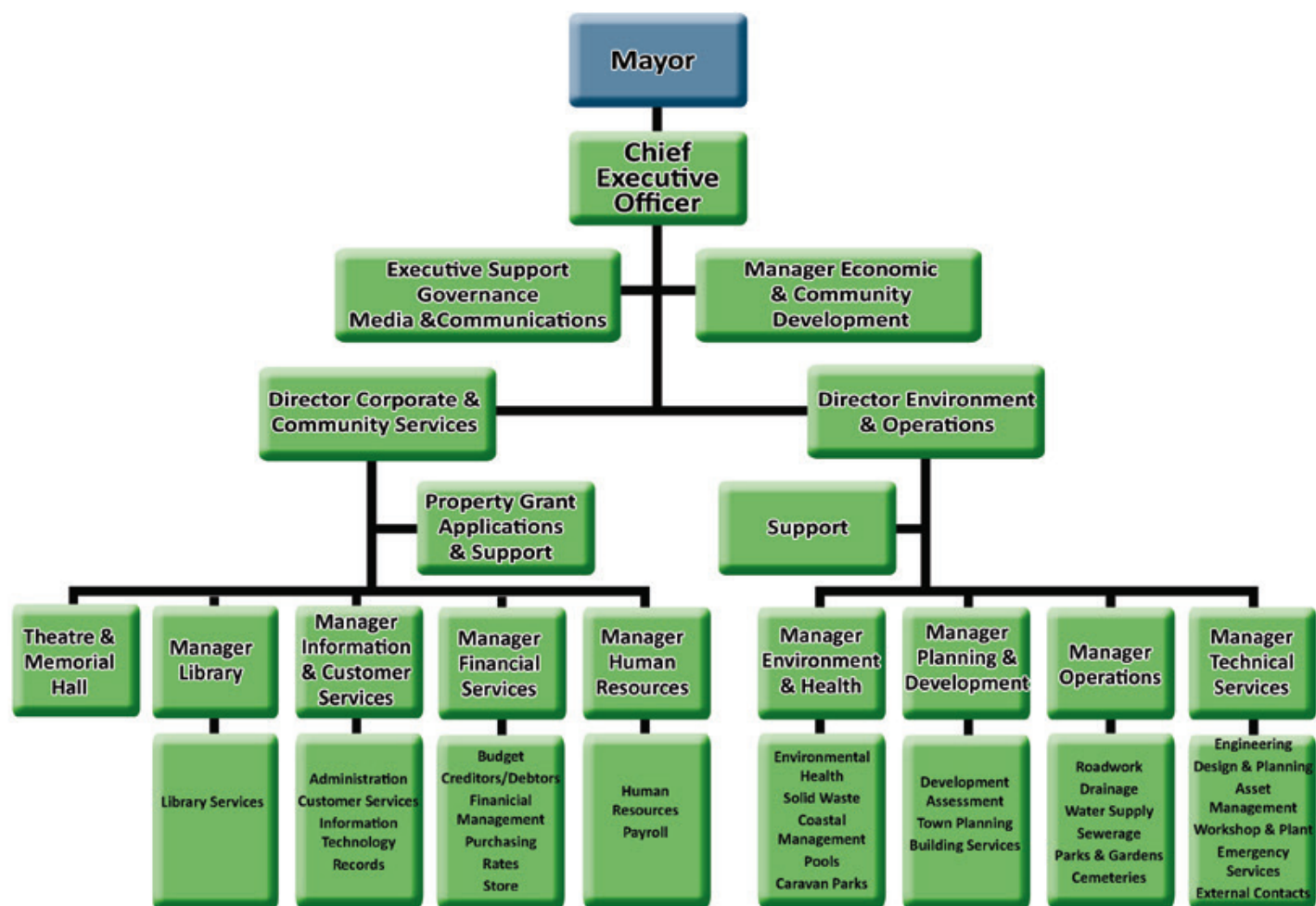
At Council we have adopted a set of core values which we are working very hard to embed in the minds of all our employees right across the organisation:

1. Customers first
2. Empower people
3. Unleash potential
4. Be courageous
5. Ideas into action

I am excited about the future of the Burdekin and am very keen to work with each and every resident to build a strong, vibrant and inclusive community of which we can all be justifiably proud.

*Matthew Magin*  
CEO

## Our Organisation



### Fast Facts

#### Number of full-time employees:

	Indoor	Outdoor
2013/14	108.00	107.00
2012/13	110.00	107.00

#### Number of part-time employees:

	Indoor	Outdoor
2013/14	14.01	1.50
2012/13	12.85	1.50

#### Number of casual employees:

	Indoor	Outdoor
2013/14	0.20	1.08
2012/13	1.10	1.08





## Community and Cultural

Council plays a vital role in supporting community welfare, cultural, sporting and other community based organisations. This year \$788,000 was provided to these organisations in the form of cash, or provision of in kind services or sewerage charge rebates (\$110,414). Here are this year's highlights:

» Council contributed \$56,143 to Community Development and Tourism, including support for the Burdekin Tourism Association and assistance in the production of the *Bountiful Burdekin* booklet.

» Assistance was provided to Burdekin Tourism Association, Burdekin Water Festival Committee, Tastes of the Burdekin, Home Hill Harvest Festival Committee, Burdekin Grower Race Day, Burdekin Craft Spectacular, Building Safer Communities Action Team (BSCAT), Burdekin Be Active Advisory Committee, Burdekin Shire Youth Council and Burdekin PCYC.

» The Burdekin Be Active Walking Trail is 40% complete with 6km to finish. Sections of Queen Street and Beach Road were completed this financial year.

» Council co-ordinated events including an industry capabilities' workshop with Townsville Enterprise Limited, and 10,000 Steps Challenge.

» The Shire also participated in Townsville Tourism Expos in November 2013 and March 2014; and Defence Expo in March 2014.



» Civic receptions and community events arranged during the year included the People to People Student Ambassador Program; Australia Day Celebrations; Morning Melodies; Seniors' Week Luncheon; Carols by Candlelight (above).

» Council installed drinking fountains and exercise equipment in Ayr and Home Hill. Funding was obtained through a State Government grant.

» There were a number of visits by investors from Singapore, Japan and Korea. These guests met with Council to discuss potential investment opportunities.

» The North Queensland Sports Foundation Sports Education Tour visited Ayr and Home Hill schools in April 2014.

» Council produced three editions of *Council In Focus* newsletter.

» Minor building upgrades included the resheeting, guttering and down pipes and relocation of the airconditioning plant at The Support Centre building, Queen Street, Ayr.

» Maintenance and upkeep was undertaken on the Burdekin Theatre, Burdekin Memorial Hall, Burdekin Library and The Support Centre. A new background music system and pipe drape system was purchased for Burdekin Theatre in conjunction with the Friends of the Burdekin Theatre.



» Major building works this year included the commencement of construction of the Cyclone Shelter at the Ayr Showgrounds (above). The final project is estimated to cost \$2.7 million. Construction of the multi-purpose exhibition hall/cyclone shelter facility is being funded by a grant from the State Government.

» Subsidies for sporting and cultural excellence were offered in accordance with Council's policy. Five grants were totalling \$1350 were provided.

» Counter Disaster/SES operations were funded in the amount of \$211,956 net of subsidies and contributions.

» Regional Arts Development Fund (RADF) Grants totalling \$39,984 were provided to 12 applicants.

» Replacement of Burdekin Library Ayr's Adult book shelving in January resulted in a greatly improved look and feel for the library with significant positive feedback.

» Burdekin Library introduced an eBook service allowing borrowers to borrow more than 1000 eBooks to read on tablets, laptops or smart phones anywhere, anytime. Library staff offer personalised one-on-one assistance setting up people's tablets to use the service.

» An eMagazine service allowing borrowers to download popular magazines to smart devices was also introduced to the Burdekin Library. This will be expanded with new titles in the 2014-15 financial year.

» During 2013-14 Burdekin libraries signed up more than 500 new members.

» Total number of visits to the Burdekin Library Ayr was 69,215.

» There were 206 programs run throughout the year attended by 2691 people. These programs ranged from Book Week activities with school children, "Tech Talks with John" to Story Times and Baby Rhyme Time.







**Economic Development** is vital to the Burdekin to progress our Shire and benefit our residents. Our Council is progressive and innovative toward economic development and welcomes the opportunity to discuss potential projects within our Shire.

Recognised investment opportunities include diversified agriculture, processing and value adding, professional services, agricultural research and development, advanced machinery and equipment manufacturing, food and beverage processing, metal fabrication and engineered products and health and aged care.

The Burdekin is recognised as producing the biggest and best sugar cane in Australia, but there is more to our region than sugar.

The Shire is home to a number of growing alternative industries such as biofuels, processing, pulses and microalgal research.

One such industry is prawn farming (*right*). Pacific Reef Fisheries is a large, fully integrated prawn farming operation, with grow-out and processing facilities near Ayr.

The company this year received Council approval to increase production of its prawn farm. The area of production will increase from 68 hectares to 98 hectares, allowing for 30 existing one-hectare ponds to be used as part of the operations. It is expected this expansion will employ an additional six permanent staff.

Pacific Reef Fisheries, a family-owned business, commenced operations in the Burdekin in 1998 and is capable of growing up to 900 tonnes of premium Black Tiger Prawns annually.

PRF employs a wide range of people including marine science

graduates from James Cook University in Townsville. During the growing season staff numbers swell from a base of about 50 to anything up to 100 once processing gets under way.

One of the Burdekin's investor-ready industries is KFSU Ltd, which has a dietary fibre processing plant at the Ayr Industrial Estate, this year received a Federal Government Commercialisation Australia grant for \$2.5 million to support its expansion into commercial scale production. The expansion will create a world-first manufacturing plant in the Burdekin that will produce 1.32 million kilograms of dietary fibre per annum.



The funding is being used for a major capacity expansion to produce their products under the Kfibre™ brand locally and the Phytocel™ brand internationally. The expansion is expected to create up to 60 new jobs. KFSU is expected to employ over 20 people in 2015 and plan to employ over 100 people in the region at the full expansion from 2018.

Turnover at full expansion will be over \$80 million pa, which will continue to help support local suppliers, employees and farmers. The current expansion will start commissioning in August and will be creating product commercially by September.

KFSU Ltd is dedicated to providing healthy food ingredients from sugarcane to the marketplace. It is the first company to bring a commercial scale sugarcane dietary fibre to the international market with Kfibre® the flagship brand. The product is high in fibre, is allergen free, has no chemicals, gluten, yeast, artificial colours, flavours or preservatives. KFSU service markets in Japan, New Zealand, Korea, Europe and the USA.





Our **Planning and Development** team has been kept busy this year with development applications, certification, compliance and inspections not only in our Shire, but across the state.

The Town Planning Department assessed 29 Material Change of Use applications and 28 Reconfiguring of a Lot Development applications. In addition, on-going Operational Works compliance checks have ensured that all residential and commercial projects are constructed in accordance with their respective design plans to meet Council's specifications. Approximately 25 new residential lots have been approved this financial year with many rural Reconfiguration of a Lot Development applications gaining approval. Council now has two qualified building certifiers, with Council's remaining cadet due to complete qualifications early in 2015.

The Building and Plumbing sections provided building certification and plumbing compliance services to Burdekin Shire residents and private certification customers outside the shire. Some of the major projects our certifiers attended were several mining camps in Central Queensland; several school buildings at Mt Isa; and several large industrial sheds at Mackay. Although private certification services outside the Burdekin are static, Council's Building Certification Team has managed to maintain competitiveness in the field to allow the team to provide a quality service in many parts of the state.

In total, 370 building applications were generated within the Burdekin Shire. Of these, 83 applications were from external certifiers. The dollar value of these works totalled \$18,917,777. The number of applications was down on last year's total with the overall value of work decreasing by \$10,673,125.

Private certification services for Building Works in neighbouring local authorities have remained steady with 599 approvals issued. This equates to the total value of work decreasing from

\$58,963,765 to \$35,965,106. The slowing down of the building industry and in particular, the building of new homes throughout the region has contributed to this decrease.

Council's Building Department has three officers with appropriate qualifications to inspect pool fences under state legislation. Council's Swimming Pool Safety Inspectors give important advice to residents to ensure pool fencing requirements are met.

The Plumbing Department has two qualified staff members who are now designing and inspecting on-site effluent systems. This new service is developing into a potential new income stream for the Plumbing Department. This year, officers have designed 14 new systems and have given preliminary advice on many potential on-site effluent design systems. The team also inspects back-flow prevention devices.

Our staff have committed to various continuing professional development programs in all facets of the Department including Town Planning, Plumbing Inspections and Building Certification.

Council's Priority Infrastructure Plan (PIP) and associated Regulated Infrastructure Charges Schedule (RICS) have been implemented to ensure developers contribute more towards achieving full cost recovery in providing appropriate infrastructure to all new development in the Priority Infrastructure Area (PIA).

Continual changes to the Sustainable Planning Act 2009 (SPA), the Queensland Planning Provisions (QPP), and more recently, new planning reform initiatives surrounding infrastructure charging, have generated the need for planning staff to be updated and trained to ensure that all of the requirements of these new legislative requirements are implemented and subsequently enforced.



Burdekin Shire Council's **Environment and Health** Department covers a diverse range of areas including animal control, waste management, public health such as food and accommodation inspections, declared pests, mosquito control, land protection and overgrown allotments.

In the past year 3892 customer requests were received, averaging out at about 15 requests per working day. Excluding still-current requests, 64% were completed within a predetermined target range and 34% were completed outside of the target. Overall, 98% of requests were finalised.

The majority of customer requests relate to animal control with 2020 requests received. Council compliance officers declared 35 dogs as either dangerous or menacing.

Pet Day Out was held on June 22, 2014 providing an opportunity for Burdekin's animal owners to have their cats and dogs microchipped at a discounted price. The RSPCA mobile unit attended to offer residents information on animal care and the Dog Father Dog Training company demonstrated obedience training to those attending the day.

Ayr's Waste Transfer Station received a new shed to cover the second hand area and construction began of a new gatehouse to replace the existing damaged demountable office. The green waste pad at Kirknie Road Landfill was extended.

This year saw an increase in the amount of e-waste and timber recycling. A total of 36,104kg of e-waste was collected in 2013-14. Household recycling volume was down 1%.

Free mulch was offered to Burdekin residents in March to help reduce the stockpiles in the Ayr and Home Hill Waste Transfer Stations. Council made available a loader to help residents in filling their trailers, trucks and utes.

Council completed 16 new pest management plans in conjunction with landowners to reduce the impact of pest plants and animals in the Shire.

The Coordinated Wild Dog and Feral Pig program is continuing to be developed through a project working group's use of new baiting stations.

Wet weather in early 2014 led to two aerial treatments of known mosquito breeding sites. The spraying helped limit the impact of mosquito numbers affecting residential areas. These sites are continuously monitored.

Our officers represented Council on a number of regional groups to provide input into projects, policy, and new initiatives for Regional Pest Management, LAWMAC, Landcare, LGAQ Think Tank, BBIFMAC, North Qld Environmental Health Working Group and a Local Government working group for amendments to the Personal Appearance Services legislation.

Council partnered with North Queensland Dry Tropics Natural Resource Management to undertake a number of projects such as the revegetation and fencing project on riparian areas, feral animal and weed control, artificial wetland enhancement, wetlands maintenance and coastal and wetlands management.

Our Health team also completed 114 inspections of 84 food premises. They also conducted free Food Hygiene and Safety training courses for Burdekin food premises, including stall holders at the Burdekin Water Festival and Home Hill Harvest Festival, to ensure business operators and staff were aware of changes in the Food Safety legislation and that appropriate food safety procedures are being used.

Several school-based education programs were undertaken on responsible pet ownership, waste minimisation, recycling. Officers participated in the Future Leaders' Eco Challenge days and the Enviro Councils with the schools to encourage students to be more aware of environmental issues in the Shire.

Council's Environment and Health Department organised and participated in National Tree Day, Great Northern Clean Up, Toad Day Out and National Recycling Week.

## Fast Facts

### Where the Environmental Levy went:

Herbicide subsidy scheme \$42,127

Waterway (controlling water weeds in lagoons and creeks) \$24,850

Production of Field Guide of Wetland Plants \$20,000  
(Lower Burdekin Landcare Project)

Landfill Remediation Project \$72,210

Kirknie Road Landfill Amortisation \$130,000

Energy Audit of Council buildings \$40,700







Our **Operations** department looks after the Shire's roads and drainage, water supply and waste water infrastructure, parks, gardens and cemeteries.

This year Council completed approximately \$5.516 million in new road works and reseals, carried out general maintenance to roads to the value of \$2.456 million and completed approximately \$2.464 million in new drainage works.

Council often receives compliments regarding the well maintained parks, gardens, cemeteries and public conveniences in our Shire. To keep these areas maintained to a high standard and our streets swept clean this year cost Council \$2.620 million.

Our Water Supply Systems for Ayr/Brandon, Home Hill, Giru and Mount Kelly are maintained to a high level of compliance with the Australian Drinking Water Guidelines. The 2013/2014 total cost of these systems was approximately \$3.458 million.

The total cost of operating and maintaining the Wastewater Systems for Ayr/Brandon and Home Hill within the requirements of Environmental Licence was approximately \$3.645 million.

All the Shire's Systems performed in compliance with Customer Service Standards and Council has continued with the adopted Levels of Service Standards for Parks and Gardens, Roads, Drainage and Water/Waste Water.

This year's major projects included:

### *Roads to Recovery*

The Federal Government allocated just over \$1.83 million to Council in a four-year package under the Roads to Recovery

Program. Council completed bitumen reconstruction on the following projects under this program:

- » Bitumen reconstruction of 1.1 km of Maidavale Road between McLaughlin Road and Old Clare Road.
- » Bitumen reconstruction of approximately 1.2km of Old Clare Road between Burdekin Productivity Services and the Department of Primary Industries.

### *Drainage*

- » Extension of Ayr Town Drain to end of residential area.
- » Commenced construction of \$4.2 million upgrades as part of the Home Hill Urban Area Drainage Scheme.
- » Second year of drainage maintenance partnerships between Burdekin Shire Council and North and South Burdekin Water Boards utilising the "Mud Boss" excavator.

Drainage maintenance of approximately \$377,200 was carried out throughout the shire.

### *Footpath and Bikeway Construction*

- » Completed an extension of the existing concrete footpath network in Queen Street, Ayr to provide safe passage to pedestrians in the CBD area and create a linked exercise pathway for runners and walkers.
- » Constructed a new concrete footpath linking Burke Street, South Ayr to Queen Street, Ayr.
- » Constructed a new concrete footpath along the Tenth Avenue and Eighth Street frontages of the Home Hill Hospital.



## Kerbing and Channelling

- » Lawson Street, Ayr - completion of kerbing and channelling and bitumen reconstruction between Cox Street and Beach Road.
- » Tenth Avenue, Home Hill – kerbing and channelling and bitumen reconstruction between Fourth and Sixth Streets.
- » Munro Street, Brandon – kerbing and channelling and bitumen widening on the western side between Spiller and Evans Streets.

## Roundabouts

- » Completed construction of a new roundabout at the intersection of Fourteenth Avenue and Fourth Streets, Home Hill.
- » Construction of new roundabout at the intersection of Eleventh Avenue and Fourteenth Streets, Home Hill.

## Public and Recreational Facilities

- » Erection of a new picnic and barbeque shelter at Ford Park, Home Hill with the support of the Rotary Club of Home Hill Rotary.



- » Completed extension of existing Skate Park facility (*above*) in Watson's Green, Home Hill
- » Completed construction of new Sextons' building at Ayr Cemetery.
- » Commenced construction of a new Sexton's building at the Home Hill Cemetery

## Boat Ramps

- » Commenced negotiations with Volunteer Marine Rescue – Burdekin and the Department of Transport and Main Roads to replace existing boat ramp at Ocean Creek. Design by TMR is programmed for 2014/15 with construction in 2015/16.
- » Ongoing maintenance provided to all gazetted boat ramps within the Shire.

## Wastewater

- » Commenced annual program to upgrade existing telemetry installations at sewerage pump stations to digital technology.
- » provided stand alone back-up generator with automatic cut-over switching to No 1 sewerage pump station Conley Street, Ayr.
- » Replaced rising main to No 21 sewerage pump station, Ayr.



## Water

- » Commenced investigations, planning, design and drilling to establish an alternative water supply borefield (*above*) to service the townships of Ayr, Brandon and Alva. Project budget is an estimated \$1.2 million with 33% funding from the State Government – Local Government Grants and Subsidies Program
- » Commenced project to replace aeration towers at the Home Hill Water Tower including removal of abandoned lift well and replacement of ladder access system.
- » Continued program of air scouring the water distribution network in Ayr and Brandon.
- » Installed scour injection point into 375 mm water main in Railway Street between Burke Street and Macmillan Street as part of ongoing initiative to tackle incidences of dirty water.
- » Commenced two-year program to upgrade existing telemetry installations at critical water supply treatment and pumping sites to digital technology.

## National Disaster Relief & Recovery Arrangements (NDRRA)

- NDRRA restoration projects are funded 75% by the Federal Government of Australia and 25% by the State Government of Queensland with trigger point and day labour contributions by the Burdekin Shire Council
- » Completed restoration works to the value of \$28 million for roads and essential public infrastructure damaged throughout the shire as a consequence of flooding and cyclone events in 2011, 2012 and 2013.
- » In the Ayr area restoration works were carried out on a number of the Shire's roads including sections of Maidavale Road, Burstall Road, Seaforth Road, Ivanhoe Road, Queen Street, Graham Street and Munro Street.
- » In the Home Hill area restoration works were carried out on sections of Groper Creek Road, McDowell Road, Berryman Road, Burdekin Road, Klaka Road and Eighth Street to name a few.
- » In the Giru area restoration works were carried out on sections of Luxton Street, Mill Street, Walton Street, Invicta Road and Link Road.
- » In the Burdekin River Irrigation area restoration works were carried out on a number of roads including Barratta Road and Keith Venables Road.



The Burdekin Shire Council's **Technical Services** unit is responsible for managing our engineering services, asset management framework and design.

It also looks after Council's Workshop on Jones Street including fleet and plant management.

This year's highlights for this unit include:

- » Asset Management Strategy prepared to assist in the ongoing development and improvement of Council's Asset Management framework to provide Council with the most cost effective processes to manage over \$650 million worth of assets.
- » Continuation of the 5-year condition inspection program for a number of infrastructure asset classes including drainage, transport and sewerage assets.
- » Valuations completed for Council owned assets in accordance with relevant regulations and accounting standards.
- » Detail designs completed for Council's works program and NDRRA projects.
- » Depreciation and valuation procedures developed to assist in the estimation of the fair value of Council owned assets to fulfil regulatory requirements.
- » Completed the Drainage and Water Supply Asset Management Plans.
- » Completed annual returns for the Department of Environment and Heritage Protection (Sewage Treatment Plants) and the Statewide Water Information Management system.
- » Completed detailed design for the upgrade of the Home Hill urban stormwater drainage network.
- » Continuation of detail design work on Ayr drainage projects to improve the capacity of the urban drainage network.
- » Council has completed its annual Road Maintenance Performance Contract (RMPC) with the Department of Main Roads and negotiated a new contract for 2014-15.
- » The RMPC services a total of 186km of road covering sections of the Bruce Highway, Kirknie, Dalbeg and Ravenswood Roads.
- » This contract provides employment for approximately 4 equivalent full-time operations staff and uses local sub-contractors to assist Council in the completion of the required works.
- » Approximately \$1.3 million maintenance works were carried out during the 2013/2014 financial year under the RMPC contract.
- » All profits derived from contract works and the RMPC have been returned to Council for distribution to fund Shire roadworks and drainage projects, purchase of plant and equipment, and training.
- » Facilitated delivery of Burdekin Shire Rivers Improvement Trust 2013-14 annual works program.
- » 10-year Plant replacement program was reviewed. 2013-14 plant renewals have been completed but Council is waiting final delivery of several trucks.

### *Bio Fuels*

- » E 10 Fuel – Ethanol blend - Council's light vehicle fleet continued to use E10 fuel in the majority of its petrol engine cars and utilities.



## Administrative and Financial Services

Highlights from the **Administrative and Financial Services** sections of Council are:

### Information Technology

- » Stage 2 of the Category 6A structured cabling upgrade at the Council Chambers completed.
- » Upgraded the edge network switches in preparation for the Telephone system upgrade.
- » Extended the Library Public WiFi network into the Burdekin Theatre.
- » Replacement of the uninterruptible power supply (UPS) at the disaster recovery site.
- » Upgraded the Technical Design software and PCs.
- » Setup a managed charging cart for Local Disaster Command Centre IT and communication equipment.
- » Delivery of high resolution aerial imagery including 10cm resolution aerial imagery of the urban areas of Ayr, Brandon and Home Hill, and 50cm resolution aerial imagery of the Shire.
- » Helpdesk tickets created between 01/07/2013 and 30/6/2014 were 2829; and tickets closed between 01/07/2013 and 30/06/2014 were 2761; resulting in closure/completion rate of 97.6%.

### Administration and Record Management

- » 58 council meetings minuted
- » Continual Disposal of corporate records not currently held within the corporate recordkeeping system but eligible for disposal under the Queensland State Archives approved retention and disposal schedules.

### Financial services

- » Annual rates season collections of \$29.5 million from a \$33.8 million levy of Council rates and State Government fire levies for 9088 properties with 1826 properties paid at Council Chambers and 6303 properties paid at collection agencies.
- » Rates arrears of 2.9% (\$991,316) compared with total

net levies (\$33.44 million) achieved by prompt and effective collection and follow up procedures.

- » 1403 property transfers, other transfers, service address changes and valuation amendments processed by Rates staff during the year to maintain Council's rates and property database record.
- » Progressive stocktaking procedures achieved more frequent stocktake checks with completion of the full year stocktake cycle before year end and minor stock adjustments.

### Human Resources

- » Fortnightly salary and wages payments and related staffing matters dealt with accurately and promptly for workforce varying in size from 230 to 246 members including trainees and councillors.
- » 43 staff and workforce vacancies and 16 workers' compensation claims processed throughout the year.
- » Learning Seat – 31 New Enrolments.
- » All Human Resources Personnel Files successfully updated into our records management system ECM.
- » Updated Induction Program provided to all new employees.
- » Completed an external quality management system audit by Certex in August for the quality certification for the works group.
- » Safe Work Week Events were held in October including BBQs to get to know the staff, spot the hazard competition and small safety video sessions throughout the week.
- » Elections for the new Health & Safety Representatives were conducted in October to populate the Work Health & Safety Committee, with training being organised for those whom needed it.
- » Completed a major project towards asbestos management, with the completion of asbestos registers and conducting of training in asbestos awareness.
- » The Safeplan safety management system was upgraded from version 2 to version 3.

## Fast Facts

### Customer Service Centre

30,259 phone calls answered with an average answer delay of 12 seconds

7412 customer requests recorded

#### Customer requests -

animal control	27.25%
water supply	16.10%
roads and drainage	10.19%
waste management	6.97%

Overall Service Level: 91.00%



# Funding Applications



<i>Project</i>	<i>Project Cost</i>	<i>Approved Funding</i>
Flood Mitigation Projects – Home Hill CBD Drainage Stage 1	\$4,200,000	\$1,680,000
State Emergency Service Subsidy Program – Provision of Replacement 4WD Vehicle for Burdekin SES Group	\$68,045	
Flood Mitigation Program – Cyclone Shelter	\$2,700,000	
Local Government Energy Efficiency Program – replacing quick recovery hot water units with solar split systems at Home Hill Comfort Stop and Jones Street Depot	\$11,741	\$9,980
Regional Development Australia Fund Round Five – Towards Alternative Water Supply Sites Project – Ayr-Brandon Water Supply Scheme	\$1,225,000	\$241,623 <i>(offer made by Federal Government but funding not provided)</i>
Flood Mitigation Program – Construction of Cyclone Shelter	\$7,612,500	
Local Government Grants and Subsidies Program – Construction of Cyclone Shelter	\$2,700,000	\$2,700,000
Royalties for the Regions Round 2 – Managing Critical Impacts of Sand Extraction on Roads in Burdekin Shire	\$2,082,000	
Local Government Grants and Subsidies Program – Design of Refurbishments to Ayr Swimming Pool	\$160,000	
Local Government Grants and Subsidies Program – Alternative Water Supply Sites Project – Ayr-Brandon Water Supply Scheme	\$1,225,000	\$325,000
Get Ready Queensland	\$11,700	\$11,700
Royalties for the Regions Round 3 – Managing Critical Impacts of Sand Extraction on Roads in Burdekin Shire	\$2,188,000	
All Hazards Projects – Install Automatic Changeover Switch : Ayr-Brandon Water Supply	\$30,000	\$20,100
All Hazards Projects – Update Natural Disaster Risk Management Study	\$30,000	
Flood Mitigation Projects – Design and Drainage System Upgrade – Edwards Street	\$100,000	
Flood Mitigation Projects – Drainage Network Upgrade – Spiller Street	\$800,000	\$320,000
Local Government Grants and Subsidies Program Infrastructure Subsidy – Detailed Design : Refurbishment of Ayr Swimming Pool	\$180,000	
Local Government Grants and Subsidies Program Infrastructure Subsidy – Modifications to Circulation Desk and Reception Area – Ayr Library	\$56,650	\$22,660
Local Government Grants and Subsidies Program Infrastructure Subsidy – New Aerators at Home Hill Water Tower	\$1,242,000	
Royalties for the Regions Round 3 – Burdekin Community Redevelopment Project (PCYC Extension)	\$650,000	\$650,000
Queensland Department of Premier and Cabinet – 2014 Queensland Week Health and Fitness Expo (pictured)	\$5,000	\$5,000



# Community Financial Report

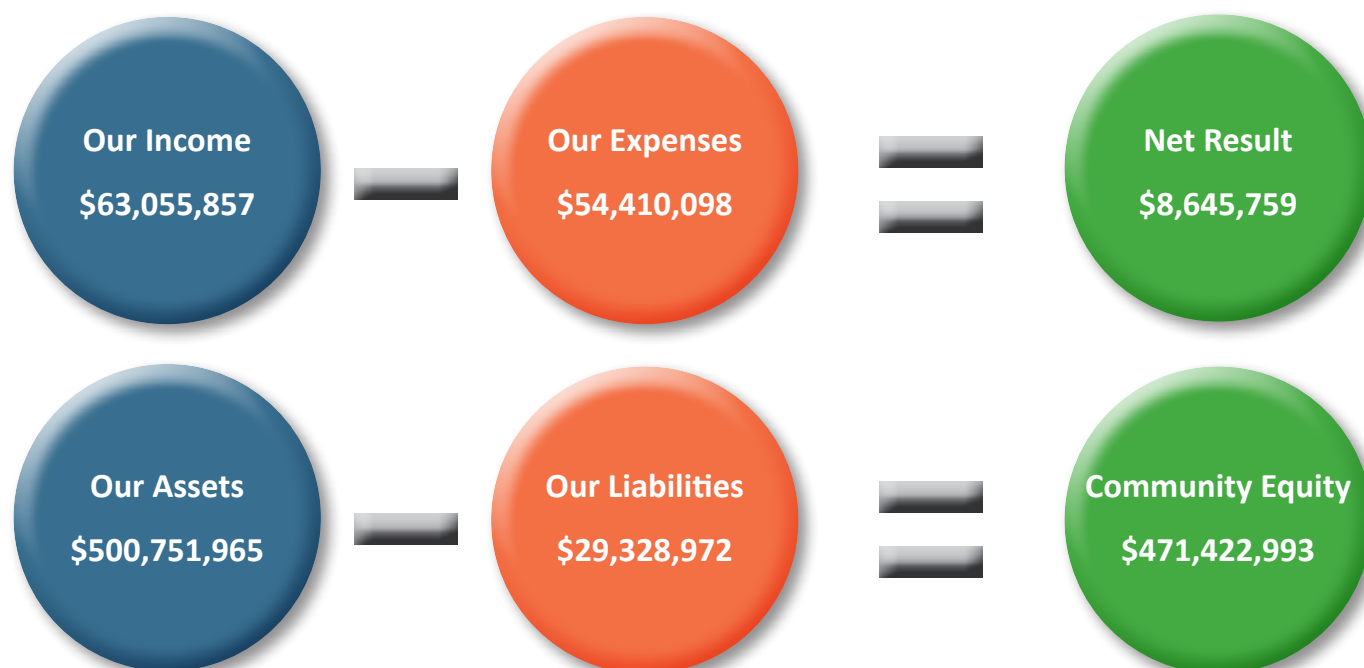
The **Community Financial Report** is a brief summary of the information contained in Council's financial statements for the past 12-month period and is intended to provide the reader with an overview of Council's financial position as at June 30, 2014.

The Community Financial Report is prepared in accordance with Section 179 of the *Local Government Regulation 2012*. Council's full Financial Report can be found from page 34.

## Financial Summary

These reports include:

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



# Community Financial Report

## Statement of Comprehensive Income

The Statement of Comprehensive Income shows what Council has earned and what Council has spent throughout the year. It also includes other comprehensive income. The net result represents the money available for council to upgrade or build new community assets, either now or in the future.

### Revenue - Where the money comes from

There are two main categories of revenue for the financial year - *recurrent revenue* and *capital revenue*.

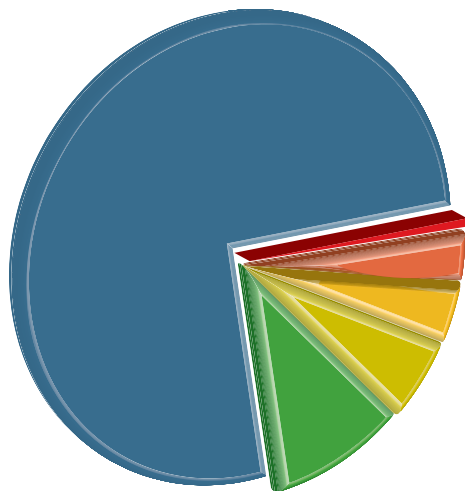
Council's *recurrent revenue* is money raised and used to fund the operations of Council. More than three-quarters of recurrent revenue is received from rates and levies. Council actively pursues grants and subsidies from the State and Federal governments to help ease the burden on our ratepayers.

Council's *capital revenue* of \$19,127,942 is used to fund Council's asset expenditure now and in the future. Council's capital revenue consists of grants, contributions and subsidies.

Capital revenue increased by \$3,943,188 from the previous year. The main reason for this increase is the increase in Capital Grants received to fund the multiple natural disaster events of recent years commencing in 2010.

### RECURRENT REVENUE

Total: \$43,927,915



76.53%	■ Rates and levies	\$33,616,935
0.70%	■ Other recurrent income	\$308,883
3.40%	■ Sales of contract and recoverable works	\$1,492,913
4.01%	■ Interest received	\$1,762,399
5.53%	■ Fees and charges	\$2,429,400
9.83%	■ Grants, subsidies, contributions and donations	\$4,317,385

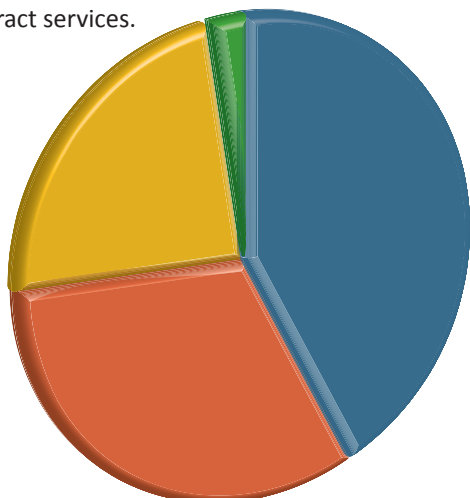
### Expenses - Where the money was spent

There are two main categories of expenses for the financial year - *recurrent expenses* and *capital expenses*.

Council's *recurrent expenses* are what it costs Council to provide services, to operate community facilities and maintain Council and community assets. Some of the recurrent expenses include employee benefits, materials and services, finance costs and depreciation. As listed in Note 8 of the Financial Statements, materials and services include items such as contract payments, electricity, external plant hire and trade/contract services.

Depreciation and amortisation expense makes up 22.47% of Council's operating expenses. While this does not represent cash spent, it represents an allocation of the use of or deterioration of the community assets over the expected life of the assets.

The majority of the \$12,606,857 *capital expense* relates to the loss on assets write-off. Council's net result of \$8,645,759 reflects what has been earned (revenue) less what Council has spent (expenses) throughout the year. This includes capital revenue and expenditure; however it does not include any adjustment for asset revaluations which is displayed as part of the comprehensive income.



### RECURRENT EXPENSES

Total: \$41,803,241

42.33%	■ Employee benefits	\$17,697,680
32.79%	■ Material and services	\$13,707,166
22.47%	■ Depreciation and amortisation	\$9,392,873
2.41%	■ Finance costs	\$1,005,522



# Community Financial Report



## Statement of Financial Position

The Statement of Financial Position summarises the financial position of Council at the end of the financial year. The statement measures what Council owns (Assets) and what

Council owes (Liabilities). The difference between these two components is the net community wealth (Equity) of the Council. In summary, Council's position at June 30, 2014 was:



## Assets: What do we own?

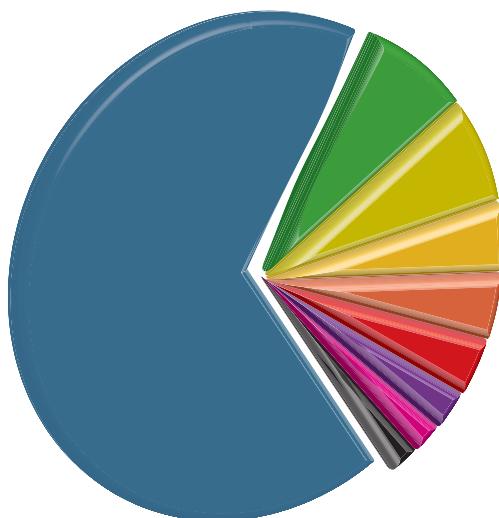
Council controls assets with a total value of \$500,751,965. Council's current assets include cash and cash equivalents, trade and other receivables and inventories. Also included are non-current assets held for sale which are anticipated to sell within the next financial year.

The majority of Council's current assets are cash and cash equivalents and makes up 6.8% of our total asset value.

Council's major non-current asset class is property, plant and equipment and makes up 92% of our total asset value. Infrastructure assets such as transport (roads and bridges), drainage, water and sewerage collectively make up 83% of Council's property, plant and equipment and provide benefit directly to the community.

This year Council spent \$35,819,517 to renew, upgrade and build new assets for the community. This is reflected in the Statement of Financial Position as it increases the value of our assets.

The Property, plant and equipment (\$461,629,061) of assets controlled by Council can be broken down into the following asset classes:

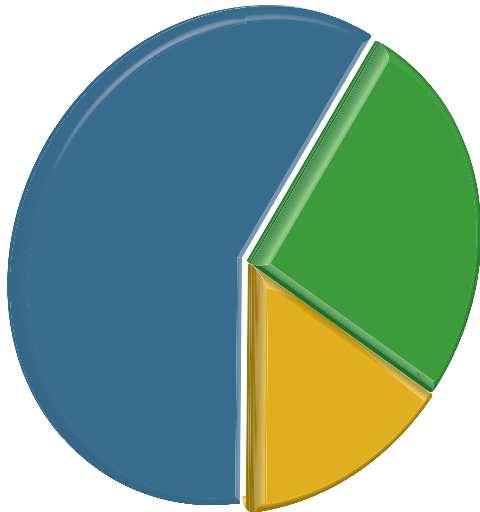


### PROPERTY, PLANT AND EQUIPMENT

67.01%	Transport	\$309,321,505
7.49%	Sewerage	\$34,587,539
7.08%	Buildings	\$32,666,372
4.44%	Drainage	\$20,481,964
4.22%	Water	\$19,460,244
3.63%	Land and Improvements	\$16,773,906
2.48%	Other Assets	\$11,451,614
1.95%	Works in Progress	\$9,008,713
1.70%	Plant and Equipment	\$7,865,197

# Community Financial Report

## Liabilities: What do we owe?



### What do we owe?

59.62%	■	Provisions \$17,487,840
26.17%	■	Borrowings \$7,674,209
14.21%	■	Trade and other payables \$4,166,923

Liabilities are the amounts Council owes to suppliers, employees and lenders, both now and in the future.

This also includes provisions for future entitlements which comprise of money we will pay our employees in the future (e.g. long service leave) and money set aside to fund the future rehabilitation of our refuse sites. These costs represent the majority of Council's non-current liabilities.

Total liabilities as at June 30, 2014, were \$29,328,972.

### Loan Debt

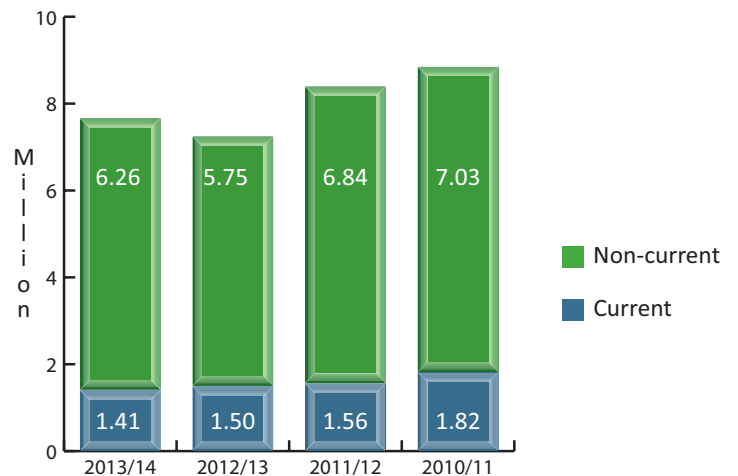
In accordance with the *Local Government Regulation 2012* Burdekin Shire Council adopts an annual debt policy.

Council's current policy is to only borrow funds for capital projects and for a term of no longer than the expected life of the asset.

During this financial year Council had new loan borrowings of \$1,920,000.

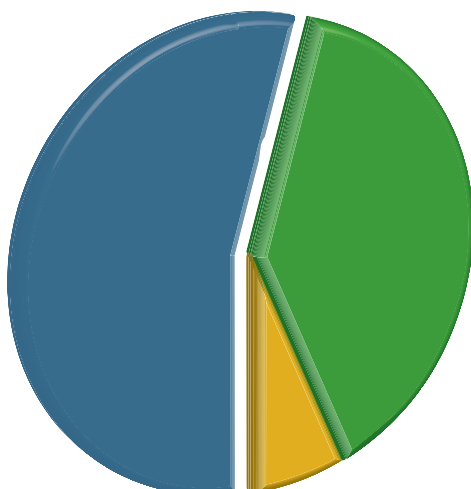
The total outstanding debt at the end of financial year is \$7,674,209.

As at June 30, 2014, Council's debt per rateable property is \$870.29.



## Statement of Changes in Equity

Council's community equity is its net worth – what we own less what we owe. At June 30, 2014, Council's community equity was \$471,422,993. The Asset revaluation surplus represents the increase in the value of property, plant and equipment.



### Community Equity

54.56%	■	Asset revaluation surplus \$257,218,107
38.99%	■	Council Capital \$183,774,819
6.45%	■	Reserves \$30,398,293



# Community Financial Report



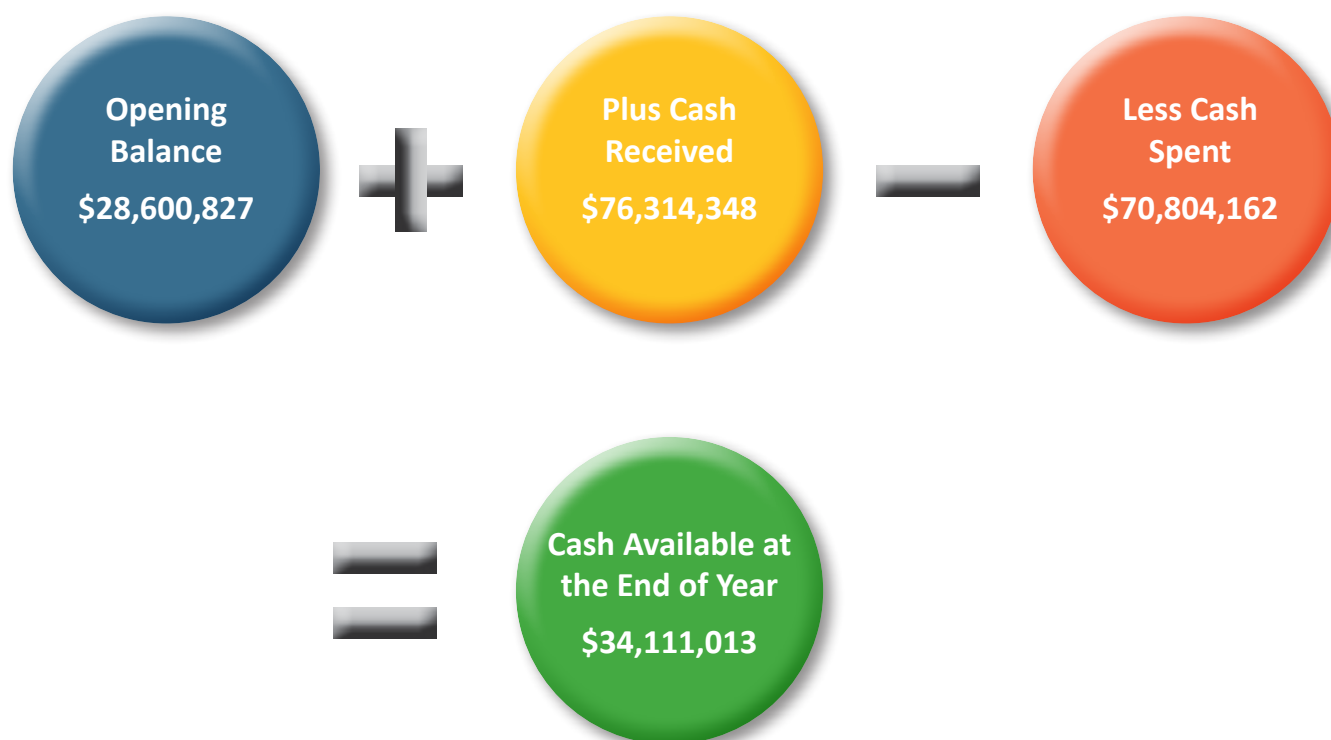
## Statement of Cash Flows

The Statement of Cash Flows identifies how we received and spent our money during the year. The end result details what cash is available at year end.

This statement differs from the earlier statements as “non-cash items”, such as depreciation is excluded.

Cash available is invested and also will be used for future outlays.

Council’s cash is invested in accordance with the investment policy and the interest earned contributes to the funding of operational expenses.



## Financial Sustainability Measures

Financial sustainability is achieved by Council being able to maintain its infrastructure and remain financially viable over the long term. Section 169(5) of *Local Government Regulation 2012* outlines the three measures of financial sustainability.

In addition, the State Department of Local Government, Community Recovery and Resilience sets target financial sustainability ranges for each of these measures for local government authorities to attain.

Ratio	Explanation	Target	2014	Target met
Operating Surplus Ratio	An indicator of the extent to which revenues raised cover operational expenses only or are available for capital funding purposes or other purposes.	Between 0% and 10%	4.84%	Yes
Asset Sustainability Ratio	An approximation of the extent to which the infrastructure assets managed by Council are being replaced as they reach the end of their useful lives.	>90%	235.04%	Yes
Net Financial Liabilities Ratio	An indicator of the extent to which the net financial liabilities of Council can be serviced by its operating revenues.	<60%	-20.03%	Yes

# Corporate Governance

The Australian National Audit Office has defined **Corporate Governance** as “formalising and making clear and consistent the decision making processes in the organisation.

An effective system of corporate governance will help facilitate decision-making and appropriate delegation of accountability and responsibility within and outside the organisation.

This should ensure that the varying needs of the stakeholders

are appropriately balanced; that decisions are made in a rational, informed and transparent fashion; and that those decisions contribute to the overall efficiency and effectiveness of the organisation.”

The Council is committed to high standards of corporate governance and accountability and seeks continuous improvement in this area.

## Local Government Act

The *Local Government Act 2009* is the legislation under which the Burdekin Shire Council is constituted and contains detailed reporting and operational requirements. Council has a duty to comply with these requirements.

The governance framework, applicable to Local Government, is generally more complex than in the private sector.

Local Government tends to have broad objectives with wide reaching impacts on the community as distinct from private organisations where the overriding obligation is to maximise the return to shareholders.

Local Government must recognise the wider public interest

issues associated with the delivery of services while still ensuring the efficient and effective delivery of these services.

In common with the private sector, Local Government has to respond to a complex set of stakeholder and legal requirements, particularly regarding financial reporting. In addition, Local Government has to satisfy public accountability requirements.

The *Local Government Act 2009* clearly distinguishes between the role of the elected members of the Council and the Chief Executive Officer. The separate roles of the elected members and the Chief Executive Officer are more fully described in this legislation.

## Committees and Reporting Structures

The Council holds Ordinary meetings on the 2nd and 4th Tuesday of each month.

Any changes to meeting times and dates are advertised in the local media. All Council and Committee meetings are open to the public and the agendas and minutes are available on our website.

Council has the power under the *Local Government Act* to appoint standing committees, special committees and advisory committees.

Reports and minutes of these committees must be considered and adopted by Council.

Currently there are four advisory committees established, being the Burdekin Road Safety Advisory Committee; the Burdekin Be Active Advisory Committee; the Carols in the Park Committee; and the Audit Committee.

The Council also receives and considers reports and minutes from the Burdekin Cultural Complex Board and the Burdekin Shire Youth Council.

Under the *Disaster Management Act 2003*, the Council is required to establish a Local Disaster Management Group for the Burdekin region. The meetings of this committee are held



at the Council Chambers and the minutes of the committee are considered and adopted by the council.

In addition to the formal meeting structure, Council may, at its discretion, appoint sub-committees of councillors and staff to examine particular issues and/or consult with external stakeholders in relation to particular matters. Recommendations from these sub-committees are then brought to the Council for consideration.

Furthermore, the Chief Executive Officer also schedules executive meetings comprising of Directors and Managers to discuss organisational issues.





## Leadership and Strategy



Elected members are representatives of residents and ratepayers and provide community leadership and guidance and facilitate communication between the community and the Council.

The Mayor must ensure the carrying out of the Council's decisions and may provide advice to the Chief Executive Officer on the implementation of Council decisions.

A number of documents collectively guide the organisation. These are the Corporate Plan and the Annual Budget.

The Corporate Plan has a five-year timeframe covering all of the major activities of the Council. It is influenced by the general community, elected members and staff views in setting medium term objectives. The Corporate Plan is reviewed annually by the Council.

Our Annual Budget expresses the objectives, plans and resources associated with the first year of the Corporate Plan. The Budget is adopted annually by Council.

## Support for Elected Members

The Chief Executive Officer, through an effective support process provided by the Local Government Association of Queensland and the Department of Local Government, Community Recovery and Resilience, ensures elected members understand their roles and responsibilities.

Elected members should be able to add value and bring independent, informed and objective judgements to bear on

the governance and decision-making process of the Council. An induction program is provided to all new councillors on their appointment to Council.

The Council's Budget enables elected members to attend conferences, seminars and/or workshops in order to improve their knowledge in the various areas that make up Local Government.

## Ethics and Values

The *Local Government Act 2009* includes processes for dealing with allegations regarding councillor conduct that is not in accordance with the principles set out in the Act.

The Act has provisions to ensure appropriate standards of councillor conduct and performance are maintained and to deal with a councillor who engages in inappropriate conduct, misconduct, serious misconduct or official misconduct.

The Chief Executive Officer and employees are required to

follow all policies and guidelines adopted by Council, as well as the requirements of any statute. An Employee Code of Conduct was implemented by Council on October 19, 2011.

The Chief Executive Officer maintains the Material Personal Interest Registers for all councillors and designated senior officers.

The Register of Interests for Councillors is accessible on Council's website.

## Monitoring and Review

The Council has a number of instruments in place to ensure our performance is continually monitored and reviewed and that corrective action is taken where required.

One of these is financial reporting where accrual-based financial reports are prepared and submitted to Council on a monthly basis to satisfy financial accountability requirements. The annual budget is revised at least twice per year.

Another is operational plan reporting. Operational Plans are firstly adopted by the council to reflect programs, priorities and projects included in the annual budget. The operational plan with explanatory comments is reported to council throughout the year.

The final instrument is the Annual Report, which includes financial and activity statistics, as well as a full set of the audited financial statements, is produced for the Council and other interested parties.



## Risk Management and Internal Control



Council meetings are held regularly and elected members are given adequate notice of meetings, which comply with the prescribed statutory requirements.

Wherever possible, agenda items and relevant material are provided prior to the meetings to enable informed discussion by the elected members. Minutes of meetings are taken and put forward to Council for confirmation.

The Council has implemented and/or is developing other strategies to achieve effective risk management and internal control including the following:

- » Limits of authority are delegated and appropriate processes are outlined in respect of purchasing.
- » Position Descriptions are established for all staff positions.
- » Policies are currently being documented in a policy register, which is accessible on Council's Intranet for all staff. Older policies require periodic review to determine their currency.
- » An auditor appointed by the Queensland Auditor-General audits Council annually. This provides a statutory mechanism for an external review of Council's financial operations and other corporate matters affecting the sound management of the organisation.
- » The adequacy of Council's insurance coverage is checked on an annual basis in consultation with our insurance brokers.
- » The Council is a member of the QLD Local Government Workcare Scheme, which is a self-insurance scheme for workers' compensation claims. To remain a member of the scheme, the council is committed to implement a Workplace Health & Safety Management Program titled SafePlan 3.
- » A Workplace Health & Safety Committee, which is made up of employees, monitors incidents in the workplace and recommends preventative action.
- » The *Local Government Act 2009* now requires Council to establish an efficient and effective internal audit function and an audit committee. An Audit Committee has been in operation during 2013-14. A basic Internal Audit Plan was completed in June 2013. Council will next year consider the appointment of consultants to prepare a more in depth three-year internal audit plan and associated 12-month action plan.
- » Council has a quality management system for its Environment and Operations Division which is currently certified to Australian Standard ISO 9001:2008 for the purposes of civil engineering in works design, works construction, works maintenance and plant management. Certification is provided by the Department of Transport and Main Roads. As part of this system, Council has a systematic program of internal audits which covers all our activities and processes.
- » Council also has developed a basic Enterprise Risk Register including existing risk treatments.

## Legislative Administration and Compliance

Council must comply with all of its statutory obligations, not only of the *Local Government Act*, but also of the many other legislative requirements which impact on its activities. Examples of such legislation include elections, workplace health and safety, goods and services tax, fringe benefits tax, planning and building, right to information, privacy, employment and environmental legislation to name a few.

Local Government has such a broad range of legislative requirements, so it is important Council can be assured compliance is taking place.

Industry bodies such as the Local Government Association of Queensland and the Department of Local Government, Community Recovery and Resilience play a significant role in communicating legislative requirements and changes.





## Rates and Charges Rebates and Concessions

Council has a policy on remission of rates and charges for pensioners and donations to churches, sporting bodies and not-for-profit organisations. This policy is more fully defined in the Revenue Statement, Part D and the Revenue Policy, Part 4.

### Council Remissions

Rates and charges remitted to Pensioners	\$276,313
Number of applications	834

### Donations

Standing donations to Churches, Sporting Bodies etc	\$110,414
Number of applications	48



### Library Statistics

	2013/14	2012/13
Membership	7,754	7,798
Membership as % of population	43.28	42.95
Total book stock	37,260	39,336
Door counter - people visits Ayr	69,215	63,576
Annual circulation - issues (excluding renewals)	106,408	108,151

# Statutory Information

## Elected Members' Meeting Attendances

Councillor	Ordinary and special Meetings held	Ordinary and special Meetings attended	Meetings absent while on Council business	Leave of absence
Bill Lewis	21	21	0	0
Ross Lewis	21	19*	0	0
Lyndy McCathie	21	21	0	0
Lou Loizou	21	19	0	2
Uli Liessmann	21	20	0	1
Pierina Dalle Cort	21	17	0	4
Ted Bawden	21	21	0	0

Meetings for period July 1, 2013, to June 30, 2014. Councillors also attend other miscellaneous meetings as part of their duties.

\* meetings missed due to illness

## Resolution on Elected Members' Remuneration

The Local Government Remuneration Tribunal was established under section 183 of the *Local Government Act 2009*.

The tribunal is responsible for:

- » establishing categories of local governments
- » deciding to which category each local government belongs
- » deciding the remuneration that is payable to the mayors, deputy mayors and councillors in each of those categories.

Every year the tribunal decides the maximum remuneration payable to councillors, mayors or deputy mayors in each category of local government from July 1 of the following year (section 244, *Local Government Regulation 2012*). This decision must be made before December 1. In previous years, the new remuneration took effect from January 1 of the following year.

In making its decisions about the remuneration to be paid to mayors, deputy mayors and councillors, the tribunal must have regard to:

- » *Local Government Act 2009* provisions about the entitlements and responsibilities of councillors
- » community expectations about what is an appropriate level of remuneration in the circumstances.

Remuneration determined by the tribunal does not include the reimbursement of expenses incurred by councillors or the provision of facilities as these are provided for in local governments' expenses reimbursement policies.

At its meeting on January 22, 2013, Council authorised the payment of remuneration to councillors pursuant with the determination in the remuneration schedule set out in the *Local Government Remuneration and Discipline Tribunal – 2012 Report*.

### Remuneration January 1, 2013 to June 30, 2014

Mayor Allowance	\$91,376 p.a.
Deputy Mayor	\$52,717 p.a.
Councillor	\$45,688 p.a.

The purpose of the remuneration is to cover the cost of attendance (excluding expenses) at "Council business" (as defined in the *Expenses Reimbursement Policy for Councillors* adopted on September 23, 2008); and further noting that payment of the remuneration is to take effect from January 1, 2013.

Following the changes to the *Local Government Regulation 2012*, there was no variation in the salaries paid to mayors, deputy mayors and councillors for the second half of the financial year 2013-14.

The determinations made by the Local Government Remuneration Tribunal before December 1, 2013, take effect on July 1, 2014.

Council, at its meeting held on September 23, 2008, adopted a policy which sets out guidelines to determine reimbursement for councillors and mayor of legitimate expenses incurred, or to be incurred; and facilities to be provided for councillors and mayor, whilst carrying out their duties as elected representatives.

Council reviewed this policy at its meeting held on June 26, 2012. A copy of this policy can be viewed on the Council's website.



# Statutory Information



## Total Remuneration and Superannuation Contributions paid to Councillors

July 1, 2013-June 30, 2014

Councillor	Mayor	Deputy Mayor	Councillor	Car Allowance	Total	Council's 12% Super Contributions Paid
Bill Lewis	\$91,375.70			0	\$91,375.70	\$10,965.10
Ross Lewis		\$52,716.82		0	\$52,716.82	\$6,326.06
Lyndy McCathie			\$45,687.98	0	\$45,687.98	\$5,482.60
Lou Loizou			\$51,170.34	0	\$51,170.34	0
Uli Liessmann			\$45,687.98	0	\$45,687.98	\$5,482.60
Pierina Dalle Cort			\$45,687.98	0	\$45,687.98	\$5,482.60
Ted Bawden			\$45,687.98	0	\$45,687.98	\$5,482.60
<b>TOTAL</b>	<b>\$91,375.70</b>	<b>\$52,716.82</b>	<b>\$233,922.26</b>	<b>0</b>	<b>\$378,014.78</b>	<b>\$39,221.56</b>

## Expenses Incurred and Facilities Provided to Councillors

July 1, 2013-June 30, 2014

Councillor	Laptop	Mobile Phone	Vehicle & Fuel	Secretarial Assistance	Expenses Conferences	Expenses Workshops	Travel/ Accommodation
Bill Lewis	✓	✓	✓	✓	\$1,300.00	\$1,692.27	\$2,698.58
Ross Lewis	✓				\$1,300.00	\$1,192.25	\$962.88
Lyndy McCathie	✓				0	\$1,192.25	\$192.50
Lou Loizou	✓				0	\$1,192.25	0
Uli Liessmann	✓				\$375.00	\$1,192.25	\$789.01
Pierina Dalle Cort	✓				\$1309.09	\$1,192.25	\$799.40
Ted Bawden	✓				\$375.00	\$1,192.25	\$772.47
<b>TOTAL</b>					<b>\$4,659.09</b>	<b>\$8,845.77</b>	<b>\$6,214.84</b>

## Councillor Conduct

There were no orders or recommendations made under section 180(2) or (4) of the Act which pertains to misconduct by councillors.

There were no orders made under section 181 of the Act which pertains to inappropriate conduct by councillors.

There also were no complaints received under section 176C of the Act; assessed by the Chief Executive Officer as being about official misconduct; heard by a regional conduct review panel or heard by the tribunal.

## Administrative Action Complaints

An **administrative action complaint** is a complaint that is about an administrative action of a local government, including the following, for example –

- a) a decision, or a failure to make a decision, including a failure to provide a written statement of reasons for a decision;
- b) an act, or a failure to do an act;
- c) the formulation of a proposal or intention;
- d) the making of a recommendation;

and is made by an affected person. An **affected person** is a person who is apparently directly affected by an administrative action of a local government.

The council is committed to a complaints management process which ensures the following:

- » staff at all levels are empowered to resolve issues wherever possible when they are first raised by the customer;
- » the effective, transparent and timely resolution of complaints;

## Integrity and Accountability

Section 23 of the Public Sector Ethics Act 1994 (PSEA) requires each Annual Report to include an implementation statement giving details of the actions taken during the reporting period to comply with sections 15, 21 and 22 of the PSEA.

Implementation statements for the 2013/14 reporting period are as follows:

- » **Preparation of codes of conduct (Section 15)** – The Burdekin Shire Council Code of Conduct for Employees was approved by the Chief Executive Officer on October 19, 2011.

The Code of Conduct can be viewed on Council's intranet site and is readily available to supervisors, managers and employees.

- » **Education and training (Section 21)** – Code of Conduct training is incorporated into the induction training for all new Council Employees, and includes information regarding the rights and responsibilities of all public service employees under the Public Sector Ethics Act.

Additionally, introductory training has been provided to some Council employees on the Public Interest Disclosures Act and the rights and responsibilities of employees in regards to this Act.

Council conducts regular "Take 5" quizzes to ensure employees are aware of and compliant with requirements of the Act.

Further, for the 2014/2015 year training sessions will be made

## Complaints July 1, 2013 to June 30, 2014

Administrative Action Complaints Made	6
Administrative Action Complaints Resolved	6
Administrative Action Complaints Not Resolved	0

- » complaints are treated confidentially and customers are not treated differently as a result of lodging a complaint;
- » complaints are objectively reviewed to ensure our actions are fair and in accordance with legislation.

Council has developed a Customer Request System that records and deals with complaints. Council's policy and procedure can be viewed online or in person at the Council Chambers.

available to Employees through Council's "Learning Seat".

- » **Procedures and practices (Section 22)** – Human resource management procedures and practices have been reviewed with reference to the Code of Conduct for Employees and the current procedures and practices are deemed to have proper regard to the Code of Conduct for Employees and the Public Sector Ethics Act 1994.

The Public Interest Disclosure Act 2010 commenced on January 1, 2011. In accordance with the Public Interest Disclosure Standard and Chapter 3 of PIDA, Burdekin Shire Council adopted a Public Interest Disclosure Policy on July 26, 2011.

From July 1, 2014 changes to the Crime and Corruption Act require Council to have a policy in place for dealing with a complaint involving the CEO.

Public sector entities are required to report certain information about any public interest disclosures to Queensland Ombudsman for inclusion in the annual report on the operation of the Public Interest Disclosure Act 2010.

Council has a complaints management system in place which also includes a process for handling any public interest disclosures and Council has a Public Interest Disclosure coordinator to manage this process.

## Equal Employment Opportunity

The Council has a strong commitment to Equal Employment Opportunity. To support Council's aim of becoming an employer of choice, Council and its employees will act in a manner which instils confidence in everyone who has dealings with Council or its employees that they will be treated fairly. Council is committed to:

- » ensuring selection for employment and promotion is undertaken on the basis of merit alone;
- » eliminating issues of harassment and discrimination in any form;
- » ensuring opportunities to learn and develop are open to all employees equally; and
- » improving the awareness and understanding of employees in relation to Equal Employment Opportunity issues.





## Remuneration Packages to Senior Contract Employees

Council employs a Chief Executive Officer and 2 Senior Executive Employees with total remuneration packages within the ranges shown below.

The packages include cash salary, employer superannuation contributions and a vehicle component which is paid back to the employer by the employee.

A Senior Executive Employee of a local government, is an employee of the local government—

(a) who reports directly to the chief executive officer; and

### Total Remuneration Package Band

Chief Executive Officer	\$220,000-\$320,000
Senior Executive Employees (2)	\$120,000-\$220,000

(b) whose position ordinarily would be considered to be a senior position in the local government's corporate structure.

## Donations

The Council makes various donations through the year to assist in community development. The table below summarises the extent of donations and in-kind assistance made during 2013/14.

These donations are in addition to the rebates and concessions allowed in respect of rates and charges and contributions under the Regional Arts Development Fund program.

### Donations

Welfare Associations	\$50,630	Life Saving/Beach Patrol	\$0
Cultural Activities	\$19,208	Public Order & Safety	\$10,000
Burdekin Cultural Complex Board	\$300,290	Economic Development, Tourism & Promotions	\$26,065
Sporting Clubs/Associations	\$10,565	In-kind support - Community Assistance	\$59,179

## Fast Facts

### Land and Reserves

*Burdekin Shire Council has control of:*

- » 1,143km of constructed roads excluding 220km of constructed roads not controlled by the Council.
- » 2,661ha of land that is a reserve under the Land Act 1994 of which the Council is the Trustee.



# Statutory Information

## Revenue Assistance Policy

The Burdekin Shire Council has a Revenue Assistance Policy whereby funds are allocated to meet the costs of improvements on land owned or controlled by the Council or for the purchase of appropriate large items of specialised plant greater than \$5,000.

Funds are provided usually to sporting and community based

organisations in the form of interest free loans repayable over an agreed period of time.

During the 2013-2014 financial year, one application was received on February 11, 2014, from the Burdekin Junior Rugby League Football Club Inc for \$14,990 for the purchase of a mower.

## Fast Facts

### Sport clubs

*The Burdekin Shire is home to more than 40 different sporting clubs and associations.*

*They include rugby league, rugby union, cricket, netball, little athletics, basketball, swimming, volleyball, polorosse, bmx, soccer, golf, lawn bowls, tennis, bocce, ten pin bowling, shooting, cycling, and running*



## Grants for Excellence in Sports & Cultural Activities

The Council has a policy to allocate subsidies to those individuals under the age of 18 years or bona fide students in full-time education selected to represent the State or Nation in a sporting or cultural event. Certain criteria must be met before subsidies are awarded.

### Grants Recipients 2013/2014

<b>William Pugnale</b> 2013 Queensland North Under 16 Men's State Basketball Team competing at the National Championships held in Wayville, South Australia from July 6-13, 2013.	\$225
<b>Elly Caspanello</b> Under 15 Queensland State Football Team competing at the 2013 National Youth Football Championships held at Coffs Harbour, NSW from July 9-12 2013.	\$225
<b>Daniella Cardillo</b> 2013 Australian Youth Girls' Futsal Team to tour USA (San Jose & San Francisco) competing in the 28th Annual United States National Championships held in Anaheim, Los Angeles from July 18-21, 2013.	\$450
<b>Adrian Trevilyan</b> Queensland School Boys Under 12 Rugby League Team competing at the National Championships held in Perth from August 4-10, 2013.	\$225
<b>Alicia Kirke</b> 2014 Queensland State Under 18 Women's Basketball Team competing at the Australian Under 18 Basketball Championships held in Canberra ACT from April 10-12, 2014	\$225





## Expenditure on Grants to Community Organisations

The Burdekin Shire Council's policy on grants to community organisations covers expenditure in three areas - direct cash grants, in-kind support and concessions e.g. rates and charges remitted.

Council does not provide a Councillor Discretionary Fund for distribution to community organisations.

Details of concessions allowed in respect of rates and charges and contributions towards the Regional Arts Development Fund are shown separately in this report.

During the past financial year, a total of \$468,131 was expended on grants and in-kind support to community organisations.

### Cash Grant Recipients 2013/2014

**\$408,952**

Burdekin Cultural Complex Board	\$300,920	Burdekin Local Chaplaincy Committee	\$1,000
Burdekin Community Association	\$36,630	Qld Country Women's Association - Giru	\$1,000
Burdekin Neighbourhood Centre	\$14,000	Rotary District 9550 Conference	\$1,000
Volunteer Marine Rescue Burdekin	\$10,000	Burdekin Craft Spectacular	\$955
Burdekin Water Festival	\$9,000	Burdekin Junior Rugby League	\$500
Giru State School	\$6,434	Radio Sweet FM 97.1	\$463
Burdekin Tourism Association	\$5,000	Giru Agricultural, Horticultural & Industrial Soc. Inc	\$300
Giru School of the Arts	\$5,000	Burdekin Open & Age Tennis Championships	\$250
Home Hill Harvest Festival	\$4,000	Home Hill Cricket Club	\$250
Burdekin Junior Eisteddfod	\$3,000	Home Hill State Primary Centenary	\$250
Burdekin Machinery Preservationists	\$3,000	Ayr State High School	\$100
Burdekin Brass Band	\$1,500	Burdekin Catholic High School	\$100
Lower Burdekin Caledonian Pipe Band	\$1,500	Burdekin Cruisers' Car Club Inc	\$100
Northern Region Visitors Information Conference	\$1,500	Home Hill State High School	\$100
Burdekin Art Society	\$1,000	Angel Flight - LGMA Charity Flight	\$100

### In-Kind Support Recipients 2013/2014

**\$59,179**

General	\$14,339	Giru Agricultural, Horticultural & Industrial Soc. Inc	\$790
Burdekin Water Festival	\$7,693	Returned Services League (Anzac Day)	\$3,059
Ayr Pastoral, Agricultural & Industrial Society Inc	\$3,834	Burdekin Tourism Association	\$16,746
Burdekin Race Club	\$2,997	Landcare	\$2,184
Ayr Ski Club	\$1,860	State Emergency Service	\$1,470
Home Hill Harvest Festival	\$2,372	Wunjunga	\$456
Christmas Carols	\$1,379		

# Statutory Information

## Regional Arts Development Fund

The Regional Arts Development Fund Program, established in 1991, is a highly successful state and local government partnership that supports professional artists and arts practitioners living in regional Queensland. The program focuses on the development of quality art and arts practice for, and with, regional communities. Applications approved in the two rounds for 2013-14 are as follows:

Applicant	Project	Requested funding	Approved funding
Lower Burdekin Historical Society	Purchase and install gallery hanging system for relocation of Burdekin Shire history images.	\$2,000	\$2,000
Loris Bradley	Producing first solo exhibition and conducting art workshop in local gallery.	\$360	\$360
Burdekin Art Society	Two-day watercolour mixed media seminar.	\$1,650	\$1,650
Burdekin Patchwork and Quilters Guild Inc	Two-day workshop in free-form machine embroidery.	\$740	\$740
Burdekin Singers and Theatre Company	Appointment of professional lighting engineer for production of <i>Jesus Christ Superstar</i> .	\$9,500	\$8,500
QPCYWA - Burdekin Branch	Towards costs of Coming Together Totem Project.	\$2,030	\$2,030
Zonta Club Burdekin Inc	Employ bush poet to conduct workshops prior to Bush Poet's Breakfast.	\$1,600	\$1,600
Home Hill Choral Society	Towards costs of participation in Voices Across the Pacific in Sydney and Brisbane in July 2014.	\$3,500	\$3,500
Home Hill Choral Society	Employ conductress to collate and teach six pieces of music for performances in Voices Across the Pacific.	\$3,575	\$3,575
Burdekin Potters	Employ tutor to conduct workshops in technique of Paver Pol.	\$1,319	\$1,319
Burdekin Shire Council	Toward cost of attendance to 2014 REgional Arts Australia Summit in Kalgoorlie by RADF Chairman Cr Uli Liessmann.	\$2,710	\$2,710
Burdekin Shire Youth Council	Toward cost of conducting music industry workshops followed by a talent showcase for youth ( <i>pictured below</i> ).	\$12,000	\$12,000
<b>TOTAL</b>		<b>\$40,984</b>	<b>\$39,984</b>







## Business Activities

### Code of Competitive Conduct

No decision was made to apply the Code of Competitive Conduct to any business activities for the 2013-14 financial year. There are no business activities accredited.

### Department of Transport and Main Roads

In respect of recoverable works carried out for the Department of Transport and Main Roads, costs incurred, whilst conducting maintenance contract works, are claimed in the form of unit rates, provisional and lump sum items and are inclusive of an overhead component.

This component is derived to reflect the full cost of the projects being performed for the department.

Following a negotiation process, the Department of Transport and Main Roads confirms the acceptance of the maintenance contracts.

The overhead recovers costs on a proportional basis, for such items as, salary components for executives, supervision, survey and design, financial and expenditure services, workplace health & safety, information technology, environmental management, administration and associated plant and equipment.

Cost recovery also includes a percentage for software upgrade, floor area, electricity, telephone, stationery and insurance. A profit component is included in the final agreed rates.

## Registers Kept Open for Inspection

(LGA – Local Government Act 2009)

(LGR – Local Government Regulation 2012)

(SPA – Sustainable Planning Act 2009)

- » Register of Local Laws (S31 LGA)
- » Register of Fees and Charges (S98 LGA)
- » Register of Councillors' Interests (S290 LGR)
- » Register of Delegations by Local Government (S260 LGA)
- » Register of Delegations by Chief Executive Officer (S260 LGA)
- » Register of Roads (S74 LGA)
- » Register of Development Applications (S730 SPA)

## Expenditure on Overseas Travel

No expenditure was incurred for overseas travel by a councillor or employee in an official capacity during 2013-14.

### Building Certification Business Activity

Council undertook a building certification business activity during 2013-14 as defined in Section 47 of the Local Government Act.

### COAG Water Reform

The Council has implemented a two-part tariff from July 1, 2002. Council resolved the following pricing structure be adopted for water supply for 2013/14:

- » Access Charge \$387 for zero allocation
- » Consumption Charges 15c/kilolitre from 0 to 1,000kl  
75c/kilolitre over 1,000kl

It is considered the short-term marginal costs are the same as long-term marginal costs as no demand-driven augmentation is required at this time. Augmentation proposed is for security of supply.

### Identification of Cross Subsidies

It has been determined that there are no water cross-subsidies between the different classes of consumers for water, in accordance with Queensland Government Guidelines.

### Complaints about Business Activities

During the year Council received no investigation notices for competitive neutrality complaints for the year.





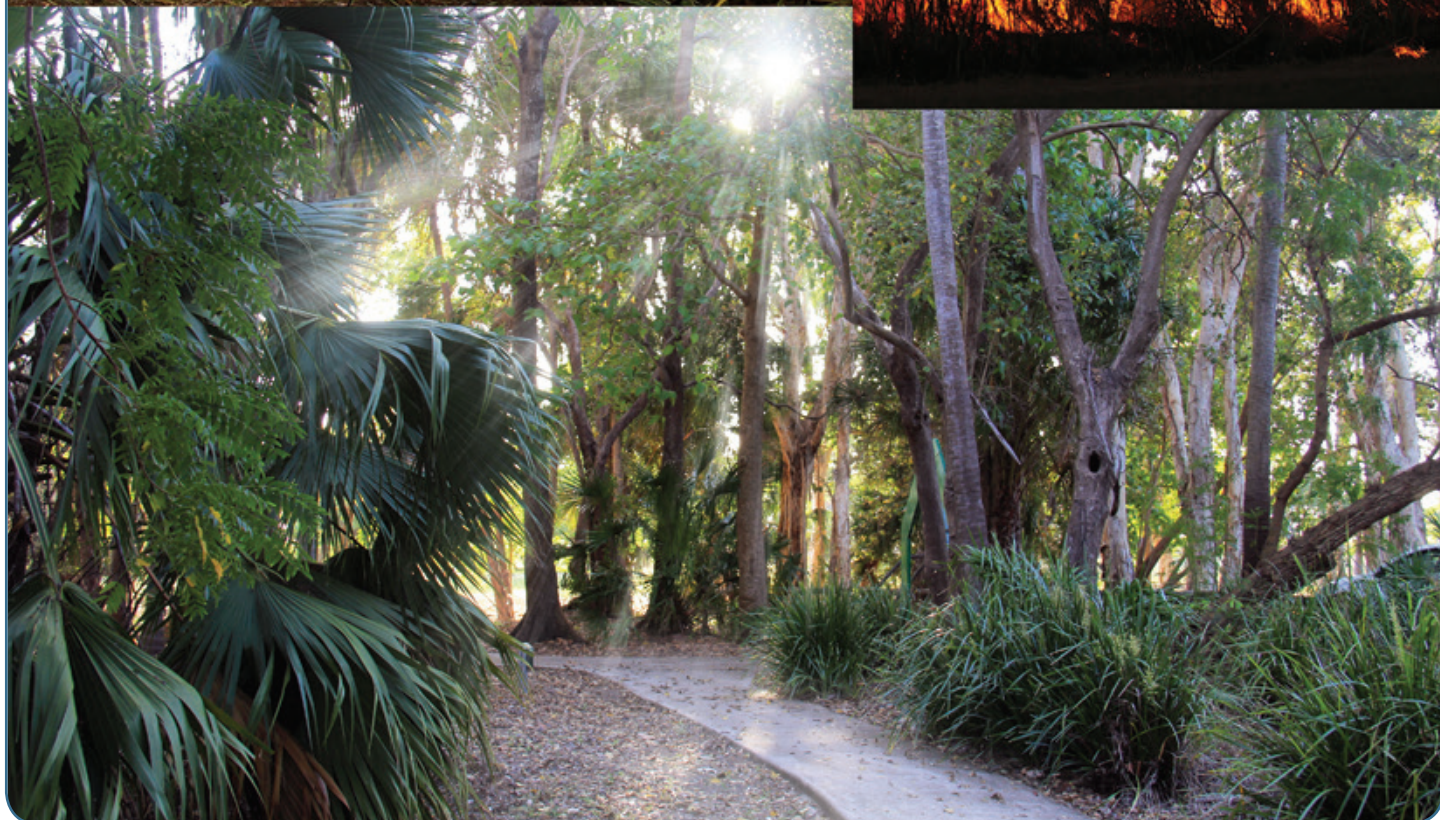
*Sweet life in the Tropics*







## *Sweet Life in the Tropics*





*Sweet Life in the Tropics*

