

5.4. ANNUAL REPORT 2021-2022

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DEPARTMENT Governance

RECOMMENDATION

That Council:

1. Pursuant to s 182 of the *Local Government Regulation 2012*, adopts the 2021-2022 Annual Report.
2. Delegates authority under s 257 of the *Local Government Act 2009* to the Chief Executive Officer to approve administrative changes, finalise and publish the 2021-2022 Annual Report.

EXECUTIVE SUMMARY

The adoption of the Annual Report is a legislative requirement according to the *Local Government Regulation 2012*, Chapter 5 (Part 3) and s 181-190 of the *Local Government Act 2009*.

BACKGROUND

Council's Annual Report is a key accountability document and the principal way for Council to report its financial and non-financial performance.

The Annual Report supports transparency, increasing the communities trust and confidence in Council's service delivery, driving continuous improvement across the organisation.

Council's Annual Report maps out how Council performed against its strategic objectives and the results in meeting the goals of the Corporate Plan. The Annual Report incorporates the Auditor's Report, Financial Statements, and other local government indicators.

An Annual Report is a requirement under the *Local Government Act 2009* and *Local Government Regulation 2012*. The document has been collated in line with statutory provisions and reflects activities associated with the 2021-2022 financial year.

The Annual Report was completed in line with the Department of State Development, Infrastructure, Local Government and Planning Annual Report Compliance Checklist.

COMMENTS

2021 – 2022 provided to be another busy year for Council. As discussed in the Annual Report some of the key achievements include:

Call of the Running Tide was back bigger and better than ever in 2021.

The Environmental Sculpture and Multimedia Festival showcased artworks that put the spotlight on environmental issues. Artworks were exhibited across Port Douglas at Rex Smeal Park, Mossman Shire Hall and the Port Douglas Community Centre.

Popular new events such as the FNQ Gin Festival, and family favourites like the Family Beach Day drew record crowds. The whole event generated about \$5.3M worth of economic activity in Douglas Shire, contributing to more than 20,000 visitor nights across 10 days.

A shared cycleway connecting Mossman and Cooya Beach was completed, providing a fun 2.6km connection between the sugarcane town and beachside suburb. The project helps enhance the liveability of our beautiful shire by providing more opportunity to get out and enjoy the outdoors.

Christmas cheer flowed through Front Street in Mossman to celebrate the festive season. The Douglas Street Christmas had a little something for everyone who took the opportunity to grab a last-minute present, enjoy a bite and enjoy the community spirit. In its second year, the much-anticipated family friendly event was again well-attended in 2021.

Problem sections of the Bloomfield Track are now safer and more resilient. Douglas Shire Council has completed more than \$10 million worth of improvement works on the Cape Tribulation-Bloomfield Road (Bloomfield Track) and Zig Zag Road.

Council completed five foreshore management plans to help protect the environmental values and improve the liveability of coastlines in Douglas Shire. Foreshore management plans were developed for Wonga Beach, Newell Beach, Cooya Beach, Four Mile Beach and Oak Beach.

Council was successful in receiving \$445,000 under the Reef Assist program for dune protection and maintenance works. As part of the Reef Assist program, a section of Oak Beach was rehabilitated when weeds were removed, and 500 native trees planted.

The first stage of the Smart Water Meter Program was rolled out to 900 houses in Port Douglas. Smart water meters are fitted with radio transmitters that send water meter readings to Council every hour. The new meters will help Council identify leaks and help residents save money on wasted water. By the end of the financial year, Council had already reduced water leaks by about 200kL per day – a saving of about five backyard swimming pools.

Council trialed a free quarterly newsletter which was printed and distributed by the media and communications team in November 2021 and March 2022. During the trial, we printed 2000 copies and distributed these to local cafes, supermarkets, libraries and other regularly visited areas across the shire.

We now have a Flood Intelligence Portal which is an internal dashboard that displays the status of all rain gauges and data. As part of the North Queensland Recovery and Resilience Grants, Council created a system to accurately predict likely scenarios during flood events and rising storm tide levels.

We have also rolled out new storm ride reference landmarks at Wonga, Newell and Cooya beaches to give us a more localised understanding of the inundation risk posed by extreme storm tide events.

It is noted that the Draft Annual Report was forwarded to the Audit Committee and the External Auditors, QAO for review.

PROPOSAL

That Council:

1. Pursuant to s 182 of the *Local Government Regulation 2012*, adopts the 2021-2022 Annual Report.
2. Delegates authority under s 257 of the *Local Government Act 2009* to the Chief Executive Officer to approve administrative changes and finalise the 2021-2022 Annual Report.

FINANCIAL/RESOURCE IMPLICATIONS

Activities detailed within the 2021-2022 Operational Plan are factored into Council's annual budget.

RISK MANAGEMENT IMPLICATIONS

The preparation and adoption of the Annual Report is a statutory requirement. The risk of doing nothing and not endorsing the Annual Report is that Council would be in breach of State legislation.

The Annual Report needs to be adopted within one month after the day the Auditor-General gives their audit report about Council's financial statements for the financial year. The Auditor-General provided their report to Council on 11 October 2022.

SUSTAINABILITY IMPLICATIONS

Economic: Nil

Environmental: Nil

Social: Nil

CORPORATE/OPERATIONAL PLAN, POLICY REFERENCE

This report has been prepared in accordance with the following:

Corporate Plan 2019-2024 Initiatives:

Theme 5 - Robust Governance and Efficient Service Delivery

Strong governance and financial management are the foundations of the way in which Council will conduct its business and implement the initiatives of the Corporate Plan.

Goal 1 - We will conduct Council business in an open and transparent manner with strong oversight and open reporting.

Operational Plan 2022-2023 Actions:

Legislative requirement.

COUNCIL'S ROLE

Council can play a number of different roles in certain circumstances and it is important to be clear about which role is appropriate for a specific purpose or circumstance. The implementation of actions will be a collective effort and Council's involvement will vary from information only through to full responsibility for delivery.

The following areas outline where Council has a clear responsibility to act:

Information Provider Council provides the community with important information on services, events, policies, rules, strategies, and any other relevant data that helps the community to stay informed. In performing this role, Council seeks to be open and transparent.

CONSULTATION

Internal: All sections of Council to gather information
Councillors – Draft Annual report was emailed 10 October 2022
Councillors – Workshop discussion held 11 October 2022

External: Queensland Audit Office

COMMUNITY ENGAGEMENT

Nil

ATTACHMENTS

1. Draft - Annual Report 2021-2022 [5.4.1 - 51 pages]

Annual Report 2021/2022

PAGE 1 – COVER PAGE – PHOTO

PAGE 2 – INSIDE COVER – ACKNOWLEDGEMENT AND MAP

Acknowledgement

Douglas Shire Council acknowledges the traditional Country of the Eastern Kuku Yalanjiwarra Peoples and the Yirrganydji Peoples of the coastal areas and rainforest of the Douglas Shire.

We recognise that these have always been and continue to be places of cultural and spiritual significance. We acknowledge and cherish the important contribution made by Aboriginal and Torres Strait Islander people to the Douglas Shire community, and pay respects to their Elders – past, present and emerging.

Introduction

In accordance with the *Local Government Act 2009*, Council must publish an Annual Report, which provides an update to the community about Douglas Shire Council's finances, performance and how Council has delivered against the Corporate and Operational Plans.

Legislation requires particular information to be included in an Annual Report.

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PAGE 4 – MESSAGE FROM MAYOR

Through a year of recovery, Douglas Shire stood tall, stayed the course, and started to find its groove again.

The first half of the 2021/22 financial year we were cut off from the rest of Australia and the world. It seems like a lifetime ago yet realistically only a matter of months.

Douglas Shire has experienced a 2022 tourism season like no other, everyone has well and truly re-discovered our unique pocket of paradise.

The Great Barrier Reef and Daintree Rainforest region were on plenty of to-do lists when the state borders re-opened in January this year.

The influx of visitors was in distinct contrast to the quiet streets when COVID-19 first made its way to our shores.

But with a new era, came a new set of challenges.

A lack of affordable housing, staff shortages, impacts to supply chains and higher costs were all national issues felt sharply on the ground here in Douglas.

There are no quick fixes to these challenges. At Douglas Shire Council, we strengthened our own advocacy efforts towards other levels of government to address widespread issues, while continuing to deliver vital services, projects, and initiatives.

The 2021/22 Annual Report provides an overview of Council's performance and achievements for the community in the past 12 months.

A Vibrant & Liveable Community

We continued to build projects which enhance the liveability of our beautiful shire, whilst putting in place concepts for future enrichment of our region.

The Mossman to Cooya Beach cycleway is now a popular piece of community infrastructure improving connectivity, creating a safe and healthy way for students to ride to school and a new outdoor activity for locals to enjoy.

We also invested in new playgrounds, refreshed parks and gardens, and unveiled new foreshore management plans to make our beaches even better.

The return of a full calendar of events headlined by Port Douglas Carnivale brought vibrancy back to our local community and added value to the tourist experience.

In particular, the Council-run Carnivale was a roaring success generating about \$5.3 million worth of economic activity and contributing to more than 20,000 visitor nights across 10 days in May. This has proven to be a fantastic investment with the event now covering its costs.

Building Vital Infrastructure

Spear headed by significant road upgrades in the northern parts of the region, Council finished 71 projects worth more than \$30.926 million in the past 12 months.

We worked closely with Australian and Queensland Governments to create a more resilient road network for travellers and people living in Wujal Wujal and Degarra.

Council also focussed on its water security challenges through stage one of the Smart Water Meter Program in Port Douglas. About 900 properties now have the ability track their water use in real time and identify leaks much quicker than ever before.

A \$1.8 million Resource Recovery Centre at Killaloe Transfer Station was also unveiled, marking a big step towards increasing recycling rates and reducing waste going to landfill.

As a world-class tourist destination, these are important projects that uphold our environmental responsibility and align with the shire's eco certification.

Financially Sustainable Council

We must make long-term financial decisions to ensure Council is in a sound financial position for future generations. Some hard choices were made, and I appreciate that sometimes commercial in confidence laws can often make decisions difficult to understand, like the need to purchase the ferry or choosing a supplier outside the local region. But council must always have the best financial interests in place for its community and will continue to do so.

Through COVID, it has been a difficult time for local governments in regional Queensland. Rising costs, natural disasters, small rate bases and more pressure to provide the services the community needs have made financial sustainability a key issue for the sector. I continue to advocate to the State and Federal Governments for appropriate funding for councils to ensure all rate payers no matter what council you are in can be ensured the same service levels regardless of size.

Fortunately, Douglas has emerged in a desirable financial position compared to other similar-sized regions. We finished the 2021/22 financial year with a \$601,808 operating deficit – a huge improvement on the budgeted deficit of \$2.99 million.

This puts us on track to achieve financial surplus by 2025/26.

Douglas is in a strong position and despite our small population, we do offer a wide, varied, and high level of service to our rate base. It's no longer a case of roads, rates and rubbish but certainly can't forget these priorities.

We did this while continuing to address the inequities in the rating structure through stage two of an independent review into our rating categories.

Economic Recovery

Through our revitalised **Do It In Douglas** campaign, Council also increased its efforts to attract investment and support the local business sector. Working closely with industry, we continued to tick off items in our 2021-24 Economic Development Strategy, becoming a 'Small Business Friendly Council' and developing the Investment Prospectus.

But finding staff and an affordable place for them to live remained the greatest challenges for local businesses. In response, Council joined forces with neighbouring regions to advocate the State Government to update the Far North Queensland Regional Plan.

This plan sets the long-term direction for how our region can grow and respond to change over time. We are hopeful an updated plan will pave the way for Council to respond to the housing need in future years.

We are already seeing some positive movement in Douglas Shire. Last year, 108 building approvals for new dwellings were issued by private certifiers – an increase of 47.9% on the previous year. We are also seeing work progress at the Ocean Breeze Estate in Cooya Beach, the Daintree Horizon Estate in Mossman and Newport Estate at Craiglie near Port Douglas.

Though challenges lay ahead, our strong team is dedicated to serving the community and improving how we do business. Finally, I would like to thank my fellow Councillors, my Chief Executive Officers for the period Mark Stoermer and Rachel Brophy, Acting CEO Juanita Holden and all Council staff for their determination and focus toward getting the job done for our community.

PAGE 5 – REGIONAL PROFILE, SHIRE PROFILE, HISTORY OF SHIRE

Regional Profile

Shire Profile

Located just a short drive north of Cairns, Douglas Shire covers an area of 2,445 square kilometres featuring the world's best natural beauty from Wangetti in the south to the Bloomfield River in the north.

Douglas Shire's unique positioning between the World Heritage Listed Wet Tropics Rainforest and the Great Barrier Reef have made the region a world-class tourism destination.

Tourism is the cornerstone of the region's economy and the largest employing industry in Douglas Shire, supporting 2,596 jobs and injecting more than \$611 million per year into the local economy. In addition to the Shire's iconic sugar cane industry, the region also boasts unique export potential of tropical fruits, seafood, and indigenous foods.

Douglas is home to over 12,000 residents, with almost 60% living in the two main population centres of Port Douglas and Mossman. Port Douglas is the tourist gateway to the region, while Mossman is the administrative, health, industrial and agricultural hub. Other principle urban centres include the beachside communities of Wonga Beach, Newell Beach and Cooya Beach. The remaining residents live in small, decentralised communities scattered along the 100km stretch of coast road; tucked into the rainforest or in small rural townships in the valleys of the Shire's hinterland.

History of the Shire

The First Peoples of the Douglas region are the Kuku Yalanji whose country extends from the Mowbray River in the south to Cooktown in the north and Palmer River in the west. From the Mowbray River, south to Cairns are the traditional homelands of the Yirrganydji people. The Kuku Yalanji and Yirrganydji are rainforest people whose connection to the region extends back 50,000 years to be among the earliest human occupants in Australia.

European habitation in the Douglas Shire began in the 1870s as George Elphinstone Dalrymple led the first extensive exploration of the region. Dalrymple thought the country "surrounded by a panorama of great beauty ... a perfect picture of rich tropical country". Within the decade gold miners supplied from Port Douglas, timber cutters logging the much-prized red cedar, cattle graziers, and farmers of vegetables, maize and sugar had all begun to make their mark. Farming expanded along the coastal belt as extensive areas of lowland rainforest were cleared and settlements were established throughout the area.

Cultural diversity is integral to Douglas Shire's history. According to the 1886 census, almost two-thirds of the district's population were of Chinese heritage. By the 1890s, the sugar cane industry depended on Chinese and South Sea Islander (Kanaka) labour. These populations were joined by Hindu, Punjabi and Japanese migrants in the 1900s.

The Shire of Douglas existed as a local government entity from 1880 until 2008 when it was amalgamated with Cairns City to create the Cairns Regional Council. Five years later, Queensland Minister for Local Government granted residents a poll in which a majority of electors (57.61%) voted in favour of de-amalgamation.

The Douglas Shire Council started for the second time on 1 January 2014 with a new Mayor and four new non-divisional Councillors.

PAGE 6 – ELECTED MEMBERS

Elected Representatives

Cr Michael Kerr

Mayor

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Cr Peter McKeown

Ph: 0447 020 145

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Cr Lisa Scomazzon

Deputy Mayor

Ph: 0408 374 141

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Cr Abigail Noli

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Cr Roy Zammataro

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PAGE 7 – CEO MESSAGE

“We have a fantastic team of staff who work harder each day to deliver the high level of service that our community and travellers expect.”

Since arriving in the tropics in February 2022, I have been buoyed by the resilient, caring, and nonchalant nature of Douglas Shire. My own decision to *Do It In Douglas* was an easy one and I feel very fortunate to now be part of such a diverse and passionate community. Not to mention soaking up the laid-back charm and unrivalled natural scenery as I drive into work each day.

Firstly, I would like to thank my predecessor, Juanita Warner, for leading the organisation through the six-month transition between CEOs. She did an outstanding job in supporting Councillors and keeping Council’s critical services running smoothly.

It did not take long to see first-hand how resilient everyone up here is. In true Far North Queensland-style, I was already experiencing my first Daintree River flooding event just two months into the role. I was impressed by how well Council staff worked together, made decisive calls, and put the community first. We are very lucky to have such a high level of dedication throughout Douglas Shire Council.

In May, Council also delivered an electric Port Douglas Carnivale to mark the beginning of the first full tourism season since the pandemic in 2020. Our much-loved party in paradise was fitting way to welcome interstate travellers back. The bullish return of tourism has brought new challenges in staffing and housing, and Council is working hard behind the scenes to do what we can to help. Once borders re-opened in January, visitors arrived in droves with the past six months recording the strongest average occupancy rate since at least 2017. By the end of June this year, 380,661 domestic visitors spent over five nights on average in Port Douglas and Daintree, an increase of 14% on the pre-covid figures captured in 2019.

The region recorded a total of 2,178,155 domestic visitor nights, an increase of 40% on the year prior, and up 25% on the pre-covid figures captured in 2019.

Being a thriving tourist destination certainly has its own unique set of challenges for a regional council. Fortunately, we have a fantastic team of staff who work harder each day to deliver the high level of service that our community and travellers expect. Our dedicated outdoor crews look after beautiful tropical gardens, tidy streets, clean playgrounds and maintain pristine beaches which are enjoyed by the hundreds of thousands of visitors each year. These are important tasks done with immense pride and to an exceptional standard.

Council staff are also on the frontline connecting the community. Last year, our hard-working civil team looked after almost 500 kilometres of roads and flood ways, including 156km of gravel roads which continue to be maintained to a high standard. Our customer service staff helped process over 20,000 email enquiries and answered more than 25,000 phone calls.

Another achievement was the development of five foreshore management plans, which guides us on how to manage our world-class beaches. These will help protect environmental values and improve liveability at Wonga Beach, Newell Beach, Cooya Beach, Four Mile Beach and Oak Beach. Whether you enjoy fishing, stand up paddleboarding or just walking on the sand, the many months of consultation ensured each plan reflected the desires of each unique beachside suburb.

Filmmakers also showed us how important our diverse and stunning landscapes are to their movies. At Council, we supported several big-name film production studios, recognising the value these movies can bring to the local economy. The *Wizards!* production brought Hollywood to Douglas and will remind the world how lucky we are when it screens on the world stage. We continue to encourage filmmakers to work with us so we can help with issuing permits, providing valuable local insights, and identifying suitable venues for casting and production.

Douglas Shire Council provides a vast array of services from libraries and a swimming pool, to building big infrastructure projects and emptying your rubbish bins. We aim to do all our jobs in a way that connects and includes the community, providing real contributions to a thriving economy and sustainable shire. Our staff are cognisant of ensuring your Council remains financially sustainable in the long-term. We focus on doing business in a cost-effective manner and our improved financial result is testament to that mindset.

I have enjoyed my time getting to know our Mayor and Councillors, council staff and our passionate community. I would like to thank everyone for extending such a warm welcome to me and look forward to working for you to ensure Douglas is a place where businesses, families and individuals can thrive.

PAGE 9 – HIGHLIGHTS FROM 2021/2022

2021-2022 Highlights / Year in Review

Celebrating Our Communities:

Environmental art festival returns

Call of the Running Tide was back bigger and better than ever in 2021. The Environmental Sculpture and Multimedia Festival showcased artworks that put the spotlight on environmental issues.

Artworks were exhibited across Port Douglas at Rex Smeal Park, Mossman Shire Hall and the Port Douglas Community Centre.

The event was funded under the Regional Arts Development Fund (RADF) which is a partnership between the Queensland Government and Douglas Shire Council to support local arts and culture in regional Queensland.

Port Douglas Carnivale brings party to paradise

The biggest party in paradise drew a fantastic crowd to Port Douglas this year.

After two years of uncertainty around interstate travel, Port Douglas Carnivale 2022 did not disappoint with more than 17,000 people attending one of the events in the program.

Popular new events such as the FNQ Gin Festival, and family favourites like the Family Beach Day drew record crowds. The whole event generated about \$5.3M worth of economic activity in Douglas Shire, contributing to more than 20,000 visitor nights across 10 days.

Lifestyle rides on with Mossman to Cooya Beach cycleway

A shared cycleway connecting Mossman and Cooya Beach was completed, providing a fun 2.6km connection between the sugarcane town and beachside suburb. The project helps enhance the liveability of our beautiful shire by providing more opportunity to get out and enjoy the outdoors.

It was jointly funded by Douglas Shire Council and the Queensland Government under the Cycle Network Local Government Grants Program.

Green Ant adventure play space designs finalised

Council submitted a grant application to the Building Better Regions Fund (BBRF) after working with the community to finalise a design of a new green ant-themed adventure play space at Rex Smeal Park. The playground would be built under the shade of the existing fig tree, ensuring the site makes the most of the space already there and blends in with the iconic park.

Street party brings Christmas to Mossman

Christmas cheer flowed through Front Street in Mossman to celebrate the festive season. The Douglas Street Christmas had a little something for everyone who took the opportunity to grab a last-minute

present, enjoy a bite and enjoy the community spirit. In its second year, the much-anticipated family friendly event was again well-attended in 2021.

Fostering Sustainable Economic Growth:

Council takes over Daintree Ferry

After purchasing the Daintree Ferry, Council ensured a smooth transition between ferry operators to enable an uninterrupted service from 1 July 2021. Council staff worked closely with the new ferry operators to do the required maintenance while providing a reliable service. This allows locals to get to work, visitors to see the Daintree and spend money at 80 businesses located north of the Daintree River, and maintains essential access for residents of Wujal Wujal and surrounds.

The Call To Do It In Douglas

Investors will see Douglas Shire as the land of opportunity and prosperity thanks to the first **Douglas Shire Investment Prospectus**. The 28-page document and webpage help Council pitch the region to forward-thinking investors, businesses, and highly skilled entrepreneurs. It will help take the region's unique liveability, innovation, and sustainability credentials to the world.

Council drives ahead with northern road upgrades

Problem sections of the Bloomfield Track are now safer and more resilient. Douglas Shire Council has completed more than \$10 million worth of improvement works on the Cape Tribulation-Bloomfield Road (Bloomfield Track) and Zig Zag Road under the 2019 Betterment Program. The 2019 Betterment program is a joint Australian Government and Queensland Government program under Category D of the Disaster Recovery Funding Arrangements (DRFA) to repair and provide more resilient essential public infrastructure damaged by monsoons. A key driver for the works is to improve access for Wujal Wujal and Degarra residents, as well as increasing the reliability of the roads for travellers after wet weather.

Douglas signs on to small business charter

Douglas Shire Council re-affirmed its support for local small businesses by formally signing a Small Business Friendly Charter. With about 1300 small businesses operating across the Shire, our network of small businesses are the heart and soul of our community. The charter commits councils to supporting small businesses to benefit from less red tape and more opportunity.

2021-2022 Highlights / Year in Review

Leading Environmental Stewardship:

Coastal protection under Reef Assist Program

Council completed five foreshore management plans to help protect the environmental values and improve the liveability of coastlines in Douglas Shire. Foreshore management plans were developed for Wonga Beach, Newell Beach, Cooya Beach, Four Mile Beach and Oak Beach.

The plans include key objective including monitoring turtle nesting sites, protecting dunes and foreshore vegetation, and making sure locals can have fun at the beach. The plans also seek to reduce the impacts of coastal hazards into the future

Council was successful in receiving \$445,000 under the Reef Assist program for dune protection and maintenance works. As part of the Reef Assist program, a section of Oak Beach was rehabilitated when weeds were removed, and 500 native trees planted.

The Reef Assist Program is delivering priority environmental projects and creating around 130 regional jobs for unemployed and underemployed Queenslanders in the Wet Tropics, Burdekin and Mackay Whitsunday Great Barrier Reef catchment areas.

Council turns on savings with Smart Water Meter Program

The first stage of the Smart Water Meter Program was rolled out to 900 houses in Port Douglas. Smart water meters are fitted with radio transmitters that send water meter readings to Council every hour. The new meters will help Council identify leaks and help residents save money on wasted water. By the end of the financial year, Council had already reduced water leaks by about 200kL per day – a saving of about five backyard swimming pools.

Property owners can track of their water usage via a smart phone app which will encourage more water saving practices within our community.

Recycling win at new Resource Recovery Centre

A large multi-purpose Resource Recovery Centre will increase recycling rates and reduce waste going to landfill at the Killaloe Transfer Station.

The \$1.8 million new facility funded by the Works for Queensland Program is used for domestic and commercial waste disposal whilst housing an undercover area for the transfer station operations team to sort and salvage.

More than 160 tonnes of recycling material are self-hauled to the Killaloe Transfer Station every year.

The new facility is part of Council's long-term strategy for waste management.

Dog registrations rise under inspection program

Council staff worked closely with local dog owners across Douglas Shire to register hundreds of new animals. The six-month Approved Inspection Program was a resounding success with 1,445 dogs registered, including 919 new registrations and 526 renewals.

Inclusive Engagement Planning and Partnerships

Council significantly changed and improved the way we communicate to residents, ratepayers, and visitors by growing our own channels and starting new ones. During the 2021/22 year, the Media and Communications Unit sent out 100 media releases, responded to 67 media enquiries and published 128 website posts.

Council Website

The official Council website is a key platform for the community to get information about Council. All media releases, public notices, Council agendas and minutes, significant reports, strategic plans, job opportunities and tenders are published to the Council website. In the reporting period, 240,172 people accessed the website for 652,460 page views. This was a 12.8% increase and 4.3% increase for respective measures from the previous year.

Social media

To help communicate in a timely manner, Council manages six Facebook accounts which represent different areas of Council operations. These include Douglas Shire Council (11,791 followers), Port Douglas Carnivale (14,417 followers), Douglas Disaster Information (2,400 followers), Do It In Douglas (1,020 followers), Douglas Pets (882 followers) and Douglas Libraries (715 followers).

These pages recorded a combined reach of 1.29 million users during the 2021/22 financial year. That represents an increase of 139% on the previous 12-month period when many of the pages were first introduced.

A new weekly social media video called *Minute With The Mayor* was also launched on 21 March 2022. The 18 published videos were viewed 5,518 times with an average of 306 hits per video.

Council also has a LinkedIn page (1,182 followers) to help communicate with prospective employees and other organisations out of the Douglas Shire.

Fortnightly E-Newsletter

Our e-newsletter continues to grow, and our readership has increased 61.5% since 1 July 2021. Council now has almost 1400 subscribers who receive Council's latest news, project information and public notices direct to their inbox every second Friday. In the past year, the audience received 24 e-newsletters and recorded an average open rate of 32.36% for the year.

Print Publication

Council trialled a free quarterly newsletter which was printed and distributed by the media and communications team in November 2021 and March 2022. During the trial, we printed 2000 copies and distributed these to local cafes, supermarkets, libraries and other regularly visited areas across the shire.

After two editions, we gathered feedback, looked at our internal processes and re-evaluated its distribution. The newsletter now appears once a month in the Cairns Local News which is a free community newspaper distributed in the local area.

The print publication is a vital part of our communication to ensure we can reach those who do not access digital platforms such as email, social media, or the internet. Before the local paper was closed in mid-2020, our survey data indicated 60% of our local audience got their Council information from the weekly publication.

Robust Governance and Efficient Service Delivery - Strong governance and financial management are the foundations of the way in which Council will conduct its business and implement the initiatives of the Corporate Plan.

Building disaster resilience through intelligence

We now have a Flood Intelligence Portal which is an internal dashboard that displays the status of all rain gauges and data. As part of the North Queensland Recovery and Resilience Grants, Council created a system to accurately predict likely scenarios during flood events and rising storm tide levels. We have also rolled out new storm tide reference landmarks at Wonga, Newell and Cooya beaches to give us a more localised understanding of the inundation risk posed by extreme storm tide events.

New automatic rain gauges were installed at five locations including McDowall Range, CREB Track, Stewart Creek Valley, and Mossman Water Treatment Plant.

Stage 2 of Rates Review addresses inequity

Council also continued to address historical inequities in the rating structure through stage 2 of an independent review into its rating categories. During this review, a 3.9% general rate increase applied across the board with variations to different categories.

For a category one property, where a ratepayer lives at the address, the median rate increase is \$43 per year, or 82 cents per week. For a property in residential rating category five, where a ratepayer does not live at the address, the median rate increase is \$93 per year, or \$1.78 per week. This is the same median rate increase for building units where the ratepayer does not live at the address.

Council considered feedback from organisations and ratepayers when undertaking the review, as well as recent land valuations completed by the Department of Resources.

PAGE 11 – ASSESSMENT OF CORPORATE PLAN AND OPERATIONAL PLAN

The annual report for a financial year must contain the Chief Executive Officer’s assessment of the local government’s progress towards implementing it’s 5 year Corporate Plan and Annual Operational Plan.

Assessment of Operating Performance

For 2021/22, Council identified a broad range of projects that would benefit all communities across the Shire and continue to see firm strategic initiatives put in place to establish a sound foundation for the Shire’s future.

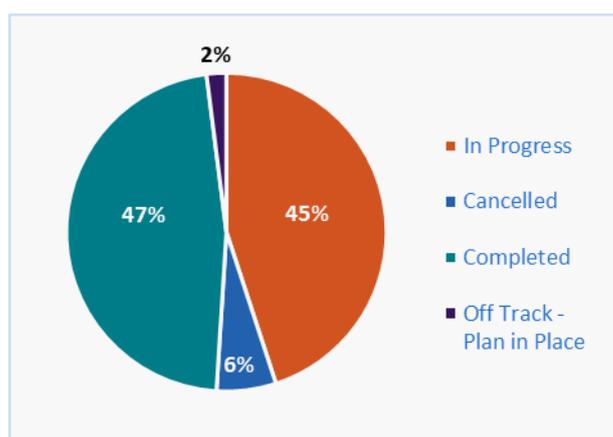
Council’s Operational Plan 2021/22 detailed the ongoing and recurring activities and major initiatives to be undertaken across Council. Success measures and timeframes were identified for the delivery of each initiative, and in recognising that most projects were completed by multidisciplinary teams, the Lead Department was also identified. The Operational Plan links all projects to the Themes and Goals of the Corporate Plan, demonstrating the ongoing implementation of Council’s strategic direction.

All programs and projects are fully funded through the Annual Budget 2021/2022. As in previous years, a public report detailing the progress of the Operational Plan was submitted to Council each quarter.

In Council’s 2021/22 Operational Plan, 47 activities were identified to progress the completion and implementation of the Corporate Plan 2019-2024.

Theme Outcome Summary

Theme Outcome	In Progress	Cancelled	Completed	Off Track – Plan in Place
Celebrating our Communities	7	2	8	1
Fostering Sustainable Economic Growth	4	1	2	0
Leading Environmental Stewardship	4	0	6	0
Inclusive Engagement, Planning and Partnerships	2	0	0	0
Robust Governance and Efficient Service Delivery	4	0	6	0



PAGE 12 – ASSESSMENT OF OPERATIONAL PLAN – THEME 1

Theme 1: Celebrating our Communities

Douglas Shire Council embraces the diversity of our communities and values the contribution that all people make to the Shire. We recognise that it is a core strength of the region. We acknowledge our past so that it may guide us in the future. We recognise the wrongs done to our Indigenous community and we actively seek to reconcile so that we may all benefit from and enjoy our Shire. We acknowledge early European settlers who forged an agricultural base for our economy, and we welcome all new arrivals as part of our broader community.

18 Initiatives

8 Completed

7 In progress

2 Cancelled

1 Off track – Plan in place



Outcomes

Goal 1: We will celebrate the diversity of our community and ensure that all infrastructure, programs, and services are underpinned with inclusiveness and accessibility.

1.1.1. Indigenous Committee – *Not yet commenced, Plan in place*

Awaiting replacement of Community Development (First Peoples) Officer. Recruitment delayed.

1.1.2. Mossman Shire Hall Upgrade – *Cancelled*

A grant application for Building Better Regions 2021 was unsuccessful. Budget not available to proceed with upgrades at this stage.

1.1.3. Indigenous signage – *Cancelled*

Next stage deferred pending capital works budget.

1.1.4. Development of an all-ability accessibility plan – *Completed*

Consulted with all disability groups. A Register of completed and identified future projects has been developed. An all-accessibility map has been uploaded to Council's website.

1.1.5. Social Housing – *Completed*

Follow-up actions to be continued in the 2022-23 Operational Plan.

Goal 2: We will deliver programs and services that protect and enhance the liveability of our beautiful Shire.

1.2.1. Oil Palm Strategy – *In Progress*

Maintenance program and long term options analysis drafted. To be workshopped with Councillors.

1.2.2. Mossman Pool Redevelopment – *In Progress*

Funding acquired for splash park. Delay in contracting for splash park build due to lack of market response. Renaming pool and caravan park to be continued in 2022-23 Operational Plan.

1.2.3. Port Douglas Aquatic Precinct – *In Progress*

New tender for community consultation, concept development, and detailed design has closed and is being evaluated.

1.2.4. Rex Smeal Park Improvements – *Completed*

Design and consultation complete. Application has been submitted for Building Better Regions Fund. Waiting on outcome.

1.2.5. Park and Open Spaces beautification and infrastructure upgrade – *Completed*

Several projects have been completed including playground, shelters/furniture and landscaping renewal across the Shire.

1.2.6. Dog Registration Audit – *Completed*

Program and report to Council completed on a very successful program carried out by staff.

1.2.7. Gravel Road Reseal Program – *Completed*

Register completed. In the process of gathering additional data such as traffic counts. Register to be updated yearly.

1.2.8. Port Douglas Drainage Strategy – *In Progress*

Consultant engineer engaged to complete a drainage report with a 10 year prioritised plan to upgrade Council's major trunk drainage and lower flooding risks.

Goal 3 – We will develop programs that promote health, well-being and safety in the community.

1.3.1. Sports and Recreation Actions – *Completed*

Multiple masterplan upgrades have been completed or continuing. Successful grant funding achieved by clubs for lighting upgrades.

1.3.2. Develop CCTV Strategy for Douglas – *In Progress*

Submission to Queensland Government Fishing Infrastructure Grant or Installation of CCTV at boat ramps and jetties in the region has been successful with a RFQ for work to go out soon. Working along with AFN solutions, the Port Douglas Police and community to develop a plan for CCTV in Port Douglas, similar to Mossman.

1.3.3. Road and Footpath Lighting Program – *In Progress*

Program completed for Port Douglas. Investigation and review of lighting in Mossman is currently underway.

1.3.4. Road Safety Improvements – *Completed*

Gathering information and finalising a project register for future budget submissions. Register to be updated yearly.

Goal 4 – We will promote arts and cultural programs and events that bring vibrancy to the community and compliment the tourist experience.

1.4.1. Arts Strategy – *In Progress*

Strategy drafted and to be presented to Council for comment in the first quarter of 2022/23.

PAGE 13 – ASSESSMENT OF OPERATIONAL PLAN – THEME 2

Theme 2: Fostering Sustainable Economic Growth

A robust economy is at the heart of a thriving community and enables investment in environmental protection. While our remoteness is a key attribute, it also presents challenges for attracting new business and investment. We must also meet the challenges of fierce competition in the tourism sector. Council will partner with industry to build, diversify and promote the Douglas economy. Council will design and deliver infrastructure, strategies and services that support the local economy and businesses.

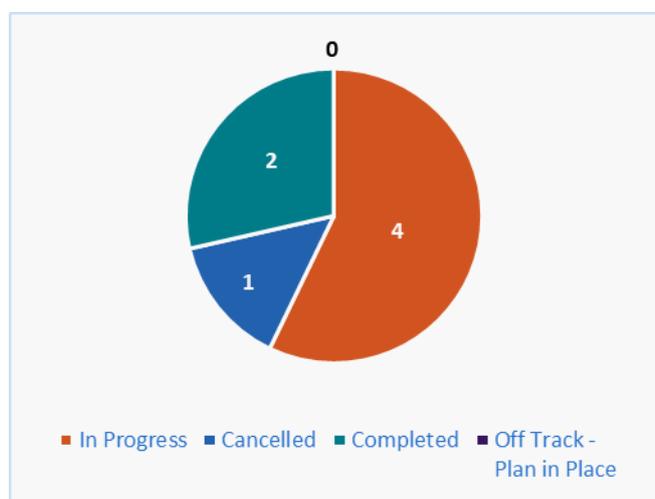
7 Initiatives

2 Completed

4 In progress

1 Cancelled

0 Off track – Plan in place



Outcomes

Goal 1: We will build appropriate infrastructure and deliver services that connect and support businesses.

2.1.1. Ferry Gateway Infrastructure Plan – *In Progress*

Ferry options report to be finalised soon and then workshopped with Council to finalise delivery strategy.

Goal 2: We will work with partners to promote the Shire as the World's leading sustainable tropical destination and encourage business investment.

2.2.1. Innovation Hub – *Cancelled / No longer relevant*

Progress is being made to fill this gap by a commercial enterprise, and an alternative way forward from Council for this operational plan initiative is being developed.

2.2.2. Continue to Investigate Opportunities in the RV Strategy – *Completed*

Presented to Ordinary Council Meeting on 28 September 2021.

2.2.3. Eco-Destination – *Completed*

Upgrade to the new version of criteria is complete. Desktop audit completed in May 2022 and results received. Corrective actions to be undertaken in 2022/23 and Eco Destination program to continue.

Goal 3: We will develop strategies that seek to diversify the Shire's economic base.

2.3.1. Investigate Alternative Energy Solutions – *In Progress*

Report to be presented to Council in the first quarter of 2022/23.

2.3.2. Economic Development Strategy – *In Progress*

Queensland Small Business Friendly Charter adopted in November 2021. Draft Investment Prospectus will be presented to Council in July 2022. Priority infrastructure list in development with Capital Works Program for 2022/23.

2.3.3. Port Douglas Markets Review – *In Progress*

Will be presented to Councillor Workshop in July 2022.

PAGE 14 – ASSESSMENT OF OPERATIONAL PLAN – THEME 3

Theme 3: Leading Environmental Stewardship

Our visitors and residents deeply value the unparalleled environment in which we live. We recognise our responsibility in protecting and preserving our natural world for generations to come. We understand the strong link between the environment and the economy: they are interdependent. Douglas Shire will be at the forefront of environmental protection by developing strategies, setting policies, and working with all stakeholders to become the envy of and to inspire locations across Australia and the World.

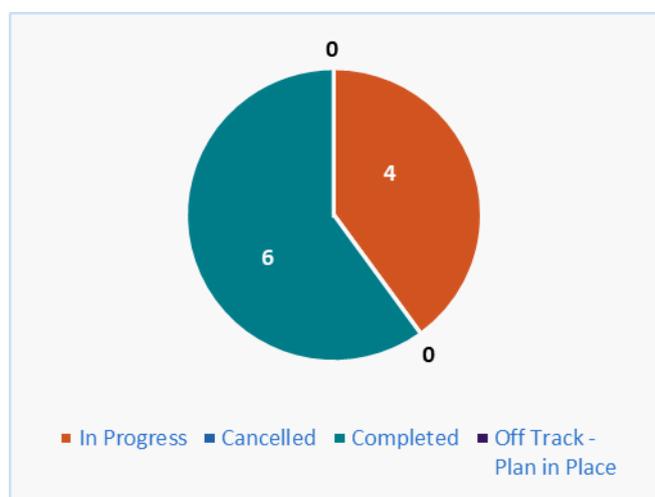
10 Initiatives

6 Completed

4 In progress

0 Cancelled

0 Off track – Plan in place



Outcomes

Goal 1: We will protect our sensitive environment and plan for the impact of climate change.

3.1.1. Reef Assist Actions – Completed

Reef Assist Project activities were completed late March 2022. Draft Foreshore Management Plans adopted 26 April 2022 by Council. Final reporting requirements completed April 2022.

3.1.2. Reef Guardian – Completed

Action Plan signed off and endorsed. All five actions have commenced and three will be ongoing after the financial year. One action is complete and one action delayed due to Covid. The reef Guardian Council program will continue through 2022/23.

3.1.3. Soil Carbon Strategy – Completed

In December 2021 the Federal Government legislated a new methodology for measuring soil carbon. Council's Sustainability Officer has completed information gathering and this will be workshopped with Councillors at the first scheduled workshop in 2022/23 to finalise initiative.

Goal 2: We will implement programs that reduce and offset our environmental footprint.**3.2.1. Identification of carbon neutral council fleet options – *In Progress***

Data being collated and investigation of what options can be achieved in progress. Workshop with Councilors scheduled for May/June 2022.

3.2.2. Illegal dumping program – *Completed*

Grant funding for an illegal dumping compliance officer (12 months) and littering signage successful. Compliance officer commenced role in April 2022 and signage has been installed.

3.2.3. Waste audit of kerbside collection – *Completed*

Audit focussing on commercial bins, targeting organics, recyclables, single use plastics and packaging completed in April 2022. Information will assist in education and service provision and in the Regional Waste Strategy development.

Goal 3: We will continue to build water infrastructure so that the Douglas Shire may enjoy water security and water quality.**3.3.1. Future Water Security – *In Progress***

Continuing with water licence application for Mossman River Intake. Land purchase and environmental approvals ongoing. Douglas Shire water security strategy to be formalised to enable funding application for overall program to include Mossman River intake, UF cartridge renewals, smart water meters, recycled water initiatives in Port Douglas and Mossman, major water main asset renewals and emergency water supply plan. Revisit levels of service charter to identify and document of acceptable levels of service. This will involve balancing water demand and supply expectations.

3.3.2. Smart Water Meter Rollout – *In Progress*

Smart water meter installation completed in Port Douglas and Craiglie (Stage 1). Software portal expected to be available for public use by August 2022. Installation of age 2 (rest of the Shire) to commence in February 2023.

Goal 4: We will partner with the community to educate and monitor.**3.4.1. Waste Education Program – *Completed***

Council's Waste Education continues to visit pre-school, school, after school and kindergarten sessions explaining waste reduction, recycling and composting.

3.4.2. Continue Water Education Program – *Completed*

Education materials have continued to progress and a Douglas specific Water Supply Poster has been completed, ready for distribution to schools in the region. The Water Education Program is being developed.

PAGE 15 – ASSESSMENT OF OPERATIONAL PLAN – THEME 4

Theme 4: Inclusive Engagement, Planning and Partnerships

In delivering for our communities, economy and environment, Douglas Shire will ensure open and transparent engagement and communication. We will develop robust strategic plans and we will partner with our community and key stakeholders.

2 Initiatives

0 Completed

2 In progress

0 Cancelled

0 Off track – Plan in place



Outcomes

Goal 1: We will implement transparent decision making through inclusive community engagement and communication.

No actions this year.

Goal 2: We will develop forward looking strategies for the future of our communities and we will ensure balanced and appropriate planning decisions.

4.2.1. Development of a street tree register framework – *In Progress*

Framework drafted and presented to Management Team. To be workshopped in July 2022.

4.2.2. Planning Scheme Updates – *In Progress*

Formal engagement of the preferred consultant has been completed. An information session was undertaken at the Council Workshop on 14 June 2022 where the amendment process was outlined and points of interest discussed. A report to Council will be presented in the near future seeking a Council Resolution to amend the Planning Scheme. Initiative will continue through 2022/23.

Goal 3: We will recognise the critical role that our partners play in planning and delivering vital programs and services.

No actions this year.

PAGE 16 – ASSESSMENT OF OPERATIONAL PLAN – THEME 5

Theme 5: Robust Governance and Efficient Service Delivery

Strong governance and financial management are the foundations of the way in which Council will conduct its business and implement the initiatives of the Corporate Plan.

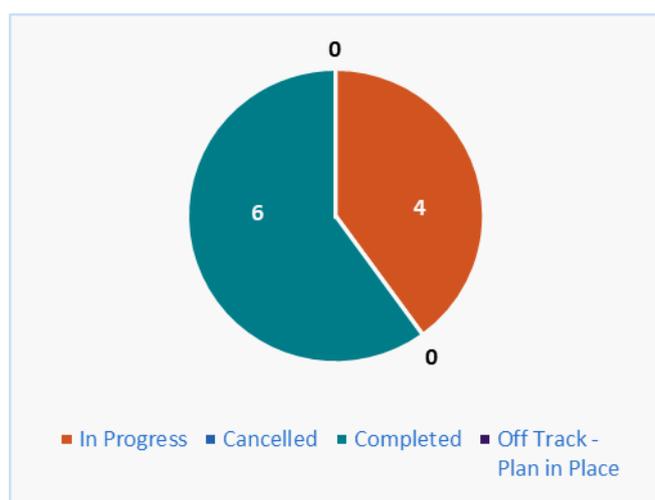
10 Initiatives

6 Completed

4 In progress

0 Cancelled

0 Off track – Plan in place



Outcomes

Goal 1: We will conduct Council business in an open and transparent manner with strong oversight and open reporting.

5.1.1. Implement PDF Framework – *In Progress*

Framework now required to include project management framework as a whole. Draft system developed and being fine tuned for Council.

5.1.2. Delegations Register – *Completed*

Users and positions have been created. Delegations have been assigned to Officers. Further development of the system will progress under the Governance department in early August 2022 as part of the Governance annual work plan.

5.1.3. Right to Information & Information Privacy – *Completed*

RTI Policy is not required under legislation. RTI Process is being developed. Privacy Policy has been reviewed and planned adoption in August 2022. Audit of the RTI information available on Council's website is being undertaken and final update to be completed by end of July 2022.

5.1.4. Complaints Management – *In Progress*

Policy review has been undertaken. Policy consultation with Management to be finalised. Policy planned adoption is August 2022. Unreasonable Complainant Conduct Policy has been developed and planned

adoption is July 2022. Staff training to be rolled out once policies are adopted and procedures approved by December 2022.

Goal 2: We will put the customer at the centre of our service delivery and process improvement as we deliver efficient and appropriate services based on community expectations.

5.2.1. Lease Policy – *In Progress*

Review of draft policy underway. Policy to be presented to Council in first quarter 2022/23.

Goal 3: We will make sound financial decisions by ensuring robust strategic planning, financial management and reporting.

5.3.1. General Rates Model Review Stage 2 – *Completed*

General Rates Model Review has been conducted. Proposed changes were workshopped with Council and the report adopted by Council in April 2022. Proposed rate charges formed part of the Annual Budget adopted by Council on 15 June 2021.

5.3.2. Asset Management System – *Completed*

The implementation process is forecasted to take 4 years and will be in line with the revaluation of assets timeline. The Asset Management Software System implementation has progressed with all Water Infrastructure and Council and Community Facilities asset physical data uploaded to the system; training has been provided to the Water and Building Facilities stakeholders and how to find, update and load new assets; and training was provided to the Finance Management Accounting team on how to use the Accounting module in Assetic. Over the first quarter of 2022/23, the financial data will be loaded against the above assets, and maintenance module set up will begin for water assets, commencing with workshops in August to ensure alignment with Council maintenance practices.

Goal 4: We will work with our communities to ensure they are informed, empowered and supported so that they are resilient to the impacts of disaster events. Through our leadership and capabilities we will plan, prepare, respond and recover from events so as to minimise the impact on people, property, the environment, and our economic stability.

5.4.1. Support Inclusive and Resilient Communities – *In Progress*

LDMG Covid-19 Pandemic Response Plan endorsed and updated. Douglas Disaster Resilience Strategy been awarded with the expected completion date of August 2023.

5.4.2. Strengthen the Shire's Flood Planning and Response Capability – *Completed*

Flood mapping completed for Mowbray/Mossman River catchments, storm tide zones re-evaluated, and Bridge Flood Intelligence system completed. Installation of an additional five automatic rain gauges throughout the Shire completed.

5.4.3. Enhance Disaster Management Capacity – *Completed*

Current completed projects include strengthening communications for Cyclone Shelter, retrofitting office for Cyclone Shelter Team in Shelter, Place of Refuge register updated for 2021-22 wet season. Being progressed – No current available grants for Council to construct Local Disaster Coordination Centre and grant streams will continue to be investigate.

PAGES 17 – 24 – STATUTORY INFORMATION

This section of the report contains information which is prescribed by the *Local Government Act 2009* and *Local Government Regulation 2012* to be disclosed in Council's Annual Report for the period.

Local Government Act 2009

Section 41 Identifying Beneficial Enterprises

S 41 of the *Local Government Act 2009* provides that the Annual Report must contain a list of all the beneficial enterprises that the local government conducted during the financial year.

Douglas Shire Council did not conduct any beneficial enterprises during the 2021/2022 financial year.

Section 45 Identifying Business Activities

S 45(a) of the *Local Government Act 2009* provides that the Annual Report must contain a list of all the business activities that the local government conducted during the financial year:

The business activities conducted during 2021/2022:

- Water and Sewer
- Waste
- Ferry Operations
- Caravan parks
- Markets
- Planning Certifications

S 45(b) of the *Local Government Act 2009* provides that the Annual Report must identify the business activities that are significant business activities.

None of the above activities satisfied the statutory threshold for classification as a significant business activity

S 45(c) of the *Local Government Act 2009* provides that the Annual Report must state whether or not the competitive neutrality principle was applied to the significant business activities, and if the principle was not applied, the reason why it was not applied.

Council applied the competitive neutrality principle to these business activities.

S 45(d) of the *Local Government Act 2009* provides that the Annual Report must state whether any of the significant business activities were not conducted in the preceding financial year, i.e. whether there were any new significant business activities

The business activities listed above were also conducted by Council in the previous financial year (2020/2021), no new business activities commenced in 2021/2022. Douglas Shire Council did not conduct any significant business activities.

Section 201 Remuneration Payable to Senior Contract Employees

S 201(1)(a) of the *Local Government Act 2009* provides that the Annual Report must state the total of all remuneration packages that are payable to the senior management of the local government. The senior management, of a local government, consists of the Chief Executive Officer and all senior executive employees. The remuneration packages include base salary, superannuation and allowances.

Total of all Remuneration Packages Payable \$1,616,361.00

Band	Number of Senior Management
\$100,000 - \$200,000	8

Local Government Regulation 2012

Section 183 Financial Statements

The general purpose financial statements is shown on pages XX to XX.

The current year's financial sustainability statement is shown on page XX.

The long-term financial sustainability statement is shown on page XX.

The Auditor-General's audit reports about the general purpose financial statements and the current year sustainability statement is shown on page XX.

Section 184 Community Financial Report

The Community Financial Report for the period is shown on pages XX to XX.

Section 185 Particular Resolutions

S 185(a) of the *Local Government Regulation 2012* provides that the Annual Report must contain a copy of the resolutions made during the financial year under s 250(1) of the LGR (adoption of an expenses reimbursement policy).

S 185(b) of the *Local Government Regulation 2012* provides that the Annual Report must contain a list of any resolutions made during the financial year under s 206(2) of the LGR (Threshold for non-current physical asset to be treated as an expense).

There were no Particular Resolutions for the financial year 2021/22.

Section 186 Councillors

The Annual Report must contain particulars of Councillors such as total remuneration, superannuation, expenses, facilities provided, meetings attendance and total orders during the financial year.



Section 186(a) Councillor Remuneration

The amount of remuneration paid to Local Government Councillors is determined by the Local Government Remuneration Commission (The Commission). The Commission has determined that Douglas Shire Council is a Category 1 Council and the following annual remuneration amounts applied to Category 1 Councils during the period 1 July 2021 to 30 June 2022:

Mayor	Deputy Mayor	Councillors X 3
\$108,222	\$62,435	\$54,110

The total remuneration paid to each Councillor and the total superannuation contribution paid on behalf of each Councillor during the period 1 July 2021 to 30 June 2022 is as follows:

Councillor	Remuneration *	Superannuation
Mayor Michael Kerr	\$108,197.40	\$10,819.79
Deputy Mayor Lisa Scmazzon	\$62,420.96	\$7,490.71
Cr Peter McKeown	\$55,600.13	\$5,560.13
Cr Abigail Noli	\$55,600.13	\$5,560.13
Cr Roy Zammataro	\$55,600.13	\$5,560.13

*Remuneration paid to Councillors was slightly higher than the remuneration figures determined by the Local Government Remuneration Commission due to Council pay run schedule.

Section 186(b) Councillor Expenses

A Councillor Reimbursement Policy was adopted by Council on 30 June 2020. The policy provides for the reimbursement of reasonable expenses which are suitable to be incurred by Councillors when discharging their duties and responsibilities as Councillors and the provision of facilities necessary to undertake their roles. The table below shows the expenses incurred by Councillors in the 2021/22 financial year.

Councillor	Telecommunication	Conference	Travel	Hospitality	Office	Vehicle	Training	Total
Mayor Michael Kerr	\$600.08	\$2,603.64	\$6,590.22	\$4,363.33	\$3,287.77		\$496.78	\$17,998.95
Deputy Mayor Lisa Scomazzon	\$600.08		\$2,368.01	\$221.81			\$496.77	\$3,686.67
Cr Peter McKeown	\$600.08	\$1,740.91	\$892.90				\$496.77	\$3,730.66
Cr Abigail Noli	\$600.08					\$5280.48	\$496.77	\$6,377.33
Cr Roy Zammataro	\$600.08					\$475.92	\$496.77	\$1,572.77
TOTALS	\$3,000.40	\$4,344.55	\$9,851.13	\$4,585.14	\$3,287.77	\$475.92	\$2,483.86	33,309.25

In addition to the above, Mayor Michael Kerr's FBT expense for FBT year ending 31 March 2022 was \$4,662.87.

Section 186(c) Councillor Meeting Attendance

As required under s186(c) of the *Local Government Regulation 2012*, the table below details the number of Local Government Meetings each Councillor attended during the 2021/22 financial year.

Meetings Attended	Mayor Michael Kerr	D/ Mayor Lisa Scomazzon	Cr Peter McKeown	Cr Abigail Noli	Cr Roy Zammataro
Ordinary Meetings (12 Held)	12	12	12	12	12
Special Meetings (5 Held)	5	5	5	5	5
Special Budget Meeting (1 Held)	1	1	1	1	1

Section 186 (1)(d)(e)(f) Councillor conduct

The *Local Government Act 2009* sets out the roles, responsibilities, and obligations of Councillors.

Complaints about the conduct of Councillors are to be made, or referred, to the Independent Assessor for investigation.

In accordance with section 186(1)(d) to (f) of the *Local Government Regulation 2012* Councillor conduct complaints, referrals, decisions, orders and recommendations during the financial year are shown in the tables below:

Number of Councillor Conduct Tribunal

Subsection of the <i>Local Government Act 2009</i>	Description	Number
150I(2)	Orders made about unsuitable meeting conduct	0
150AH(1)	Orders made for inappropriate conduct	0
150AR(1)	Decision, orders and recommendations made for misconduct	0

Number of Councillor Conduct Complaints, Notices and Referrals

Subsection of the <i>Local Government Act 2009</i>	Description	Number
150P(2)(a)	Complaints referred to the Assessor by a local government, a councillor or the Chief Executive Officer of the local government	7
150P(3)	Matters referred to the Crime and Corruption Commission by the local government	0
150R(2)	Notices given by a local government official to the Assessor about a Councillor's conduct	0
150S(2)(a)	Notices of misconduct given to the Assessor by the local government	0
150W(1)(a),(b) and (e)	Decisions of the Assessor to dismiss, refer to the local government or take no further action	9
150AC(3)(a)	Referral notices accompanied by a recommendation from the Assessor	0
150AF(4)(a)	Occasions where information about misconduct is obtained by the local government during investigation that is given to the Assessor	0
Chapter 5A, part 3, division 5	Occasions where the local government asked another entity to investigate suspected inappropriate conduct of a councillor	0
Chapter 5A, part 3, division 6	Applications heard by the conduct tribunal about whether a Councillor engaged in misconduct or inappropriate conduct	0

Section 188 Overseas Travel

The Annual Report must contain information about any overseas travel made by a Councillor or Local Government employee in an official capacity.

There was no overseas travel made by a Councillor or Local Government employee in an official capacity during the 2021/2022 financial year.

Section 189 Councillor's discretionary fund

Councillors are not provided with discretionary funds to allocate. Funding was not therefore provided to community organisations from this source.

Section 187 Administrative Action Complaints

Council respects the right of individuals to lodge a complaint and is committed to managing complaints responsibly, efficiently, effectively, fairly and economically. Under the *Local Government Act 2009*, issues that are within the scope of Administrative Action Complaints about the Council include:

- A decision, or a failure to make a decision, including a failure to provide a written statement of reasons for a decision
- An act, or a failure to act
- The formulation of a proposal or intention, or
- The making of a recommendation

Council is committed to dealing fairly with all complaints and the complaints process is established to:

- Treat complaints about decisions and other administrative actions of the council and complaints about minor breaches fairly, efficiently and consistently.
- Provide a complaints process that is easy to understand and readily accessible to all
- Detect and rectify administrative errors, where appropriate
- Identify areas for improvement in the council's administrative practices
- Increase awareness of the complaints process for Council's employees and the community
- Enhance the community's confidence in the complaints process and the reputation of the Council as being accountable and transparent; and
- Build employees' capacity to effectively manage complaints in an environment of continuous improvement.

How the complaints management process is implemented

Douglas Shire Council has adopted a policy and procedure for the management of administrative action complaints.

Complaints are managed through a three-stage process comprising:

- Stage 1: By the Council business unit to which the subject matter relates
- Stage 2: Internal Review of Stage 1 decisions by the Manager Governance
- Stage 3: External Review of Stage 2 decisions by the Queensland Ombudsman's Office

Administrative Action Complaints (AAC)	Number
The number of AACs made to the local government	24
The number of AACs resolved by the local government under the complaints management process	10
The number of AACs not resolved by the local government under the complaints management process	14
The number of AACs not resolved by the local government under the complaints management process that were made in a previous financial year	0

Section 189 Grants to Community Organisations

Douglas Shire Council recognises that supporting organisations, groups and individuals with financial (grants, sponsorship) and non-financial (in-kind) assistance helps develop and deliver community programs, activities and events that provide artistic, cultural, sporting, recreational, environmental outcomes, and social and economic benefits in the Douglas Shire.

Grants

Major Grants

Organisation Name	Project Title	Grant Awarded (ex GST)
Alexandra Bay Sports Club	Tai Chi for Health Program	\$10,000
Daintree Life	Stage 2 Beach Restoration Planting Myall Beach North, Cape Tribulation	\$10,000
Douglas Historical Society	Five Additional Historical Photoposts in Port Douglas	\$6,650
Douglas Hockey Association	Beach Hockey Player and Spectator Sun Shade Marquee	\$2,000
QLD-Youth Orchestra	Summer Swing and Cool Jazz: QYO Big Band interactive performances and workshops	\$7,200

Mossman Botanic Garden	“Many Voices” video project for the Mossman Botanic Garden launch	\$5,000
Mossman Community Centre	Mossman Support Services – She Shed	\$8,500
Rainforest Rescue	Regenerating our World Heritage Daintree Rainforest Project	\$2,650
Total		\$52,000

Micro Grants

Organisation Name	Project Title	Grant Awarded (ex GST)
Biodynamics FNQ Inc.	Douglas Shire Open Garden Event	\$680
U3A Douglas Shire – Sub branch of U3A Cairns Inc.	Celebrating Our Seniors – October Seniors Month	\$1,000
Douglas Shire Community Services Association - Community Open Day	Mossman Support Services Community Open Day	\$1,000
DTAG – Douglas Theatre Arts Group	Douglas Shire Christmas Carols 2021	\$1,000
Mossman Squash and Tennis Club – Crystal Leonardi	Tennis is for everyone	\$1,000
Gaye Scott	Daintreepedia	\$726
Bamanga Bubu Ngadimunku Aboriginal Corporation – Moya Stevens	Saving Language, Saving Culture	\$1,000
Total		\$6,406

Resource and Performance Agreements

Douglas Shire Council provides assistance to commercial organisations through funding towards an Event or Project, which is aligned with the Council Corporate Plan. This funding is available to an established event that leads to an ongoing Resource and Performance Agreement over a number of years.

Organisation Name	Purpose	In-Kind Support	Actual Funding 2020/21
JPNC Management Pty Ltd	Hot and Steamy Festival	\$2,000	\$4,000
Port Douglas Artists	Call of the Running Tide		\$15,000
Douglas Historical Society	Assistance with upkeep of museum		\$5,000
Douglas Theatre Arts Groups – Clink	Assistance with upkeep of theatre		\$5,000
Douglas Shire Community Services	Annual Christmas Day Lunch	\$155	\$500
Wonderland Entertainment and Leisure	Provision of Spiegel tent for Carnivale	\$10,000	\$55,000

Regional Arts Development Fund (RADF)

The Regional Arts Development Fund (RADF) is a partnership between state and local governments which invests in quality arts and cultural experiences across Queensland based on locally determined priorities.

RADF promotes the role and value of arts, culture and heritage as key drivers to support diversity and inclusivity; grow strong regions; and provide training, education and employment opportunities for Queensland artists and local communities.

Applicant	Project	Funds Allocated (ex GST)
Bill Wilkie	Cane – a new work of literary fiction	\$4,410
GW Findlay & VJ Lees	Vortibles by Victoria Lees for Cairns Festival	\$5,000
Jacqueline Joosen	Resilience – Solo Art Exhibition	\$5,000
Jill Chism	Confounded – Art Exhibition	\$5,000
Pam Willis Burden	Beneath Tropic Skies (Part 2)	\$4,900
Sandra Davies	The Power to Rise Above	\$4,346
Tim Ellis	MANnerisms – Visual Art Exhibition	\$5,000
TOTAL		\$33,656

Section 190 Other Matters

The annual report for a financial year must contain the following information:

- The Chief Executive Officer's Assessment of the local government's progress towards implementing its five-year Corporate Plan and Annual Operational Plan. The assessment of Council's implementation is included on pages **XX to XX**.
- Particulars of other issues relevant to making an informed assessment of the local government's operations and performance in the financial year. A detailed assessment of Council's performance is shown at page **XX to XX**.
- An annual operations report for each commercial business unit. Council did not operate any commercial business units in the financial year.

Section 190 Action taken for, and expenditure on, a service, facility or activity

Section 190 (1)(d) of the *Local Government Regulation 2012* requires that the local government's annual report include details of any action taken for, and expenditure on, a service, facility, or activity:

- Supplied by another local government under an agreement for conducting a joint government activity; and
- For which the local government levied special rates or charges for the financial year.

During the 2021/22 financial year, no such arrangements or related activities were undertaken.

Section 190 Changes to Tenders

Section 190 (1)(e) of the *Local Government Regulation 2012* requires that the local government's annual report include the number of invitations to change tenders under s 228(7) of the LGR during the financial year.

There were no invitations to change tender made during the 2021/22 financial year.

Section 190 List of key registers kept by the Local Government

Section 190 (1)(f) of the *Local Government Regulation 2012* requires that the local government's annual report include a list of the registers kept by the local Government.

Council maintains a number of key registers:

- Administrative Action Complaints Register
- Asset Register
- Conflict of Interest Register
- Corporate Risk Register
- Councillor Conduct Register
- Delegations Register
- Local Laws Register
- Register of Cost Recovery Fees
- Register of Interests of Councillors

Section 190 Summary Concessions for Rates and Charges

Section 190 (1)(g) of the *Local Government Regulation 2012* requires that the local government's annual report include a summary of all concessions for rates and charges granted by the local government.

Current Concessions

- Pensioner Remission - The rebate is up to 40% of the General Rate to a maximum of \$1,350.00pa.
- Rates Based Financial Assistance (Not for Profit Recreation, Sporting and Community Groups) - is 100% General Rates and 50% sewerage.
- Conservation Rebate - 50% General Rates if over 50% of property is covered under the *Nature Conservation Act 1992*.
- Conservation Rebate - 35% of General Rates if under 50% of property is covered by the *Nature Conservation Act 1992*.
- Permits to Occupy Land on the Daintree River (Fishing Huts) – The rebate is 50% of General Rates.

Current Special Charges

Rural Fire Brigades (per rateable assessment per financial year)

- Mowbray Valley Rural Fire Brigade \$50.00
- Daintree Rural Fire Brigade \$15.00
- Thornton Peak Rural Fire Brigade \$ 8.00
- Wonga Rural Fire Brigade \$35.00
- Bloomfield River Rural Fire Brigade \$25.00

Refuse Disposal - \$216.26 per unit on each rateable assessment that does not receive the Council kerbside waste and recyclables collection service.

Section 190 Competitive Neutrality Complaints

Section 190 (1)(e) of the *Local Government Regulation 2012* requires that the local government's annual report include a summary of investigation notices given in the financial year under s 49 of the LGR for

competitive neutrality complaints and the local government's responses in the financial year on the QCA's recommendations on any competitive neutrality complaints under s 52(3) of the LGR.

During the 2021/2022 financial year Council was not in receipt of any investigation notices under s 49 of the *Local Government Regulation 2012*. Council was not in receipt of any QCA's recommendations on any competitive neutrality complaints under s 52(3) of the *Local Government Regulation 2012*.

Section 190 Internal Audit

S 190 (1)(e) of the *Local Government Regulation 2012* requires that the local government's annual report include the report on the Internal Audit for the financial year. In accordance with s 207 of the *Local Government Regulation 2012*, Council must prepare and carry out an internal audit plan each financial year.

In addition to key management controls and the organisation-wide risk assessment process, the Internal Audit function provides the organisation's stakeholders with a level of assurance that business processes are operating appropriately and effectively in accordance with organisational and legislative requirements.

To ensure the internal audit activity reflects the immediate needs of the Douglas Shire Council as it strengthens its sustainability, and in light of the developing Enterprise Risk Management Framework at Council, the Internal Audit Planning process has been centred on discussion with Management about the immediate assurance and risk coverage needs.

The 2021/22 Annual Internal Audit Plan directs internal audit efforts to the areas where Management and Internal Audit see the benefit in the short term to mitigate the risks identified in Council's Risk Register.

Pacifica Chartered Accountants were engaged to complete the annual Internal Audit Function and the projects and consulting activities that were performed in the period to 30 June 2022 were:

- Records Management
- Developer Contributions
- Internal Audit Issues Register

Public Sector Ethics Act

The *Public Sector Ethics Act 1994* requires that the Annual Report of each public sector entity, including a local government, must include a statement about the local government activities during the financial year to implement its plan for equal opportunity in employment.

Council is committed to ensuring a workplace free of discrimination and harassment. This commitment is based on equality of employment opportunity that enhances the capacity of Council to achieve its objectives by –

- (a) improving organisational efficiency and productivity through the selection and employment of staff on merit based principles; and
- (b) fulfilling the social justice obligations of equity and fairness; and
- (c) increasing the effectiveness of service delivery and decision-making by adopting an employee profile that reflects the community profile.

Council has a Code of Conduct for staff which incorporates the ethics, principles and obligations under the *Public Sector Ethics Act 1994*. A copy of the Code of Conduct is available on Council's website.

Audit Committee

Council's Audit Committee, which was established in 2019, has continued to operate during 2021/2022. The Committee held four formal meetings during the year.

The Committee operates in accordance with the Audit Committee Terms of Reference. The main objectives of the Audit Committee are to monitor and review:

- The integrity of financial documents;
- The internal audit function;
- The effectiveness and objectivity of the internal auditors; and
- The effectiveness, independence and objectivity of external auditors.

The Committee established during 2021/2022 the Annual Work Plan. This sets a schedule of agenda topics to be addressed in each of the meetings during the year. This is designed to ensure that the Committee achieve effective coverage of its responsibilities.

Risk Management

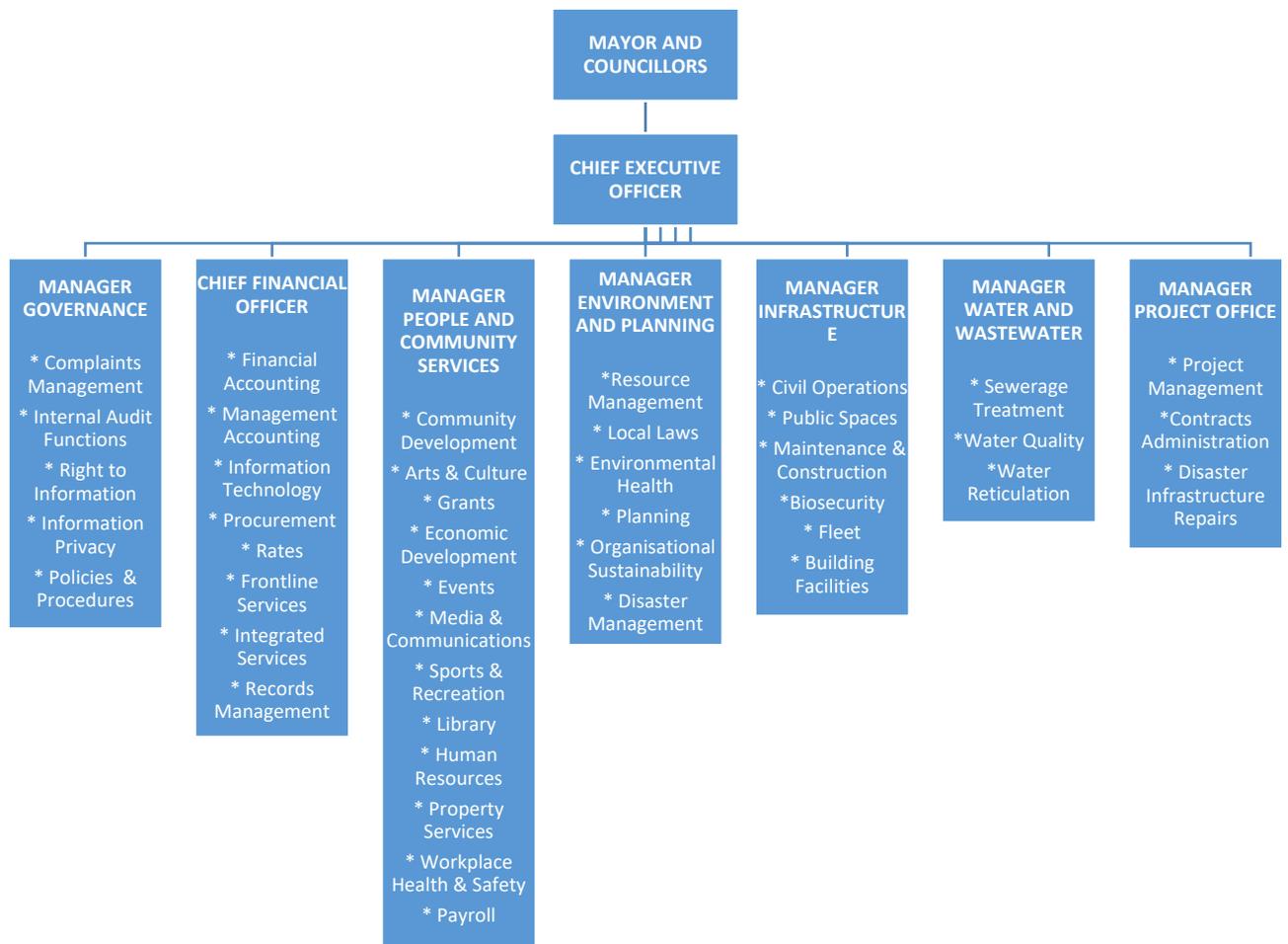
Council has a well-established Enterprise Risk Management Framework. Key documents include the Enterprise Risk Management Policy, Enterprise Risk Management Framework and Guidelines.

The Audit Committee is regularly provided with the Strategic Risk Register. An update is provided on the activities that demonstrate ongoing effective risk management for Council including updates on specific risk reviews by the Management Team.

PAGES 25 – 26 – ORGANISATION REPORT / STATS

Organisational Structure

(In separate word doc (#1101288) – Org Structure for Ann Rep 21.22)



Statistics for 2021/2022

127 Dogs impounded

264 Illegal Campers

7,619 CRMs logged

20,725 Emails received via Enquiries Inbox

25,711 Phone calls answered via 40999444

265 Development Applications lodged

4,321 Purchase Orders raised

1,282 Daintree Ferry Cards issued
1,925 Douglas Cards issued
429 Venue Bookings made
99 Councillor Requests For Information received
1,413 Property Transfer of Ownerships processed
Approx. 9,500 Rateable properties
97 Tyres collected through the Illegal Dumping Program
335 Mattresses for recycling/repurposing
1,576 tyres for recycling
330kg of refrigerant gas recovered for recycling
Over 15 tonnes of TVs and Computers for recovery and recycling
1,997 CRMs raised for Infrastructure
1,264 New defects recorded in Reflect
3,599 Reflect Accomplishments
652,460 Website Page views
1.29 million Facebook reach
84 New water service installs
528 Water service repairs
218 Water Afterhours Callouts
898 Property Settlement Reads
68 Water main breaks
42 Projects managed by Property Office

PAGES 27 – 32 – COMMUNITY FINANCIAL REPORT

COMMUNITY FINANCIAL REPORT

The Annual Report must contain the community financial report for the financial year.

INTRODUCTION

Council's general purpose financial statements are for the period 1 July 2021 to 30 June 2022 and have been prepared in accordance with the requirements of the *Local Government Act 2009*, the *Local Government Regulation 2012* and Australian Accounting Standards and Interpretations. They have also been audited by the Queensland Audit Office.

This community financial report provides a summary of the financial statements with the aim of providing understandable information to the members of our community.

The financial statements include the following:

- **Statement of Comprehensive Income** – includes Council's operating and capital revenue, operating expenses, capital income and capital expenses for the period.
- **Statement of Financial Position** – provides details of Council's current and non-current assets and liabilities.
- **Statement of Changes in Equity** – identifies movements in Council's Equity balance.
- **Statement of Cash Flows** – shows the movement in Council's cash position during the period and excludes all non-cash items such as depreciation.
- **Notes to the Financial Statements** – provide details of significant accounting policies and supporting information relating to the major statements, including a detailed breakdown of property, plant and equipment.
- **Measures of Financial Sustainability** – provide three sustainability indicators designed to help monitor the current and long-term sustainability of Council.

FINANCIAL STATEMENTS FOR THE PERIOD 1 JULY 2021 TO 30 JUNE 2022 AT A GLANCE

Operating Revenue	\$49,495,250
Operating Expenses	\$50,097,058
Operating Position	(\$601,808)

Capital Revenue	\$26,327,057
Capital Expenses	(\$5,832,350)

Net Result	\$19,892,898
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Current Assets	\$31,710,508
Non-Current Assets	\$457,137,457
Total Assets	\$488,847,965

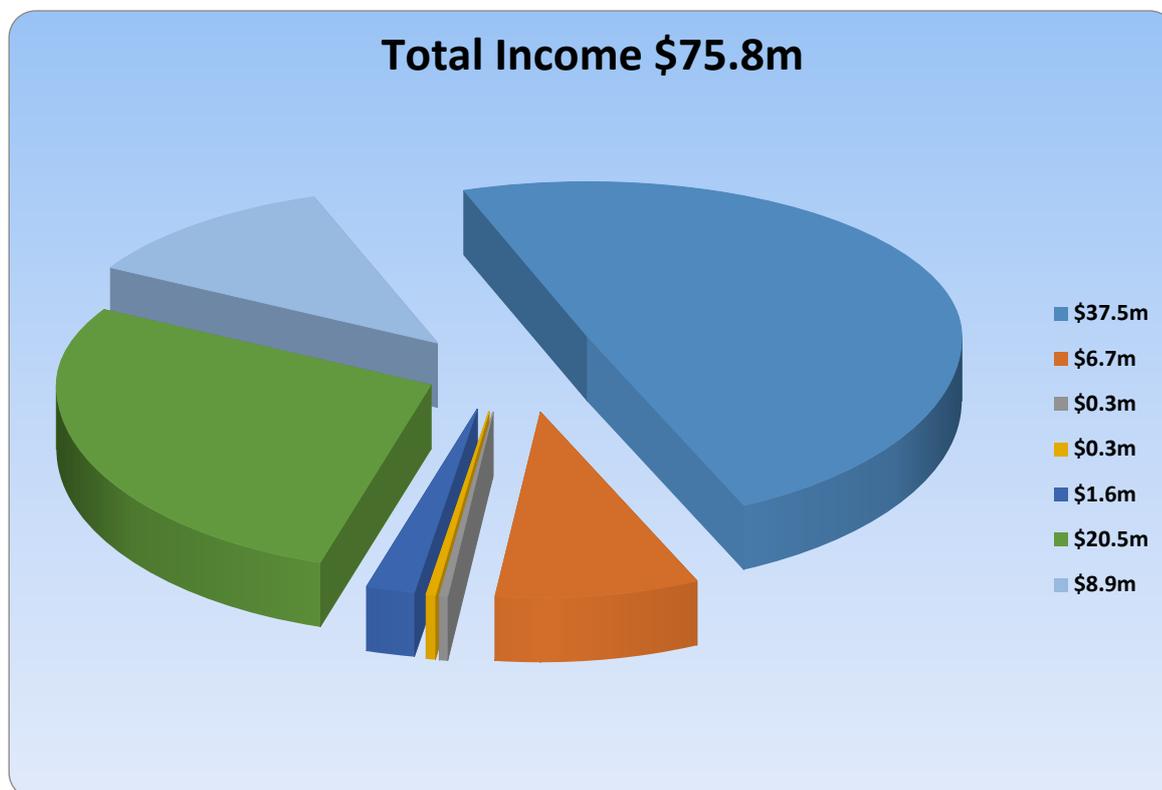
Current Liabilities	\$12,385,819
Non-Current Liabilities	\$5,235,860
Total Liabilities	\$17,621,679

Net Community Assets (Equity)	\$471,226,286
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STATEMENT OF COMPREHENSIVE INCOME

INCOME

The following graph and table show the composition of Council's income for the reporting period.



Income by percentage

Rates, levies and charges	49.45%
Fees and charges	8.80%
Rental income	0.36%
Interest received	0.39%
Other recurrent revenue	2.09%
Grants, subsidies, contributions and donations	27.16%
Other Capital income	11.75%
	100.00%

Grants, subsidies, contributions and donations

Includes capital grants, subsidies, contributions and donations; of which \$7.4 million was for Natural disaster works and \$3.4 million for assets contributed by developers

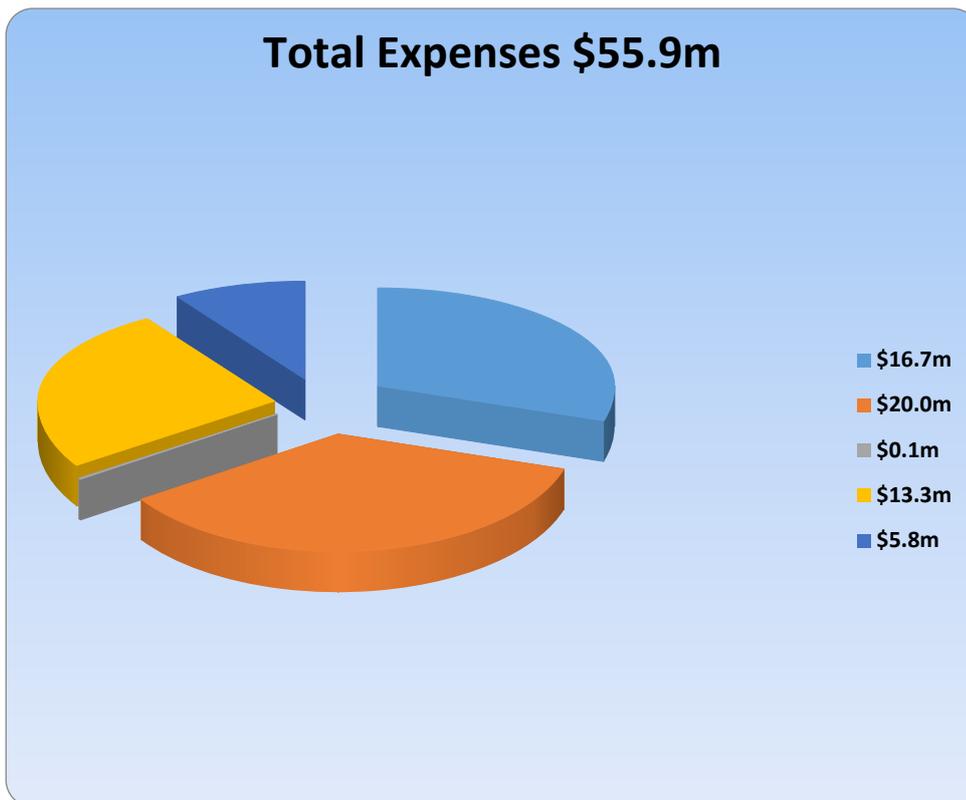
Other Capital Income

Includes landfill provision adjustments and revaluation up of property, plant and equipment.

Further details can be located in notes 3 to 5 of the financial statements.

EXPENSES

The following graph and table show the composition of Council's expenses for the reporting period.



Expenses by percentage

Employee benefits	29.83%
Materials and services	35.8%
Finance costs	0.15%
Depreciation and amortisation	23.79%
Capital expenses	10.43%
	100.00%

Further details can be located in notes 6 to 9, note 13 and 14 of the financial statements.

OPERATING POSITION

Council's operating position reflects its ability to meet day-to-day operating costs from its operating revenue. This includes its ability to fund the depreciation of assets.

It is determined by deducting operating expenses from operating revenue and shows an operating deficit of \$601.8 thousand, compared to a revised budgeted operating deficit of million \$2.992 million.

This variance of \$2.39 million is mainly due to a number of items of operating revenue and expenditure that were not anticipated when the revised budget was adopted:

- Net rates and utility charges are \$342 thousand over budget primarily due to more than anticipated Water revenue.
- Fees and Charges are \$136 thousand over budget. Stronger than anticipated revenue from Property fees including Search fees for property transfers.
- Grants and subsidies received were \$482 thousand ahead of budget. This includes an increase in the Financial Assistance Grant.
- Interest received was behind budget by \$55 thousand primarily due to weak interest rates.
- Other recurrent income is \$279 thousand behind budget primarily due to budgeted works being reclassified to Capital.

- Employee benefits were behind budget \$153 thousand. This was primarily due to unfilled positions. At 30.6.22 - Council had engaged 184 Fulltime, 22 part-time, 16 Casual employees and 5 Elected members.
- Materials and services expenditure were below budget by \$752 thousand, primarily due to the transfer of costs to, and some incomplete operational projects which have been carried forward to FY 2023.
- Finance costs behind budget by \$68 thousand due to a change in the discount rate relating to Landfill sites.
- A reduction in depreciation expenditure \$790 thousand due to the change in methodology for Killaloe landfill site, and the delayed completion of some major capital works projects.

The following table provides details of Council's budgeted operating result compared to the actual result for the reporting period.

Douglas Shire Council	Budget	Actuals 21/22
Budget Vs Actuals		Audited Financial Statements
For the 2021/2022 Financial Year	\$	\$
Operating Revenue		
Net rates and utility charges	37,155,876	37,498,388
Fees and charges	6,537,280	6,674,190
Grants and subsidies	2,686,858	3,169,668
Interest received	355,040	299,492
Other recurrent income	2,133,205	1,853,512
Total Operating Revenue	48,868,259	49,495,250
Operating Expenses		
Employee benefits	16,829,577	16,676,678
Materials and services	20,781,849	20,029,758
Depreciation	14,098,367	13,308,172
Finance costs	150,705	82,450
Total Recurrent Expenses	51,860,498	50,097,058
Operating Result	(2,992,239)	(601,808)

The following graph shows Council's budgeted year to date operating result compared to its actual year to date operating result on a month by month basis for the reporting period.



NET RESULT

Council's net result is determined by deducting total expenses (operating expenses and capital expenses) from total income (total revenue and capital income).

The overall net result is a positive \$19.9 million.

This result includes some items of revenue which are restricted as follows:

- Developer contributions – cash contributions made by developers to fund future infrastructure assets have restrictions placed on their use and are constrained.
- Other constrained revenue – raised from other sources, for example grant funds provided for a specific purpose.

It also includes non-monetary values such as:

- Gain / Loss on disposal / write-off of non-current assets.
- Adjustments to the value of Council's landfill restoration provision - as a result of a re-estimation of the future cost to restore the landfill sites.
- Non-current asset revaluation decreases and increases offsetting previous decreases – which occur when asset values are adjusted as part of a comprehensive revaluation.

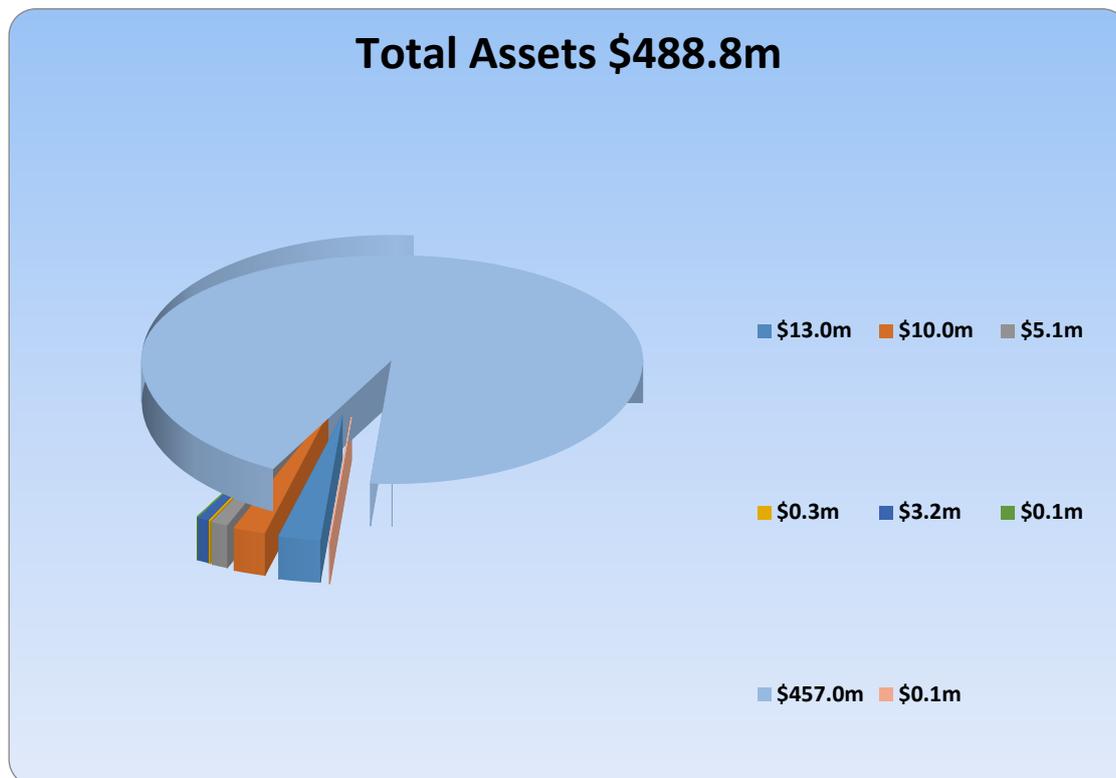
STATEMENT OF FINANCIAL POSITION

ASSETS

Council assets as at 30 June 2022 total \$488.8 million. This includes \$31.7 million of current assets (cash and other assets that are expected to be converted to cash or consumed within a year) and \$457.1 million of non-current assets. Property, plant and equipment makes up 93.5% of total assets.

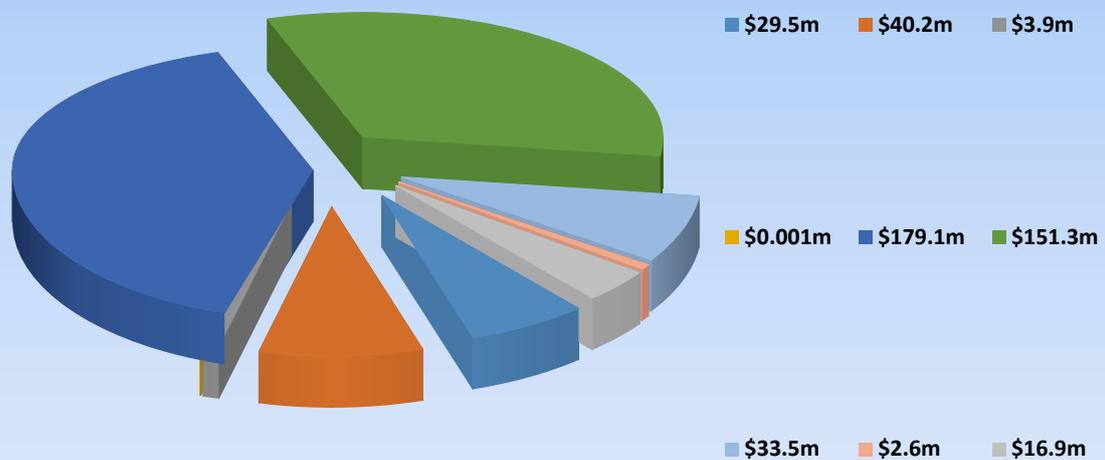
Current assets consist of cash and cash equivalents, investments (short term deposits), trade and other receivables, and assets held for sale. Non-current assets consist of long-term assets like property, plant and equipment, including capital works in progress.

The following graph shows the composition of Council's assets.



The following graph shows the composition of property, plant and equipment.

Property, Plant & Equipment \$457m

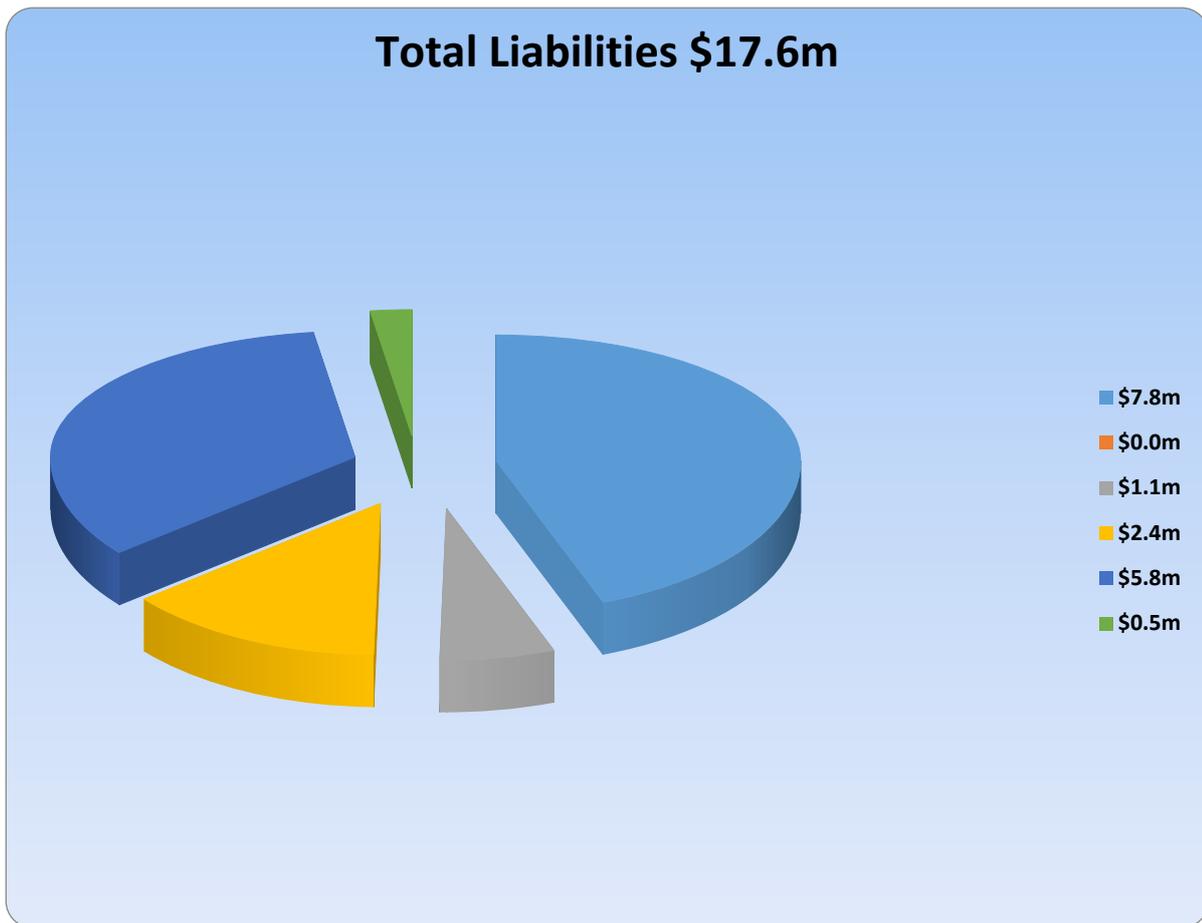


Further details can be located in notes 10 to 15 of the financial statements.

LIABILITIES

Total liabilities as at 30 June 2022 are \$17.6 million. This includes \$12.4 million of current liabilities (due to be settled within twelve months) and \$5.2 million of non-current liabilities. Liabilities mostly consist of amounts owing to suppliers, amounts owing to employees for leave entitlements and provision for the future cost of restoring landfills.

The following graph shows the composition of Council's liabilities.



Further details can be found in notes 15 to 17 of the notes to the financial statements.

COMMUNITY EQUITY

Council's total community equity as at 30 June 2022 is \$471.2 million and represents Council's asset revaluation surplus of \$69.8 million (increase in values of property, plant and equipment as a result of comprehensive revaluations) and retained surplus of \$401.4 million. This is determined by deducting the value of total liabilities from the value of total assets.

Further details can be found in note 18 of the notes to the financial statements.

BORROWINGS AND REPAYMENTS

During the period Council did not apply for any new loans, therefore the loans balance as at 30 June 2022 is \$0 and Council's debt per rateable property is \$0.

MEASURES OF FINANCIAL SUSTAINABILITY

The following ratios are designed to provide a measure of the performance of Council against key financial sustainability criteria.

Ratio	What the ratio provides	How the ratio is calculated	Actual result	Target result
Operating surplus ratio	An indication of the extent to which revenues raised cover operational expenses only or are available for capital funding purposes or other purposes.	Net result (excluding capital items) divided by total operating revenue (excluding capital items)	-1%	between 0% and 10%
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.	Capital expenditure on the replacement of assets (renewals) divided by depreciation expense.	74%	greater than 90%
Net financial liabilities ratio	An indicator of the extent to which the net financial liabilities of Council can be serviced by its operating revenues.	Total liabilities less current assets divided by total operating revenue (excluding capital items)	-28%	not greater than 60%

The operating surplus ratio has improved compared to the budgeted ratio as a result of a reduced operating deficit. The asset sustainability ratio is less than the budgeted ratio due to funded capital works for new and upgraded assets. The net financial liabilities ratio has improved due a greater than anticipated current assets balance. This ratio indicates that Council is in a very healthy position to service its existing liabilities.

FURTHER INFORMATION

Further detail can be found in Council's financial statements which are included at the end of this annual report.

PAGES 33 – 40 – KEEP SPARE UNTIL DRAFT FINALISED

PAGE 41 -> FINANCIAL STATEMENTS

Attachments

General Purpose Financial Statements