

**Title of Report:** Mayor Report

**Agenda Item:** 8

**Classification:** For Noting

**Author:** Mayor

**Attachments:** Nil

## Officers Recommendation:

### That Council:

- Note the Report

## PURPOSE OF REPORT

To provide a status update for Council from the Mayor

## BACKGROUND AND CONTEXT

In 2021, in preparation for the new CEO, I created a list of induction points of challenges faced by the council to support the previous CEO in commencing in her position.

### History of Amalgamation

As we have seen over our last 4 years, amalgamation has a big impact on the communities, funding methodologies and our identities.

At the same time, the alcohol restrictions had a huge impact on our communities.

Through our strong advocacy we have been able to see some major improvements in this area

- Recognition of amalgamation in the funding methodologies. We wait to see what the new funding methodology will be for W4Q funding but we need to ensure advocacy continues on this path
  - State Government review into impacts of amalgamation commenced
  - Review of methodologies impacting NPA
- Recognition of increased workloads on councillors compared to other councils in councillor remuneration
- Recognition and support of the impacts on council caused by amalgamation although there is more needed in this area
- Review of the alcohol restrictions and proposal put to State Government

### Current Operation

- Supporting Indigenous Management in manager and executive positions and investing in their capacity to support further development
- Level 3 managers having the opportunity to present their feedback and information to council
- Regular meeting with all staff to inform them on council progress
- Good wages, allowances and conditions for staff comparable to other councils
- Robust induction being developed to support the new council

- Support elected leaders to embrace their role as Civic Leaders
  - Training provided to all councillors by Department of Local Government
  - Financial management training delivered for Councillors
  - Advocate for OIA Review
- Fully documented operational and corporate plans to see what is being completed by operational staff
- Implement corporate planning processes to ensure delivery of corporate plan deliverables
  - Development and implementation of new Corporate Governance framework to improve transparency
  - Staff training in reporting
  - Annual cycle of unit reporting from Level 3 Managers to Council
- Develop a Cultural Awareness Training Package for Council and stakeholders
  - Partnership with local organisation to deliver cultural awareness training for NPARC staff
- Develop Cultural Protocols policy to ensure Aboriginal and Torres Strait Islander culture is embedded into operations
- Rebuilding relationships with stakeholders to deliver things in partnership
  - Establishment of TS&NPA ROC to have partnership approach to key issues affecting the region
  - NPARC representation on key representative bodies
  - Local Thriving Communities model established & members appointed
  - Increase NPA Representation on Key Representative Bodies
  - Improve inter-agency collaboration and engagement
  - Finalisation of community safety plan
  - Re-establishment of interagency meetings
- Regular Divisional / Mayoral community meetings held
- Finalisation of strategic documents to help future development of the region such as master plans, corporate plan, operational plan
- Documented and endorsed budget and structure from a grass roots level allowing visibility across the whole council
- Review of the procurement policy to support local businesses
  - Staff completed recognised Level One and Two Procurement Training
- Strong relationship with our ministerial and government champion allowing us to see change in community e.g. street lights
- Creating working relationships between Council and operations to ensure everyone working together
- Develop a fit for purpose policy and procedure framework
  - All statutory policies audited, reviewed and updated
  - Development of Document Register to support ongoing review
  - Development of Policy Review Framework

#### **Community Services**

- Resolve acquittal problems especially in aged care
- Planned way for delivery of services
- Better planning and engagement for events
- Investment in the development of asset management plans to support the whole council

- Asset Management Plans for sewer and buildings commissioned and purchase orders provided
- Roll-out has commenced for the MentorAPM system in partnership with Unganco
- Framework established to plan proactive maintenance budget each year
- Asset revaluation process commenced
- Art Centre reopened and delivering services for community
- NPA Art Exhibition Held

### **Corporate Services**

- Finalise recruitment to this area
- Divestment of Post Office
- Resolving the issues and improving the enterprises
- Clear reporting for council on occasions
- Jardine Ferry –
  - improvement in operations and infrastructure,
  - having goods for sale,
  - introducing pre-starts,
  - reviewing payment processes,
  - having vehicle ferries
- Ranger –
  - agreement with ALT to transition the program
  - resolution of past payments
- Leasing –
  - splitting responsibilities from property to ensure focus,
  - resolving historical issues,
  - creating opportunities for locals to access leases,
  - improving trustee understanding and processes
- Property –
  - improving maintenance of staff housing
  - identify responsibilities
  - improvement at the halls and facilities
  - Policies to support community and organisations access council facilities
- Archiving – resolving traditional archiving issues
- Injinoo Bowser –
  - improvement in operations and infrastructure.
  - Engage CEQ to improve the options there
- Batching plant - improvement in operations and infrastructure to meet WHS compliance
- Supermarket - improvement in operations and infrastructure
- Stores –
  - improvement in operations and infrastructure,
  - improving purchasing processes,
  - more empowerment to manager to resolve issues
- Workers camp – fixed up and leased out when needed

### **Engineering**

- Support and capacity building for administration staff
- Reviewing maintenance process and investing in asset management plans

- Sewer – identifying the issues and advocating with TSRA to include as part of MIP7. Review service charges to ensure they are levied correctly
- Water Plant –
  - resolving management issues
  - ensuing procurement contracts meets need of community,
  - identifying and resolving leaks and major sources,
  - NPA Water Supply Asset Management Plan Completed
  - Short term and long term planning to resolve issues at new Water Treatment Plant
  - Engagement of new operators at Water Treatment Plant
  - New bulk flow meters purchased and installed
- Waste transfer –
  - completion of the new landfill
  - clean up of waste transfer station
  - Implement a waste strategy incl Recycling
  - Containers for Change supported to establish a permanent presence
  - Review of regional waste strategy
  - Additional bins installed and continued to be increased
  - Bins surrounds purchased as part of park upgrades
  - New Kerbside Waste Collection Vehicle purchased
- Animal control –
  - review and adopt all new local laws.
  - Dog management program implemented
  - horse management planned for implementation
- Parks and Gardens –
  - investment in staff and operations.
  - increase in opportunities for local subcontractors
  - Develop a formal community beautification program and checklist
  - Develop a parks and open spaces annual works program and associated worksheets
  - Street and Roadside tree management plan
  - Provide education and awareness program regarding community contribution to community amenity (community pride campaign)
  - Illegal dumping campaign
  - Tidy Town Competition
- Roads –
  - resolving plant maintenance issues,
  - focus on delivering their works
  - working collaboratively with subcontractors.
  - Access to funding for town roads for the first time
- Carpentry – still some issues being resolved
- Workshop –
  - fix staffing issues
  - introduce system to capture different needs and areas
- Airport
  - resolve the issues and improve the infrastructure.
  - Permanent staff providing consistent service
- Strong advocacy on boundary change but further needed to see this happen

- Improvement in outcomes
- Voluntary redundancy process undertaken
- Internal audit plan agreed and reported onto council
  - Internal audit charter review and appointment of new members
- Reduction in debtors and improvement in management
- Partnership with DATSIP to develop a Climate Change Master Plan to inform Carbon Crediting opportunities to support Council and Traditional owners
- Fees and Charges Schedule updated to capture all costs
- Increase revenue through government funding
  - Grant Control Model Developed and implemented
  - Historical Grant Management issues resolved
  - Increased grants revenue

### **Services Reporting to the CEO**

- IT –
  - improvement in services
  - having staff based on the ground
  - Business System Review completed with current and future system requirements
- HR –
  - capacity building to ensure strong processes.
  - Review of the EBA
  - focus on resolving recruitment issues
  - resolving legacy HR issues
- WHS –
  - employment of staff
  - focus on improving in this area
- Media –
  - filling this position
  - Develop an engagement strategy to incorporate preferred communication pathways
  - Increase social media presence
  - Development of a Strategic Marketing Plan
  - Consistent branding developed
  - New Website launched

### **Other matters for attention**

- Improvement in staff attendance
- Resolving issues with staff representing council
- Improvement in dress and uniform
- Working closely with PBC to understand issues to start working on solutions. Still further work needed
- Public housing –
  - development of housing plan and capital strategy.
  - Holding housing accountable to deliver required works.
  - Home ownership process documented
  - Workshops held in community
  - Home ownership applications received
  - Advocate for homeownership and social housing needs
  - Finalisation of Local Housing Plan and commitment of funds to support

- Subdivision project with DATSIP to start planning future subdivisions
  - Application for Social Housing Provider
  - Finalisation of Local Housing Plan and funding commitment
- Seisia Enterprises – path forward to resolve the ongoing legacy issues
- Seisia Wharf –
  - holding SeaSwift accountable to deliver on what is needed and leasing arrangements
  - Advocate for the implementation of the NPA Marine Hub Master Plan
  - Advocacy resulting in announcement of funds to support freight planning and solutions at Cost of Living Summit
  - TMR commitment towards short term and long term solutions at Seisia Boat Ramp. Marine Infrastructure funding committed by state and federal government
  - Advocacy resulting in announcement of Freight Subsidy
- Bamaga Enterprises – agreement on divestment terms, just waiting on TO consent
- WCCCA – working on legacy issues. Still further work needed
- Vehicles –
  - clarity for staff on vehicle policies
  - ensuring pooling of vehicles
  - 10 year Fleet Replacement Program included as part of the 2023-24 Budget Works
- Businesses –
  - supporting local business
  - rules for people wanting to start business from home
- Bus / Public Transport – funds identified but further work needed
- Closure of the Cairns Office
- Local Fare Scheme – extension for 7 years and clarity to community.
- Support to open and operate a Youth Centre
  - Refurbishment of old HACC Building into Youth Centre
  - Establishment of Youth Centre services
- Lead the regular engaging of LDMG
  - Meetings held as per legislative requirements
  - Participation in Regional DDMG Disaster Planning
  - Local LDMG Exercises held
- Development and regular updates of Disaster Management Policies and Procedures
  - Review disaster management policies and procedures annually.
- Advocating for improved SES / Rural Fire response
  - Planning approval and commencement of building for new NPA Fire Station