



AGENDA

Northern Peninsula Area Regional Council

Ordinary Council Meeting #14

To commence at 1.00pm

on

Friday, 28th May 2021

at the

Seisia Enterprises Conference Room

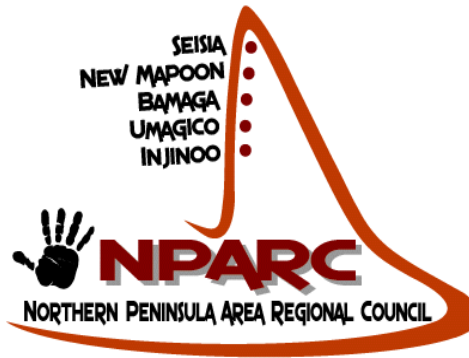
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AGENDA
ORDINARY COUNCIL MEETING #14
Friday, 28th May 2021

- 1. Welcome and Opening of Meeting**
- 2. Acknowledgement of Traditional Owners**
- 3. Present**
- 4. Apologies**
- 5. Declarations of Conflicts of Interest**
- 6. Confirmation of Minutes of Previous Meeting**
 - 6.1 Council Meeting held 21st April 2021
 - 6.2 Special Council Meeting held 10th May 2021



Northern Peninsula Area Regional Council

Ordinary Council Meeting #13

Minutes

Wednesday 21 April 2021

New Mapoon Community Hall

AGENDA

9:00am	1. Opening Prayer
	2. Welcome and Declare Meeting Open – Mayor
	3. Acknowledgement of Traditional Land Owners
	4. Present
	5. Apologies
	6. Declaration of Conflicts of Interest
	7. Confirmation of Minutes of Previous Meeting
9:30am	8. Business Arising from Previous Meeting
10:00am	9. Mayoral Report
10:30am	10. Chief Executive Officer Report
11:00am	11. Executive Manager Finance Report
11:30am	12. Interim Executive Manager Operations Report
12:15pm	LUNCH BREAK
1:00pm	13. Other Business
1:05pm	13.1. Bad Debts (Deceased Persons) Write Off
1:15pm	13.2. Update on the Umagico Supermarket and Bamaga Post Office
1:45pm	13.3. Housing and Capital Works Update
2:15pm	13.4. Minutes of Meeting held between NPARC, Department of Transport and Main Roads, and AECOM regarding the Jardine River Crossing
2:30pm	13.5. Repeal and Adoption of Local and Subordinate Laws
3:00pm	14. Confidential Items – Closed Session
3:05pm	14.1 Councillor Absence – Confidential
3:35pm	14.2 New Organisational Structure – Confidential
4:05pm	15. Meeting reconvened
4:10pm	16. Closing Prayer



MINUTES
ORDINARY COUNCIL MEETING #13
Wednesday, 21 April 2021

Agenda Item 1. Opening Prayer
Councillor Tamwoy

Agenda Item 2. Welcome and Opening of Meeting
Mayor Yusia welcomed attendees and opened the meeting at 9:20am

Agenda Item 3. Acknowledgement of Traditional Owners

Agenda Item 4. Present

Mayor & Councillors

Mayor Patricia Yusia

Cr Gina Nona

Cr Rob Tamwoy

Cr Kitty Gebadi

Cr Eric Cottis

Cr Francis Elu – by phone

Mayor

Division 1

Division 2

Deputy Mayor/Division 3

Division 4

Division 5

Other Attendees

Susan Law

Shane Anderson

Karyn Sam

Jillian Anderson

CEO

Interim Executive Manager Operations

Executive Manager Corporate Services

Executive Assistant

Agenda Item 5. Apologies

Gavin Amarasiri

Executive Manager Finance

Agenda Item 6. Declarations of Conflicts of Interest

Councillor Tamwoy declared a conflict of interest in Closed Session Item 14.1

Agenda Item 7. Confirmation of Minutes of Previous Meeting

Resolution:

That Council notes and confirms the minutes from the Ordinary Council Meeting held Wednesday 17 March 2021.

Moved: Cr Cottis
Vote: 5/0

Seconded: Cr Nona
Resolution: C7 – 21042021

Councillor Gebadi attended the meeting at 9:46am

Agenda Item 8. Business Arising from Previous Meeting

Resolution:

That Council notes the update on the business arising from previous meetings.

Moved: Cr
Vote:

Seconded: Cr
Resolution: C8 – 21042021

Agenda Item 9. Mayoral Report

PURPOSE OF REPORT

Mayor Yusia provided a verbal update on her activities since the last meeting.

Resolution:

That Council note and accept the Mayor's verbal report for March 2021.

Moved: Cr Gebadi
Vote: 6/0

Seconded: Cr Nona
Resolution: C9 – 21042021

Agenda Item 10. Chief Executive Officer Report

PURPOSE OF REPORT

CEO's update will be covered in the closed session.

Agenda Item 11. Executive Manager Finance Report

PURPOSE OF REPORT

To provide Council with an up to date financial position of the Council as per the Local Government Act 2009 and s204 of the Local Government Regulations 2012.

Resolution:

That Council note and accept the Executive Manager Finance Report for March 2021.

Moved: Cr Tamwoy
Vote: 6/0

Seconded: Cr Gebadi
Resolution: C11 – 21042021

Resolution:

That Council take a 10 minute break.

Moved: Cr Tamwoy
Vote: 6/0

Seconded: Cr Nona

Resolution:

That Council resume the meeting at 11:00am.

Moved: Cr Tamwoy
Vote: 6/0

Seconded: Cr Nona

Agenda Item 12. Interim Executive Manager Operations Report

PURPOSE OF REPORT

This report provides the Councillors' with an update of operational activities performed during March 2021.

Resolution:

That Council note and accept the Interim Executive Manager Operations Report for March 2021.

Moved: Cr Gebadi
Vote: 6/0

Seconded: Cr Cottis
Resolution: C12 – 21042021

Gavin Amarasiri attended the meeting at 11:25am

Mayor Yusia left the meeting at 11:58am
Mayor Yusia returned to the meeting at 11:59am
Deputy Mayor Gebadi left the meeting at 12:02pm
Councillor Tamwoy left the meeting at 12:02pm
Councillor Tamwoy returned to the meeting at 12:03pm
Deputy Mayor Gebadi returned to the meeting at 12:08pm

Agenda Item 13.1. Bad Debts (Deceased Persons) Write Off

PURPOSE OF REPORT

To obtain approval from Council to write off unrecoverable bad debts from deceased persons.

Resolution:

That Council note and approve unrecoverable bad debts from deceased persons be written off.

Moved: Cr Tamwoy
Vote: 6/0

Seconded: Cr Gebadi
Resolution: C13.1 – 21042021

Resolution:

That Council adjourn the meeting at 12:26pm.

Moved: Cr Gebadi
Vote: 6/0

Seconded: Cr Tamwoy

Resolution:

That Council reconvene the meeting at 1:08pm.

Moved: Cr Gebadi
Vote: 6/0

Seconded: Cr Tamwoy

Agenda Item 13.2 Update on the Umagico Supermarket and Bamaga Post Office

PURPOSE OF REPORT

To brief the Council on matters specific to the Bamaga Post Office and Umagico Supermarket Contracts.

Resolution:

That Council note and accept the update on the Umagico Supermarket and Bamaga Post Office Contracts.

Moved: Cr Nona
Vote: 6/0

Seconded: Cr Gebadi
Resolution: C13.2 – 210421

Agenda Item 13.3 Housing and Capital Works Update

PURPOSE OF REPORT

To provide Councillors with details of the number, style and location of properties intended to be constructed through the \$8.38M funding arrangement.

Resolution:

That Council:

- **Note the report.**
- **Interim Executive Manager Operations to meet with individual Councillors to identify appropriate housing sites and housing styles required for their Communities.**

Moved: Cr Cottis
Vote: 6/0

Seconded: Cr Tamwoy
Resolution: C13.3 – 21042021

Agenda Item 13.4 Minutes of Meeting held between NPARC, Department of Transport and Main Roads, and AECOM regarding the Jardine River Crossing

PURPOSE OF REPORT

Provide the minutes of the meeting held on the 16 March 2021 between the Mayor, Deputy Mayor, elected Councillors and staff of the Northern Peninsula Area Regional Council and officers from the Department of Transport and Main Roads, and AECOM.

Resolution:

That Council:

- Note the minutes of the meeting with TMR of 16 March 2021.
- Note that the Council has responded to the request from TMR for information in order that the business case may be developed.
- Note that consultation that took place for the geotechnical studies only.
- Convey its support to TMR for the next phase— development and presentation of the business case and identification of funding.

Moved: Cr Cottis
Vote: 6/0

Seconded: Cr Tamwoy
Resolution: C13.4 - 21042021

Agenda Item 13.5 Repeal and Adoption of Local and Subordinate Laws

PURPOSE OF REPORT

To repeal existing Local and Subordinate Local Laws and adopt Local and Subordinate Laws consistent with Queensland Government's Model Local Law suite.

Resolution:

That Council, pursuant to section 29(2) of the Local Government Act 2009 (Qld), resolves to:

Repeal Local Laws:

Local Law No 1 (Administration) 2011
Local Law No 1 (Administration) 2014
Local Law No 2 (Animal Management) 2011
Local Law No 3 (Community and Environmental Management) 2011
Local Law No 4 (Local Government Controlled Areas, Facilities and Roads) 2011
Local Law No 7 (Indigenous Community Land Management) 2011
Local Laws No 9 (Jetties, Barge Loading Ramps and Boat Ramps) 2014
Local Law No 10 (Roadside Vending) 2015
Local Law No 11 (Control of Signs) Undated

Repeal Subordinate Local Laws:

Subordinate Local Law No 1 (Administration) 2011
Subordinate Local Law No 1 (Administration) 2014
Subordinate Local Law No 2 (Animal Management) 2011
Subordinate Local Law No 3 (Community and Environmental Management) 2011
Subordinate Local Law No 4 (Local Government Controlled Areas, Facilities and Roads) 2011
Subordinate Local Law No 7 (Indigenous Community Land Management) 2011
Subordinate Local Law No 7 (Indigenous Community and Land Management) 2014

Make Local Laws:

NPARC Model Local Law No. 1 (Administration) 2021
NPARC Model Local Law No. 2 (Animal Management) 2021
NPARC Model Local Law No. 3 (Community and Environmental Management) 2021
NPARC Model Local Law No. 4 (Local Government Controlled Areas, Facilities and Roads) 2021
NPARC Model Local Law No. 7 (Indigenous Community Land Management) 2021

Make Subordinate Local Laws:

Subordinate Local Law No. 1 (Administration) 2021
Subordinate Local Law No. 2 (Animal Management) 2021
Subordinate Local Law No. 3 (Community and Environmental Management) 2021
Subordinate Local Law No. 4 (Local Government Controlled Areas, Facilities and Roads) 2021
Subordinate Local Law No. 7 (Indigenous Community Land Management) 2021

Moved: Cr Tamwoy

Vote: 6/0

Seconded: Cr Elu

Resolution: C13.5 - 21042021

Agenda Item 14 Confidential Reports

Procedural Motion:

That Council closes the meeting to the public at 2:23pm under *Local Government Regulation 2012* Section 254J (3) (b) and (e) to deliberate on Confidential Reports 14.1.

**Moved: Cr Gebadi
Vote: 6/0**

Seconded: Cr Nona

Councillor Tamwoy declared a conflict of interest in Agenda Item 14.1 and left the room at 2:26pm

Procedural Motion:

That Council open the meeting to the public at 2:51pm

**Moved: Cr Gebadi
Vote: 5/0**

Seconded: Cr Nona

Councillor Tamwoy returned to the meeting at 2:51pm

Agenda Item 14.1 Councillor Absence – Confidential

PURPOSE OF REPORT

To seek the Council's determination on granting leave of absence and to inform the Council, that on not granting leave of absence, that a vacancy has occurred on the Council and seek its direction on the manner in which it is to be filled.

Resolution:

That the Council:

- (1) Note the report and the legislation relating to Councillor absenteeism.
- (2) Agrees to grant Councillor Tamwoy Leave of Absence for the February and March 2021 Council meetings.

Moved: Cr Elu
Vote: 3/2

Seconded: Cr Gebadi
Resolution: C14.1 - 21042021

Procedural Motion:

That Council closes the meeting to the public at 2:52pm under *Local Government Regulation 2012* Section 254J (3) (b) and (e) to deliberate on Confidential Reports 14.2

Moved: Cr Gebadi
Vote: 6/0

Seconded: Cr Elu

Procedural Motion:

That Council open the meeting to the public at 3:37pm

Moved: Cr Gebadi
Vote: 6/0

Seconded: Cr Elu

Agenda Item 14.2 New Organisational Structure – Confidential

PURPOSE OF REPORT

To inform the Council of the organisational structure and seek its endorsement of the Executive and Management levels of Northern Peninsula Area Regional Council (NPARC) and the functional groupings below levels 1 and 2.

Resolution:

That Council note and endorse the introduction of the proposed new Organisation Structure for Northern Peninsula Area Regional Council and receive ongoing periodic implementation updates from the Chief Executive Officer.

Moved: Cr Cottis
Vote: 6/0

Seconded: Cr Gebadi
Resolution: C14.2 - 21042021

Resolution:

That Council adjourn the meeting at 3:38pm.

Moved: Cr Nona
Vote: 6/0

Seconded: Cr Gebadi

Resolution:

That Council move to come back into session.

Moved: Cr Nona
Vote: 6/0

Seconded: Cr Gebadi

Agenda Item 15 Other Business

There was no other business raised at the meeting.

Agenda Item 16 Closure of Meeting

Meeting closed at 4:22pm with a closing prayer by Cr Gebadi



Northern Peninsula Area Regional Council

Extraordinary Council Meeting #2

Minutes

held at 11am on

Monday, 10th May 2021

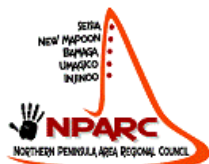
Bamaga Boardroom



MINUTES
EXTRAORDINARY COUNCIL MEETING #2
Monday, 10th May 2021

AGENDA

11:00am	1. Welcome and Opening of Meeting
	2. Acknowledgement of Traditional Land Owners
	3. Present
	4. Apologies
	5. Declaration of Conflicts of Interest
	6. Postponement of the Trustee and Council Meetings scheduled for 18 th and 19 th May 2021
11:30am	7. Closure of Meeting



MINUTES
EXTRAORDINARY COUNCIL MEETING #2
Monday, 10th May 2021

1. Welcome and Opening of Meeting

Deputy opened the meeting with a prayer at 11.23am

2. Acknowledgement of Traditional Owners

3. Present

Mayor & Councillors

Mayor Patricia Yusia

Cr Gina Nona

Cr Rob Tamwoy

Cr Kitty Gebadi

Mayor

Division 1

Division 2

Deputy Mayor/Division 3

Other Attendees

Susan Law

CEO

4. Apologies

Councillor Eric Cottis

5. Declarations of Conflicts of Interest

None

6. Postponement of the Trustee and Council Meetings scheduled for 18th and 19th May 2021

Resolution:

That Council agrees to:

1. Postpone the Trustee Meeting to Friday 28 May 2021
2. Postpone the Ordinary Council Meeting to Friday 28 May 2021, immediately following the Trustees' meeting

Moved: Cr Tamwoy

Vote: 4/0

Seconded: Cr Gebadi

Resolution: EO6 – 10052021

7. Closure of Meeting

Meeting closed at 11.32am

Northern Peninsula Area Regional Council
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7. Business Arising from Previous Meetings

MEETING DATE	ACTION	UPDATE	STATUS
Chief Executive Officer			
21/4/21	CEO to provide a report to the May meeting on the NMAC situation	Further information awaited in relation to grant applications.	
21/4/21	Move IKC from Corporate – Economic Development and Tourism to Business Enterprises – Leisure and Cultural		
Executive Manager Community Services			
17/2/21	Gazetted holiday report required for March report	Received phone message from Jacqui at Industrial Relation Office advising that Council's request to gazette the 2021 NPA Sporting Carnival (22/10/21) will be submitted to the relevant Minister – along with other indigenous LG Councils.	Ongoing
17/2/21	Provide an update regarding funds for horse racing	No application has been made	Ongoing
17/2/21	Review pushing back the Cultural Festival planned for 28 June to October - Police to be notified	At a recent meeting with TSRA on Friday 19/03/21, a request was made to engage two local persons on a fixed term contract to coordinate the culture festival. A festival committee would need to be set up to determine the date of the festival, and the theme of the festival. I have met with Cr Nona. TSRA surplus funding (\$100k) for the Events Coordinator has already been quarantined.	Ongoing
17/2/21	Ascertain if there is a policy regarding cemetery plots and burial requirements	13/4/21 Still a draft. Reviewed by MANEX 29/3/21. Draft Policy to be tabled at the June Council Meeting	
17/2/21	MANEX to set date for the HACC Opening and present to Council	Unable to secure a date	Ongoing
16/3/21	Calendar of Events for 2022 to be presented at the April meeting	Not sure if the 2021 Events calendar had been presented to Council however please refer to attached. As for the 2022 calendar Council may need to review the 2021 and to discuss what needs to be carried over to 2022 or should we do some events bi-annual.	Completed

7. Business Arising from Previous Meetings

Interim Executive Manager Corporate Services			
17/2/21	Lui Street – follow up and action the Property Entered Abandonment Process	<p>19/5/21 Abandonment Notice Form 15 is a work in progress (WIP) for actioning. Tenant is requesting to move back but the accommodation is unstable and unsafe to be occupied. Quote \$28,722.10 for repairs and maintenance obtained from NQ Builders.</p> <p>17/3/21 This program has been developed on a four weekly cycle. The program has been interrupted by “sorry business” during Feb/March and is being adjusted to reflect this and resource availability. The modified program will be available in mid-April '21 and the four weekly cycle will be used as the base to develop a 12 monthly plan over the next 12 months.</p>	Work in Progress
17/2/21	Ranger Program – Strategies to get money back for Ranger Program and completion of reporting	<p>21/4/21 Submission has been made to NIAA to keep the funds for continuing the program. Acquittals are up to date.</p> <p>Negotiations with the funding body, National Indigenous Australians Agency, are continuing.</p>	Work in Progress
17/2/21	Create works program to clean IKC's	<p>19/5/21 Work in progress due to lack of staffing capacity seeking to go out tender for cleaning contractors.</p> <p>21/4/21 The roster system has been updated and will be implemented. Program being developed.</p>	Work in Progress
16/3/21	Update on the abandoned house situation	21/4/21 Refer to attachment tabled at the meeting.	Completed
21/4/21	40 Langie Draha St, New Mapoon – Building to be assessed for asbestos	19/5/21 Accommodation does have asbestos and is on the list of housing for abolishment.	Work in Progress
16/3/21	Further update required on the residential housing policy	<p>19/5/21 It is proposed that a Draft Residential Housing Policy will be tabled at the June Council meeting.</p> <p>A residential housing policy could not be located. The Property and Leasing Manager is working on a draft</p>	Work in Progress
16/3/21	Investigate whether we have a business directory and if not, create one	<p>19/5/21 It is proposed that a report on the business directory will be tabled at the June Council meeting.</p> <p>The business directory is currently a work in progress</p>	Work in Progress

7. Business Arising from Previous Meetings

21/4/21	Locate review commissioned by previous Council on all Enterprises	Located the consultancy was completed by Towers Business Development Pty Ltd	Completed
21/4/21	Review and report back to Council on entry and exit condition checklists and organise cleaning before and after events at Community Halls.	19/5/21 Checklist and implemented	Completed
21/4/21	Rangers and carpenters buildings need mowing and cleaning up	19/5/21 Actioned by parks and gardens	Work in Progress
21/4/21	Investigate purchase of small indoor sweeper for use in Community Halls	19/5/21 Underway	Work in Progress
21/4/21	Review the layout of the Injinoo Community Hall with Councillor Nona	19/5/21 Still to be done	Ongoing
21/4/21	Mesh at the basketball courts in Bamaga needs fixing or replacing. Bins also required	19/5/21 Meeting with Dept Sports and Rec held with the possibility of funding grant application being submitted	Work in Progress
21/4/21	Previously designed sign for the historic village (village layout) needs to be installed	19/5/21 A sign has been designed but not ordered. Investigating ordering of sign	Work in Progress
21/4/21	Fencing for Injinoo Primary School to be completed. Grant from Ely Trust	19/5/21 Further investigation being conducted	Work in Progress
Executive Manager Operations			
17/2/21	Investigate possibility of converting the Bamaga Pool change rooms into cubicles	19/5/21 Work commencing 20/5/21	Work in Progress
17/2/21	Investigate fencing children's pool	19/5/21 Work commencing 20/5/21	Work in Progress
17/2/21	Create works program to maintain IKC's	19/5/21 Work will be completed by end of May 2021 14/4/21 Purchase Order has been raised for the painter to commence work 17/3/21 The 2019-21 W4Q funding for all the IKC facilities are currently underway, scope of works have been completed with carpenter builder – Rob Davi	Work in Progress
17/2/21	Investigate out sourcing yard maintenance for Council properties	21/4/21 Underway	Ongoing

7. Business Arising from Previous Meetings

16/3/21	Fans are required in all community halls. Can this be funded through Works for Qld?	19/5/21 Fans ordered or have arrived and will be fitted as soon as possible 21/4/21 Partially done – Seisia has not be done as there are structural issues that need to be addressed	Work in Progress
16/3/21	Maintenance/replacement of gazebos at Seisia foreshore and wharf required	19/5/21 No action yet and not planned	Ongoing
21/4/21	Conduct an asbestos audit on properties to ensure communities safety. Secure properties to stop vandalism and then conduct an audit.	20/5/21 Access to identified properties has been removed.	Work in Progress
21/4/21	Grounds, mowing plan / map (including time) for each Community	19/5/21 Currently being developed	Work in Progress
21/4/21	Roads and drainage scope of works required	19/5/21 Currently being developed	Work in Progress
21/4/21	Injinoo lookout mowing, slashing and clean up required	19/5/21 Being managed	Ongoing
21/4/21	Investigate Ergon Energy funding for street lighting in Communities	19/5/21 Request to Ergon has been lodged	Work in Progress
21/4/21	Contact Ergon Energy to arrange changing of light bulbs in the street lighting	This requires clarification before contacting Ergon. Is this replace all bulbs everywhere or is this replace broken/non-working bulbs?	Work in Progress
21/4/21	IEMO to consult with Councillors re suitable sites for duplexes		Completed
21/4/21	Gazebo's/shelters at Injinoo Park, bus stop shelters in Injinoo need replacement/repair	19/5/21 Operations to follow up quotations for 12 shelters	Work in Progress
21/4/21	Signs for all Communities to be inspected and replaced	19/5/21 Being inspected 20/5/21	Work in Progress
21/4/21	NPARC shed in Injinoo needs clearing of broken down cars and a tidy up	19/5/21 This is being organised during May/June	Work in Progress
21/4/21	Bamaga footpaths and alleyways require mowing and cleaning up	19/5/21 Underway	Work in Progress
21/4/21	Drain at Sagaukaz and Sebasio Streets require clearing of rubbish and mowing	19/5/21 Work completed	Completed



AGENDA ITEM 8
ORDINARY COUNCIL MEETING #14
Friday, 28th May 2021

8. Mayoral Report

9 Executive Manager Finance Report

Classification	For Noting
Author	Executive Manager Finance
Attachments	A. Statement of Comprehensive Income B. Revenue and Expenditure Summary C. Enterprise Financial Summary D. Cash Position Summary E. Statement of Financial Position F. Debtors and Creditors Outstanding

Officers Recommendation:

That Council note and accept the Executive Manager Finance Report for April 2021.

PURPOSE OF REPORT

To provide Councillors with an up to date financial position of the Council as per the Local Government Act 2009 and s204 of the Local Government Regulations 2012.

BACKGROUND AND CONTEXT

Operational Revenue

Operational Revenue continues to track below budget with COVID-19 and Building and Assets Services (BAS) work delays impacting the year end results.

No further funding for the Ranger Program has been received for the year due to unspent grant monies from previous years. This has resulted in no grant revenue being recognised in the income statement with year to date expenditure as of 30 April 2021 on the Ranger Program being \$880,453.

Capital Revenue

The contracted capital revenue tracks ahead of the budget as service agreements for some capital projects funding such as 10 house extensions (\$2.9M), minor capital work for water services (\$1.3M) and Works for Queensland (\$1.8M) were entered in to after completion of the budget for 2020/2021.

However, the commencement of the majority of capital projects were delayed due to the impact of COVID-19 and delays in resourcing gravel take until January 2021. This has resulted in the capital revenue of those capital projects not being recognised in the income statements.

The total capital revenue contracted for the year is \$13M of which \$6.8M is forecasted to be recognised depending on stage completions of the capital projects by 30 June 2021.

Material and Services Expenses

The year to date material and services expenses are forecast to continue tracking below the budget due to the same reason as low operational revenue - the inability to undertake BAS Work impacted by COVID-19 and delays in resourcing gravel take.



CRITICAL DATES

N/A

OTHER OPTIONS CONSIDERED

N/A

LEGAL AND LEGISLATION CONSIDERATIONS

N/A

POLICY CONSIDERATIONS

N/A

CORPORATE AND OPERATIONAL PLAN CONSIDERATIONS

This monthly portfolio report is in line with the following sections of the Operational Plan 2020-2021:
2. Fiscal Management

FINANCIAL AND RESOURCE CONSIDERATIONS

N/A

CONSULTATION

This report is prepared from information provided by the Team Leaders and staff of the Finance Department.

Statement of Comprehensive Income

The Statement of Comprehensive Income is often referred to as the Profit and Loss Statement. This statement shows what Council has earned (revenue) and what costs Council has incurred (expenses) for the year to date.

Northern Peninsula Area Regional Council Statement of Comprehensive Income

For the period ended 30 April 2021

	<u>Financial Year</u> <u>End 30/06/2020</u>	<u>Period End</u> <u>30/04/2021</u>	<u>Forecast</u> <u>30/06/2021</u>	<u>Budget</u> <u>2020-2021</u>
Income				
Recurrent Revenue				
Rates, levies and charges	2,721,483	2,136,378	2,811,804	2,782,508
Fees and charges	497,102	349,697	419,636	387,500
Rental income	602,803	639,209	767,051	1,334,044
Interest received	97,621	26,855	32,226	70,000
Sales revenue	8,977,055	4,007,021	4,808,425	9,554,500
Enterprise revenue	8,148,749	6,632,026	8,458,431	10,345,000
Other income	1,363,331	1,933,542	2,320,251	1,351,374
Grants, subsidies, contributions and donations	11,910,468	9,343,556	11,755,267	11,937,045
Total recurrent revenue	34,318,612	25,068,284	31,373,091	37,761,971
Capital revenue				
Grants, subsidies, contributions and donations	53,208,706	2,936,527	6,887,191	6,673,941
Loss on sale Assets	-	-		
Total capital revenue	53,208,706	2,936,527	6,887,191	6,673,941
Total revenue	87,527,318	28,004,811	38,260,282	44,435,912
Capital income	979,512			
Total income	88,506,830	28,004,811	38,260,282	44,435,912
Expenses				
Recurrent expenses				
Employee benefits	(13,050,727)	(11,052,031)	(13,262,437)	(16,170,987)
Materials and services	(21,389,883)	(14,891,344)	(17,869,613)	(20,439,300)
Finance costs	(1,301,176)	(68,936)	(82,723)	(39,489)
Depreciation and amortisation	(8,571,316)	(8,732,465)	(10,489,754)	(8,629,362)
Total recurrent expenses	(44,313,102)	(34,744,776)	(41,704,527)	(45,279,138)
Capital Expenses	0	0		(754,500)
	0	0		(754,500)
Total expenses	(44,313,102)	(34,744,776)	(41,704,527)	(46,033,638)
Result from ordinary activities	44,193,728	(6,739,965)	(3,444,245)	(1,597,726)
OPERATING RESULT				
Operating Revenue	34,318,612	25,068,284	31,373,091	37,761,971
Operating Expenses	(44,313,102)	(34,744,776)	(41,704,527)	(45,279,138)
Operating Surplus/(Deficit)	(9,994,490)	(9,676,492)	(10,331,436)	(7,517,167)

Revenue and Expenditure Summary								
Revenue and Expenditure Report - Northern Peninsula Regional Council								
Financial Year 2020 -2021 (Budget to End of Report Month)								
Program	REVENUE				EXPENSES			
	30-Apr-21				30-Apr-21			
	Actual	Budget	Variance Favourable/ (Unfavourable)	% Received	Actual	Budget	Variance Favourable/ (Unfavourable)	% Spent
CORPORATE GOVERNANCE	114,542	92,016	22,526	0%	1,728,247	1,462,140	(266,107)	118%
FINANCE & ADMINISTRATION	7,873,579	7,296,700	576,879	108%	1,663,889	2,655,340	991,451	63%
CORPORATE SERVICES	1,134,005	463,330	670,675	245%	2,577,338	2,512,730	(64,608)	> 100%
ENGINEERING SERVICES	10,644,112	17,585,680	(6,941,568)	61%	19,164,634	19,380,030	215,396	99%
COMMUNITY SERVICES	1,103,913	1,051,210	52,703	> 100%	1,649,213	2,375,220	726,007	69%
DEVELOPMENT	482,821	1,892,470	(1,409,649)	26%	1,275,663	2,268,340	992,677	56%
ENTERPRISES	6,656,752	8,642,500	(1,985,748)	> 100%	6,690,705	7,398,290	707,585	> 100%
TOTAL REVENUE & EXPENDITURE	28,009,724	37,023,906	(9,014,182)	76%	34,749,688	38,052,090	3,302,402	91%
SURPLUS/(DEFICIT)	(6,739,965)							

The following is an explanation for variances for each of the departments:

Corporate Governance –

Income – is within the budget.

Expenditure – is **unfavorable** than the budget by \$266k due to the expenditure on consultancy fees, legal fees, recruitment expenses and wages and travel expenses were over the budget.

Finance and Administration –

Income - is \$576.8k favorable variance mainly from FAG Grants

Expenditure has a favorable variance of \$991.4k.

This is mainly due to saving in wages and On Costs and other General Expenses

Corporate Services –

Income is a favorable variance of \$670.6K

This is mainly due to one off income from CDP employer incentives and insurance claims etc.

Expenditure – is within the budget.

Engineering Services –

Income is \$6.9Mn **unfavorable** than budgeted.

Mainly due to considerable less income from Housing Maintenance and Upgrade and un-allocation of capital grant income as Capital projects have not been completed.

Expenditure is \$215k favorable than budgeted.

Mainly due to under spend in contract works as above.

Community Services –

Income is \$52.7K favorable than the budget.

Mainly due to arears Medicare fee income raised during the year for HACC.

Expenditure is \$726K favorable than budgeted.

Mainly due to underspent in wages and other overheads on programs.

Economic Development –

Income is **Unfavorable** variance of \$1.4Mn.

Mainly due to Grant Revenue of \$1.37Mn not recognized for Ranger Program as funding was not received for the year due to underspent from previous years.

Expenditure is \$992.6k favorable than budgeted expenditure.

Mainly due to under spend in wages and oncost and Actual expenditure of Ranger Project is the under budget.

Enterprise Financial Summary

Northern Peninsula Area Regional Council

Enterprise Financial Summary

As of 30 April 2021

ENTERPRISES	Actual EXP to 30-04-2021	Budget EXP to 30-04-2021	Actual INC to 30-04-2021	Budget INC to 30-04-2021	(Deficit) to 30-04-2021	(Deficit) to 30-04-2021	(Deficit) to 30-04-2020
BAMAGA PO	411,519	569,750	281,126	362,500	(130,393)	(207,250)	(46,528)
INJINOO READYMIX	715,141	1,073,380	586,456	1,291,670	(128,685)	218,290	140,271
INJINOO SERVICE STATION	1,037,657	820,990	1,030,086	1,385,420	(7,571)	564,430	93,111
JARDINE FERRY, ROADHOUSE & CAMPGROUND	653,645	882,840	527,854	678,330	(125,791)	(204,510)	(2,381)
NPARC STORES	847,040	827,400	510,070	462,080	(336,970)	(365,320)	(318,962)
UMAGICO STORE	3,857,115	4,050,500	4,216,942	4,894,990	359,827	844,490	395,948
	7,522,117	8,224,860	7,152,534	9,074,990	(369,583)	850,130	261,459

Due to the COVID-19 impact and delay in commencement of Capital Projects, overall actual income of the enterprises is \$1.9Mn below the Budget and \$707k below the same period of the previous financial year.

Cash Position Summary

This attachment shows the cash we currently have available for use, less any unexpended grants and payables, borrowings and provisions. This does not include an estimate for capital expenditure based on depreciation for the year to date which is noted in a separate line item after the Estimated Net Cash Position.

The estimated net cash position of \$1.17Mn as of 30 April is further decrease from the net Cash flow position of \$1.86Mn reported in March 2021. Net Cash position is calculated after taking all liabilities, provisions and depreciation provision taking in to account.

Cash Available at 30 April 2021 was \$9.22Mn

Of this

\$3.45M is invested at QTC at 0.87%

\$2.7M is invested at CBA at 0.81%

\$0.56M is in trust Account for 5 new Houses

\$2.45M is in trading a/c

Est. Net Cash at 30 April 2021 was \$1.17Mn

Northern Peninsula Area Regional Council	
Statement of Cash Position	
As at 30 April 2021	
CASH	\$
NPARC CBA General Account	2,465,047
NPARC CBA Grant Funds	2,734,253
NPARC Cash Floats	11,535
DHPW Trust Account	557,284
NPARC QTC Investment	3,450,753
Cash Available	9,218,872
ADD RECEIVABLES	
Accounts Receivable (Debtors)	4,186,522
Contract Assets	220,254
GST Control (Receivable)	156,472
Less Provision for Doubtful debts (Impairment)	(2,985,352)
	1,577,896
Estimated Cash Position	10,796,768
LESS	
Unspent Grant Funds	4,014,709
Grants in Advance	1,255,558
Differed revenue	493,044
Accounts Payable and Accruals	1,152,905
Other Payables and Suspense	137,658
Provision for LSL (Current)	606,279
Provision for LSL (Non-Current)	201,354
Provision for Rehabilitation Tip	1,065,497
Annual Leave Liability	695,483
	9,622,488
Estimated Net Cash Position excluding Commitments	\$1,174,280
Provision for Depreciation for the period ended 30 April 2021	\$7,191,145

Statement of Financial Position

The Statement of Financial Position is often referred to as the Balance Sheet and is a snapshot of the financial position of Council at a particular time. It measures what Council owns (Assets) and what Council owes (Liabilities). The difference between these two components is the net wealth (Equity) of Council.

Northern Peninsula Area Regional Council Statement of Financial Position

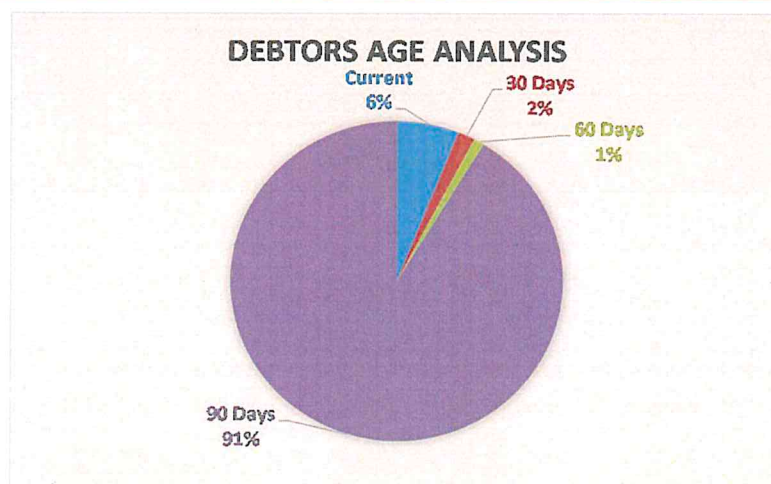
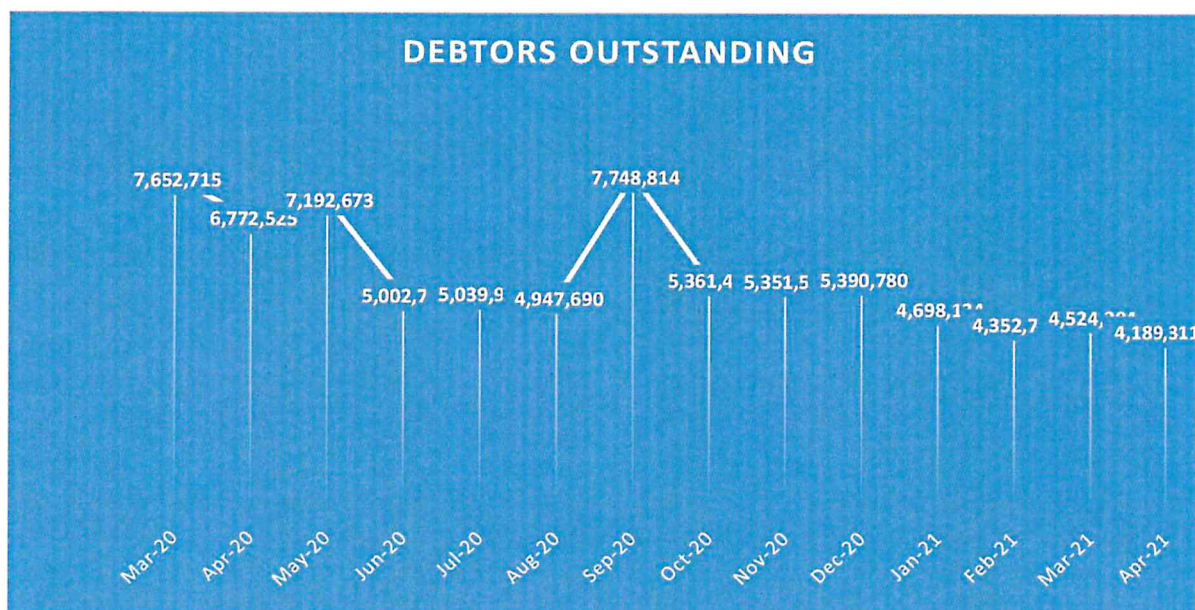
As at 30 April 2021

	<u>As at</u> <u>30 June 2020</u> <u>Actual</u>	<u>As at</u> <u>30 April 2021</u> <u>Actual</u>
Current Assets		
Cash and cash equivalents	10,569,306	9,381,985
Trade and other receivables	2,388,438	1,201,171
Inventories	1,052,599	1,170,351
Other financial assets	791,582	227,953
	<u>14,801,925</u>	<u>11,981,460</u>
Non-current assets classified as held for sale	-	-
Total current assets	<u>14,801,925</u>	<u>11,981,460</u>
Non-current Assets		
Trade and other receivables	-	-
Other financial assets	15,853,860	15,853,860
Property, plant and equipment	204,886,132	199,892,785
Intangible assets	-	-
	<u>220,739,992</u>	<u>215,746,645</u>
TOTAL ASSETS	<u>235,541,917</u>	<u>227,728,105</u>
Current liabilities		
Trade and other payables	2,753,332	1,604,834
Grants in advance	-	1,106,959
Provisions	1,966,888	1,966,888
Other	2,989,269	3,399,039
Total Current liabilities	<u>7,709,489</u>	<u>8,077,720</u>
Non-current liabilities		
Provisions	601,725	601,725
	<u>601,725</u>	<u>601,725</u>
TOTAL LIABILITIES	<u>8,311,214</u>	<u>8,679,445</u>
NET COMMUNITY ASSETS	<u>227,230,703</u>	<u>219,048,660</u>
Community Equity		
Asset revaluation reserve	62,006,652	62,006,652
Retained surplus/(deficiency)	169,107,789	160,925,746
Reserves	(3,883,738)	(3,883,738)
TOTAL COMMUNITY EQUITY	<u>227,230,703</u>	<u>219,048,660</u>

Northern Peninsula Area Regional Council
Analysis of Debtors and Creditors Outstanding

Debtors Outstanding and Recovery

Total debtors outstanding as of 30 April 2021 was \$4.2Mn of which 9% is outstanding over 90 days. Council has made effort to recover the debt over the time and as a results the debtors outstanding has been reduced from \$7.6Mn to \$4.2Mn. The total bad debt provision as at 30 April was \$2.9Mn



Creditors Outstanding

The total Creditors outstanding as of 30 April 2021 was \$859,052. the age analysis of the creditors is as follows.

Aged Creditors Analysis					
As of 30 April 2021					
Description	Current	30 Days	60 Days	90 Days	Total
Debtors outstanding	138,472	58,007	3,796	658,777	859,052
Number of Debtors					52

10 Interim Executive Manager Corporate Services Report

Classification	For Noting
Author	Interim Executive Manager Corporate Services
Attachments	Nil

Officers Recommendation:

That Council note and accept the Corporate Services Report for April 2021

PURPOSE OF REPORT

To brief the Council on matters specific to the Corporate Service Sector.

BACKGROUND AND CONTEXT

This report provides an update on Council's six enterprises:

1. Cement Batching Plant
2. Jardine River Ferry
3. NPARC Stores
4. Umagico Supermarket
5. Bamaga Post Office
6. Injinoo Service Station

1. Cement Batching Plant

The Cement Batching Plant workload has increased slightly and will continue to escalate now that the wet season has come to an end. Additionally, the wet season has caused issues with the stockpile located at the Injinoo compound complex being saturated. Consideration is required prior to the next wet season on how this issue may be mitigated in the future.

Council received an improvement notice under the Workplace Health and Safety Act 2011 the recommendations from the notice have been implemented and are being closely monitored. The completed works include:

- Reducing pedestrian movement through the site by relocating the staff tea room to the front office;
- Instigating requirements for provision of safe pedestrian and plant movement throughout the workplace;
- Installation of electric gates; and
- Fencing around the worksite.

The cement batching plant staff and internal colleagues have worked extremely hard to ensure the correct measures were undertaken to enable work practices to be carried out safely.

2. Jardine River Ferry (JRF)

The Jardine River operational hours has been extended from 8am to 6pm to accommodate the gradual increase in the presentation of tourists. A number of concerns have been identified to make improvements to the overall management. Improvement plans have been documented and attempted to be implemented with minimal traction. There has been a consistent behaviour of non-compliance to directives given by management.

Cash will no longer be accepted at the JRF. All transactions are required to be completed by EFTPOS only.

Staff training has been identified and delivered to increase the confidence and capacity of staff. This includes EFTPOS training, operation of till and preparation of daily summary sheets, with the overall objective to ensure that staff are multi-skilled to function across all areas. Multi-skilling of staff will allow completion of tasks by all ferry staff. The staffing capacity is rotational with a review of the current roster to occur.

JRF Accommodation

A site audit/inspection was conducted at the JRF accommodation with the overall status of the accommodation being poorly kept and extremely dirty. It seems that some staff members have allocated bedrooms in which personal items are kept. The Manager for JRF also has an allocated bedroom with an ensuite – the door to this room is kept locked. The staff do not sleep overnight at the accommodation. Overall the accommodation is in a sound condition. Staff currently use the accommodation to cook and use as a tea and lunch facility.

Local Business Camping at JRF

NPA Earthmoving will be camping at the site for the duration of their contract with Cook Shire to upgrade the roads. The earth moving business is known to camp at the JRF behind the toilet blocks on an annual basis while the road upgrades are undertaken.

3. NPARC Stores

The stores is operating at a sound capacity with minimal issues, consistency with effective operational responsibilities are carried out on a daily basis. Repairs and maintenance was completed at the front customer service area, which now presents as a professional and friendly customer service area. Additional maintenance also included tiling of floor, guttering in mid-section of store, and safety signs for the drive through fixed and displayed.

4. Umagico Supermarket

Current Sales figures for the Month are \$208,996.20

Umagico Supermarket has made some significant improvements with the presentation of the supermarket and the cleanliness of the site. The overall store display is less cluttered with a new fruit and vegetable display section set up.

The ATM is continuously out of cash which may reflect on the drop in sales as people are going to IBIS or Siesia Supermarket.

Some upcoming minor works will be completed with the vinyl flooring that has some cracks and requires replacing. A quote has been obtained to complete the works.

5. Bamaga Post Office

The Post Office Agreement remains a work in progress. A meeting with relevant Council and Australia Post management to negotiate the terms and delivery of the contract will occur within the next two weeks and presented to the Council at the June Meeting.

6. Injinoo Service Station

Some minimal improvements have been made with the absence of the manager. This includes the improved stock on shelves and compliancy to meet requests from management. There is a constant issue with lack of unleaded fuel and diesel available for the public. One of the contributing factors is the delayed delivery of fuel from Sea Swift. Strategies are to be implemented to make improvements.

CRITICAL DATES

N/A

OTHER OPTIONS CONSIDERED

N/A

LEGAL AND LEGISLATION CONSIDERATIONS

N/A

POLICY CONSIDERATIONS

N/A

CORPORATE AND OPERATIONAL PLAN CONSIDERATIONS

This monthly portfolio report is in line with the following sections of the Operational Plan 2020-2021:

1.3 Effective and efficient corporate and administrative services

5.1 Community development

6.1 Promote, support and facilitate services to the community to enhance community pride, well-being and quality of life

FINANCIAL AND RESOURCE CONSIDERATIONS

N/A

CONSULTATION

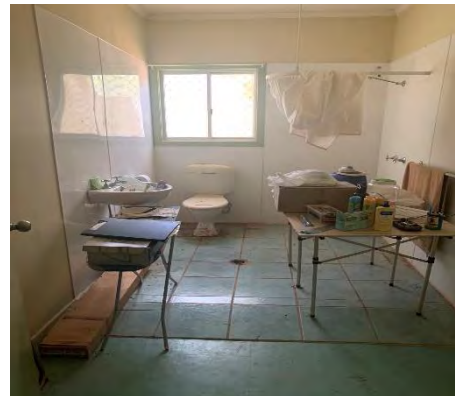
This report is prepared from information provided by the Managers, Coordinators and staff of the Corporate Services Department.

Photos of Jardine River Ferry Kiosk demonstrates the disorganised status

Photos of Kiosk



Jardine River Ferry Accommodation



11 Executive Manager Operations Report

Classification For Noting
Author Executive Manager Operations
Attachments Nil

Officers Recommendation:

That Council note and accept the Executive Manager Operations Report for April 2021.

PURPOSE OF REPORT

This report provides the Councillors' with an update of previous reported operational activities, operational activities not previously reported on, or new operational activities commenced during April 2021.

BACKGROUND AND CONTEXT

The EMO position oversees the operational activities associated with:

- Water and Wastewater
- Building and Construction
- Airport
- Park and Gardens
- Plant, Fleet and Workshop
- Road Maintenance
- Environmental Health

Work on infrastructure projects continues with no major changes to report. Work on road maintenance was impacted by the continued wet season throughout April. Council's civil engineering consultant has met with QRA regarding commencing the grading of roads such as the Jardine River road and the road to Pajinka, Punsand Bay and Somerset.

ICCIP funding to repair the existing Clearwater tank at the WTP and construct an additional clear water tank has been approved.

Work to address structural integrity of five community reservoirs is being finalised with work expected to commence in August 2021.

Remedial repairs to the airport runway were completed in April to address some water penetration.

A modular toilet has been ordered for Somerset campground. A new shed has been ordered for the Bamaga swimming pool.

The Jardine River ferry is operational and compliant with AMSA guidelines.

A new Environmental Compliance Officer has commenced work and will primarily be involved in addressing animal and weeds management programs, with some oversight of waste services.

Funding to address additional equipment for the new completed landfill is being sourced through LGAQ.

During the next six months there will be significant interruptions to water production and /or delivery across the NPA due to the following projects running concurrently:

- Jardine River pump station
- Soda Ash dosing plant
- A&B filter membrane replacement
- AC pipeline project
- Reservoir maintenance program
- Clear water tank installation
- Raw water pond maintenance.

CRITICAL DATES

N/A

OTHER OPTIONS CONSIDERED

N/A

LEGAL AND LEGISLATION CONSIDERATIONS

N/A

POLICY CONSIDERATIONS

N/A

CORPORATE AND OPERATIONAL PLAN CONSIDERATIONS

This monthly portfolio report is in line with the following sections of the Operational Plan 2020-2021:

3. Infrastructure
5. Community Development
6. Environmental and Lifestyle
7. Land Use Planning

FINANCIAL AND RESOURCE CONSIDERATIONS

N/A

CONSULTATION

This report is prepared from information provided by the Managers, Coordinators and staff of the Operations Department.

12.1 Yumpla Coast Strategic Plan (2021-2030) Coastal Hazard Adaptation Strategy – Phase 8 Summary Report Development, Implementation and Review

Classification	For Decision
Author	Executive Manager Operations / Project Manager
Attachments	A. Phase 8 Summary Report (Implementation Guide) B. Engagement statistics following the public consultation phase

Officers Recommendation:

That Council adopt the Yumpla Coast Strategic Plan (2021-2030) Coastal Hazard Adaptation Strategy and endorse the Phase 8 Summary Report (Implementation Guide).

PURPOSE OF REPORT

The Yumpla Coast Strategic Plan 2021-2030 Coastal Hazard Adaptation Strategy (the Strategy) was recently on a 28 day public exhibition period as per the funding grant requirements to enable the community to make comments and provide feedback on the strategy.

The Phase 8 Summary Report details the Yumpla Coast Strategic Plan Implementation Guide – and provides information on the development and prioritisation of strategic actions for the successful implementation of the Strategy.

BACKGROUND AND CONTEXT

The Queensland Government and Local Government Association of Queensland (LGAQ) provided funding to Queensland coastal councils to develop a strategic long-term approach to managing coastal hazards. With the funding awarded, Council has been able to develop the Coastal Hazard Adaptation Strategy – Yumpla Coast Strategic Plan 2021-2030.

The Strategy, developed by a specialist consultancy (Alluvium Consulting Pty Ltd), includes an overview of:

- Coastal features that are important and meaningful to the local community (values).
- A description of the types of coastal hazards that may be experienced in the Northern Peninsula Area including areas that may be exposed in the future to erosion and flooding by sea water (or tidal inundation).
- The implications of this exposure (risk) including potential cultural, environmental and economic impacts.
- Council's approach to managing these impacts and details on how Council and the community can adapt to future coastal hazards, including a framework for shared responsibilities, adaptation responses and options.
- Location summaries with specific adaptation actions for each community.
- A plan for implementation and continual review and improvement.

Extensive Council and community engagement was undertaken throughout the last 12 months including five community drop-in sessions in November 2020 and meetings with Traditional Owners, and Council.

The public exhibition process was:

- Alluvium provided hard copies of the draft Strategy for distribution to the Councillors, key Council staff, Traditional Owner groups etc. Alluvium provided processes for people to make written submissions via the project website. Arrangements were also made to encourage any community members, local business owners and interested parties to provide verbal feedback to a Council staff member, their local Councillor, or the CEO of the Ipima Ikaya Aboriginal Corporation RNTBC or other representative organisation or to a member of the Alluvium project team.
- Council invited the community to review the draft Strategy via the project web site [NPARC | Coastlines \(engagementhub.com.au\)](https://nparc.coastlines.engagementhub.com.au), Council's face book page and local radio, and to talk to their local representative or designated contact person.

Following the 28 day public exhibition period it was envisaged Alluvium would make any agreed final changes to the Yumpla Coast Strategic Plan and present a final version for Council approval.

There were multiple online views of the strategy during the exhibition period, however no comments or feedback was received.

Table 5 in the Phase 8 Summary Report outlines key tasks to be completed, how tasks may be implemented, the lead agency (for the most part this is Council) and supporting agencies along with some estimates of implementation costs.

Table 7 outlines some potential funding mechanisms to support implementation of the Strategy.

CRITICAL DATES

28 Day public exhibition – completed

2022 – Develop programs and partnerships to enhance stewardship of the coastal zone and community adaptive capacity

2022 – Facilitate knowledge sharing and education on hazards and adaptation

There are other critical dates listed in the Phase 8 Summary Report. These dates are over a five to ten year timeframe.

OTHER OPTIONS CONSIDERED

N/A

LEGAL AND LEGISLATION CONSIDERATIONS

N/A

POLICY CONSIDERATIONS

N/A

CORPORATE AND OPERATIONAL PLAN CONSIDERATIONS

The project links very strongly with all key drivers and objectives as outlined in Council's Corporate Plan.

Implementation of the Strategy will need to be considered in the Operational Plan as the Strategy provides for ongoing strategic actions (once off and ongoing) as per below examples:

Establish drone survey (elevation and aerial imagery) monitoring (annually, or event based), or other tailored monitoring and reporting needed to inform adaptive management and the 10-year planning scheme review.

For example:

- Loyalty Beach
- Mutee Heads
- Injinoo Point
- Seisia
- Alau Campground
- Crab Island

FINANCIAL AND RESOURCE CONSIDERATIONS

So far the development of the Strategy has been fully funded, with no financial implication to NPARC.

There are financial considerations to implement the Strategy and provide ongoing programs associated with the Strategy for example:

- *Establish a system of photo monitoring points (CoastSnap, Fluker Post or similar) at beaches in the area.*

Estimated costs: \$20,000 set up cost and \$5,000 pa operational.

- *Review and further examine the sediment dynamics around NPA communities and the shoreline including:*
 - *Geomorphic assessment*
 - *Hydrodynamic modelling*
 - *Shoreline Erosion Management Plan*

Estimated cost: \$100,000

CONSULTATION

- Local Government Authority Of Queensland (LGAQ)
- Qcoast2100
- Council and community engagement undertaken throughout the last 12 months including our five community drop-in sessions in November 2020 and meetings with Traditional Owners, and Council.
- Assistance from Marika Seden from DATSIP and her additional advice with regards to Council's planning framework and ensuring consistency and alignment with Council's Master Plan.



Northern Peninsula Area Council Coastal Hazard Adaptation Strategy

Phase 8 Summary Report



SUMMARY REPORT:

Northern Peninsula Area Regional Council:
Coastal Hazard Adaptation Strategy (CHAS) Phase 3 – 8

Phase 8 summary report

May 2021



Document history

Revision:

Revision no.	1
Author/s	M. Rosenthal E. Lazarus F. Chandler A. Brook
Checked	A. Brook
Approved	A. Brook

Distribution:

Revision no.	1
Issue date	14 May 2021
Issued to	Ross Pitt (NPARC)
Description:	Northern Peninsula Area Regional Council CHAS Phase 8 summary report

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Queensland
Government

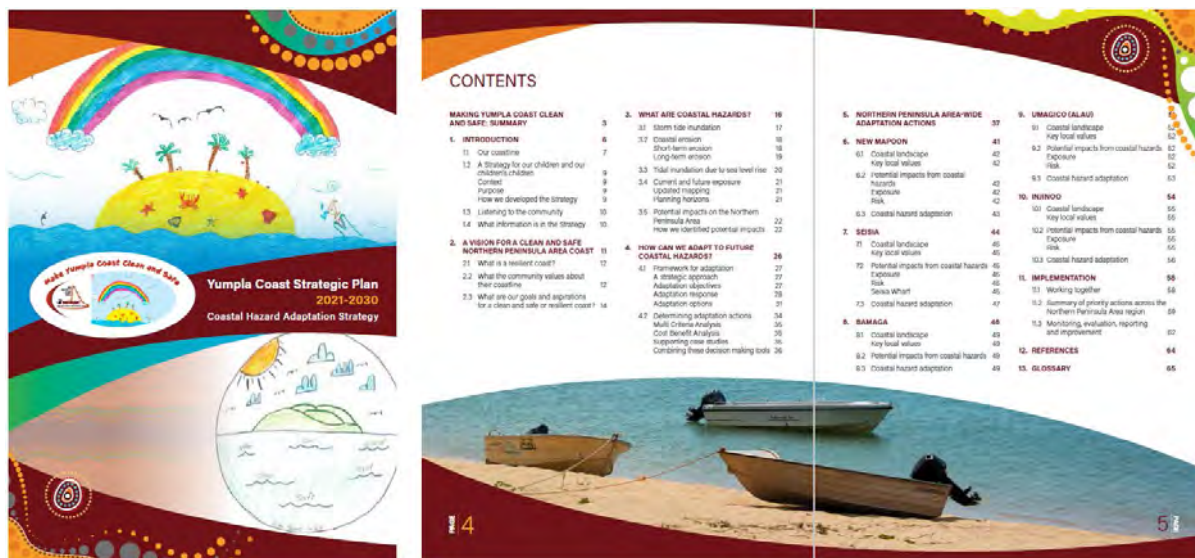
alluvium



Implementation guide

This Phase 8 summary report should be read in conjunction with the Yumpla Coast Strategic Plan (the Strategy, NPARC 2021b).




The Strategy is the summary document that provides an overview of Phases 1 – 8, and defines the strategic actions identified to proactively manage the potential impacts of coastal hazards (see figure below). This Phase 8 summary report provides additional information associated with the development and prioritisation of strategic actions and serves as a guide for successful implementation of the Strategy.



















































Cover page and content of the Yumpla Coast Strategic Plan which should be read in conjunction with this report.















































The table on the following pages provides a concise overview of the priority, cost and responsibilities for implementing each of the strategic actions identified in the Strategy. A more detailed consideration of implementation of the Strategy is provided in Section 4.
































Priority and timeframe for implementation			Indicative cost		
 High priority (to be implemented within 5 years)	 Medium priority (to be implemented within 10 years)*	 Low priority (to be implemented or reviewed in 10 years)*	\$ Relatively low cost to implement	\$ \$ Moderate cost to implement	\$ \$ \$ High cost to implement

*or earlier if funding becomes available.

Adaptation actions	2020 strategic adaptation actions	New Mapoon (DOGIT lands)	Seisia	Bamaga	Umagico	Injinoo	Cost	Responsible
1. Council-wide initiatives to enhance custodianship								
1.1. Community stewardship	1.1.1 Establish and implement a dune protection and maintenance program, including developing a seed bank and involving Traditional Owners, Indigenous Land and Sea Rangers and schools.						\$ \$	Council and others
	1.1.2 Seek co-funding/resources for further initiatives through grants and stakeholder partnerships.						\$	Council
	1.1.3 Promote coastal custodianship in the youth and future generations with community dune and coast care events.						\$	Council and others
1.2. Knowledge sharing	1.2.1 Establish a coastal working group with key stakeholders (Traditional Owners, Council, research agencies and community) to collaborate and advise on the management of the Northern Peninsula coastline, including culturally significant sites.						\$	Council and others
	1.2.2 Enhance community adaptive capacity to coastal hazards, including awareness of increasing coastal hazard exposure and risk, and way to improve individual preparedness and adaptive capacity through training, education and events.						\$	Council
	1.2.3 Continue to advance partnerships and collaboration with Traditional Owners to further consider needs and aspirations for Aboriginal and Torres Strait Islander People in coastal hazard adaptation.						\$	Council and others
	1.2.4 Promote cross-sector partnerships and initiatives to enhance resilience and strategic adaptation for transport infrastructure, including boating infrastructure.						\$	Council and others
1.3. Monitoring	1.3.1 Establish a system of photo monitoring points (CoastSnap, Fluker Post or similar) at beaches in the area.						\$ \$	Council
	1.3.2 Establish drone survey (elevation and aerial imagery) monitoring (every 5 – 10 years), or other tailored monitoring and reporting needed to inform adaptive management and the 10-year planning scheme review.						\$ \$	Council
	1.3.3 Create a platform/process for data monitoring and management.						\$	Council

Adaptation actions	2020 strategic adaptation actions	New Mapoon (DOGIT lands)	Seisia	Bamaga	Umagico	Injinoo	Cost	Responsible
	1.3.4 Establish a monitoring program for sites of cultural significance that measures indicators such as spiritual/social value, archaeological value, physical condition, and protection of sites.						\$	Council and others
2. Planning updates								
2.1 Land use planning	2.1.1 Submit updated Erosion Prone Area layers to State Government for formal update to the existing State-wide mapping.						\$	Council
	2.1.2 Use the updated Erosion Prone Area and storm tide mapping and outcomes of the Strategic Plan in current and future Planning Scheme and Master Plan updates to inform decisions on development areas and strategic land use planning.						\$	Council
	2.1.3 Consider implications (within Council) of the Strategy for future development approvals and conditions, including: <ul style="list-style-type: none"> Approval conditions for lots of undeveloped land Implications for future development approvals and conditions. 						\$	Council
2.2 Disaster management	2.2.1 Use the updated Erosion Prone Area and storm tide mapping, risk assessment and economic implications to update the Northern Peninsula Area Regional Council Local Disaster Management Plan.						\$	Council
	2.2.2 Review the long-term adequacy of evacuation facilities and evacuation routes, including evacuation by land and sea.						\$	Council
3. Maintaining and improving infrastructure								
3.1 Increasing infrastructure resilience	3.1.1 Review at-risk infrastructure (from Strategic Plan data outputs) and embed risks into current asset management plans/Master Plan (this could include ‘betterment’ at critical asset refurbishment/renewals points).						\$	Council
	3.1.2 Review access road renewals and upgrades (prioritisation), and upgrade design requirements and timing of upgrades.						\$	Council
	3.1.3 Promote resilient homes within the community.						\$	Council
	3.1.4 Consult with utility providers on future services and upgrades, and implications of coastal hazard areas.						\$	Council and others
3.2 Relocate infrastructure	3.2.1 Consider relocating/rebuilding at risk beach huts away from fragile and eroding foredunes and rehabilitate sand dunes.						\$ \$	Council

Adaptation actions	2020 strategic adaptation actions	New Mapoon (DOGIT lands)	Seisia	Bamaga	Umagico	Injinoo	Cost	Responsible
4. Nature-based coastal management								
4.1 Dune protection and maintenance	4.1.1 Establish a dune protection and maintenance program.						\$	Council and others
	4.1.2 Revegetate the dunes and foreshore along the shoreline where vegetation has been cleared.						\$ \$	Council and others
	4.1.3 Consider areas where fencing can be used to protect native dune vegetation.						\$	Council
	4.1.4 Establish formal access paths and roads to the shore.						\$ \$	Council
5. Coastal engineering								
5.1 Coastal hazard reduction	5.1.1 Review and further examine the sediment dynamics around NPARC communities and the shoreline including: <ul style="list-style-type: none"> Geomorphic assessment Hydrodynamic modelling Shoreline Erosion Management Plan. 						\$ \$ \$	Council
5.2 Coastal hazard protection works	5.2.1 Investigate construction of a geotextile sand container (GSC) seawall or other coastal protection along the shoreline.	 (Shoreline in front of Loyalty Beach campground and restaurant)	 (Shoreline at Seisia Holiday Park and south of the Wharf to the Church)		 (Shoreline from Alau Campground to where beach huts are located)	 (Shoreline from Injinoo school, around Injinoo Point and in front of the cemetery and beach huts)	\$ \$ \$	Council
	5.2.2 Rebuild the existing rock revetment or other coastal protection options around Injinoo Lookout, including sections along Cowal Creek mouth.						\$ \$ \$	Council
	5.2.3 Review coastal hazard risk and CBA (or other) case for additional coastal hazard protection.						\$	Council

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1 Introduction

Northern Peninsula Area Regional Council is working in partnership with Alluvium Consulting Australia Pty Ltd (Alluvium) and project partners including Natural Capital Economics (NCE) and Jeremy Benn Pacific (JBP) to develop Phase 3 – 8 (Table 1) of a Coastal Hazard Adaptation Strategy (CHAS) for the region as part of the QCoast2100 program - <http://www.qcoast2100.com.au/>.

Table 1. Stages of a CHAS

Phase	Description	Project status
1	Plan for life-of project stakeholder communication and engagement	Complete
2	Scope coastal hazard issues for the area of interest	Complete
3	Identify areas exposed to current and future coastal hazards	Complete
4	Identify key assets potentially impacted	Complete
5	Undertake a risk assessment of key assets in coastal hazard areas	Complete
6	Identify potential adaptation options	Complete
7	Socio-economic appraisal of adaptation options	Complete
8	Strategy development, implementation and review	Complete

This report provides a summary of the CHAS Phase 8 activities and outcomes. Phase 8 follows on from the completed Phase 3 to Phase 7 reports (NPARC 2020a, NPARC 2020b, NPARC 2020c, NPARC 2020d, NPARC 2021), and Phase 1 and 2 reports (NPARC 2019a, NPARC 2019b).

Key elements of Phase 8 have included:

- Relevant engagement and communication actions and materials
- Refinement of the draft Phase 7 & 8 work through targeted engagement activities
- Development of the *Yumpla Coast Strategic Plan* and supporting documentation
- Development of an initial 10-year Implementation Plan for priority actions/initiatives, including monitoring and evaluation and change management actions.

Key outcomes from Phase 8 include:

- A shared understanding of coastal hazards and adaptation options
- A shared understanding of preferred adaptation actions for the Northern Peninsula Area
- A shared understanding of priority actions for implementation over the next 5 – 10 years, with shared stakeholder roles and responsibilities.

Other deliverables relevant to Phase 8 include:

- Meeting and workshop agendas, presentation slides and summary notes (provided separately to Council)
- Handover of all Council and stakeholder (utilities) spatial data with exposure and risk results attributed.

2 The Strategy documentation

2.1 Development of the strategy

The development of the *Yumpla Coast Strategic Plan* (the Strategy) has included eight phases of work and associated reports (Table 2).

Table 2. Phased work and reports associated with the strategy development

1	Plan for life-of project stakeholder communication and engagement	Phase 1 summary report (NPARC 2019a)
2	Scope coastal hazard issues for the area of interest	Phase 2 summary report (NPARC 2019b)
3	Identify areas exposed to current and future coastal hazards	Phase 3 summary report (NPARC 2020a)
4	Identify key assets potentially impacted	Phase 4 summary report (NPARC 2020b)
5	Undertake a risk assessment of key assets in coastal hazard areas	Phase 5 summary report (NPARC 2020c)
6	Identify potential adaptation options	Phase 6 summary report (NPARC 2020d)
7	Socio-economic appraisal of adaptation options	Phase 7 summary report (NPARC 2021a)
8	Strategy development, implementation and review	Phase 8 summary report – this document
<i>Yumpla Coast Strategic Plan - Coastal Hazard Adaptation Strategy</i>		The Strategy (NPARC 2021b)

2.2 Strategy and supplements

The Strategy (*Yumpla Coast Strategic Plan*) itself (NPARC 2021b) is the summary document that provides an overview of Phases 1 – 8, and defines the strategic actions identified to proactively manage the potential impacts of coastal hazards (Figure 1).

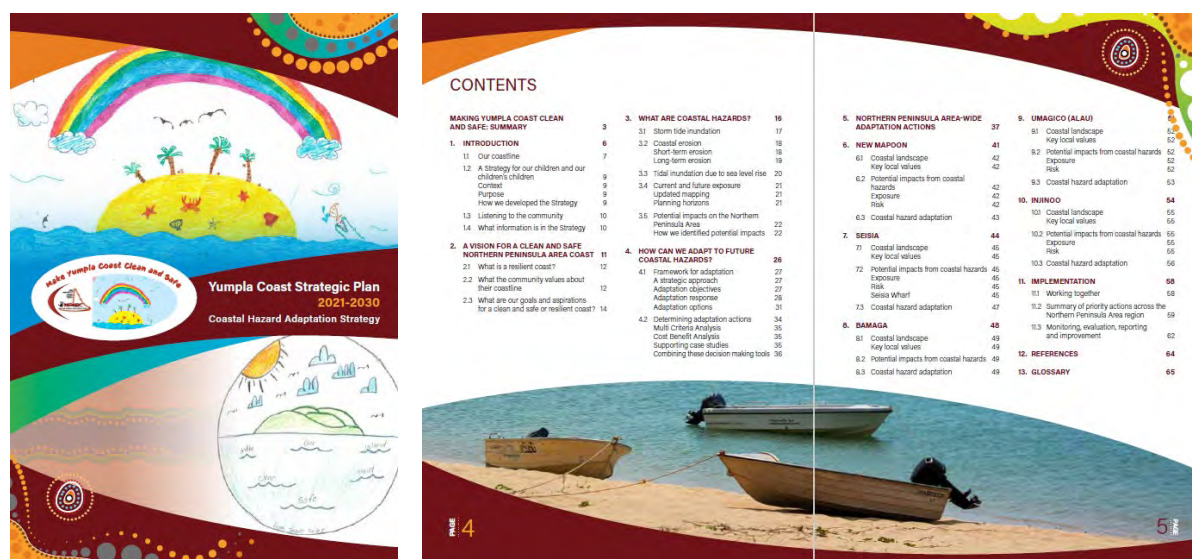


Figure 1. Cover and table of contents from the Yumpla Coast Strategic Plan

The Strategy includes prioritised actions over the next 5 – 10 years, across five themes:

1. Council wide initiatives to enhance custodianship
2. Planning updates
3. Maintaining and improving infrastructure
4. Nature based coastal management
5. Coastal engineering.

The over-arching purpose of the Strategy is to:

- Inform future decisions regarding the protection and management of our coast and foreshore areas
- Inform future land use and master planning
- Guide the management of public utilities, facilities and services such as water supply, wastewater, roads and boat ramps
- Inform the management of areas of environmental and cultural significance
- Foster collaboration and the shared custodianship of our coastline.

The Strategy has a series of supplements. The supplements include:

- Fact sheets
 - What is a CHAS?
 - Resilient Homes
 - Sand dunes
- Coastal hazard mapping for Erosion Prone Areas and storm tide inundation (from the Phase 3 summary report, NPARC 2020a)
- Adaptation actions summary sheets (from the Phase 6 summary report, NPARC 2020d)

The website or a landing webpage on the Northern Peninsula Area Regional Council main website will remain live for commencement of the Strategy implementation.

<https://nparc.engagementhub.com.au/coastlines>

2.3 Implementation plan (this document)

This Phase 8 summary report provides additional information associated with the development and prioritisation of strategic actions, and to guide successful implementation.

This Phase 8 summary report includes:

- A summary of the Phase 8 engagement activities and materials (Section 3 of this document)
- An implementation plan for the Strategy (Section 4 of this document), including:
 - Approach to implementation
 - Implementation of actions (timeframe, mechanisms, lead agency, supporting parties, costs, funding sources)
 - Additional principles for implementation
 - Barriers and change management
 - Partnership opportunities
 - Monitoring, evaluation and review.

This Phase 8 summary report should be read in conjunction with the *Yumpla Coast Strategic Plan* document (NPARC 2021b).

3 Phase 8 engagement

3.1 Engagement activities

The engagement program from April 2019 to April 2021 included:

- Targeted conversations with Councillors, Traditional Owners, community leaders and business owners
- An art and story competitions with local school children to help create the Strategy logo
- Community listening and pop-up events in November 2020 at multiple venues, including Umagico Hall, New Mapoon Hall, Injinoo Hall, Bamaga Indigenous Knowledge Centre and Seisia Knowledge Centre
- Targeted conversations with Ipima Ikaya Aboriginal Corporation, Apudthama Land Trust, Angkamuthi Tribal Aboriginal Corporation, and Gudang/Yadhaykenu Aboriginal Corporation in November 2020
- Project announcements on Local radio, Council website, and social media pages
- Consultation on the draft Strategy from March to May 2021.

3.2 Public comment period

The draft Strategy public comment period ran from Thursday 17th March to Thursday 15th April 2021. The project consultation page received 304 page visits during the life of the project, with 151 page visits occurring during the public comment period.

There were 198 document downloads, with 156 of these occurring during the consultation phase. The full *Yumpla Coast Strategic Plan* was downloaded 28 times. A breakdown of unique visitors and downloads for each available document is provided in Table 3.

No formal submissions were received through the Engagement Hub project page. However, given there were no submissions from 151 page visits, it can be deemed that the majority of those who view the document were not strongly opposed to the strategy, or either generally supportive.

Table 3. Summary of engagement statistics during public comment period

Document	Unique Visitors	Downloads
Draft Yumpla Coast Strategic Plan (FULL)	20	28
Chapters 1 & 2: Introduction	8	8
Chapters 3 & 4: Coastal Hazards	7	7
Chapters 5-10: Adaptation actions and location summaries	8	8
Chapter 11: Implementation plan for adaptation	10	10
Supplement A: Fact Sheets	8	8
Supplement B: Coastal Hazard Mapping (Erosion Prone Areas)	8	8
Supplement B: Coastal Hazard Mapping (Storm Tide Inundation)	7	7
Supplement C: Adaptation Actions - Summary Sheets	8	8
Primary School Logo Competition	3	4
Project Update #1 - June 2020	15	18
Project Update #2 - August 2020	15	17
Project Update #3 - November 2020	16	16
Project Update #4 - March 2021	8	9
What is a CHAS?	13	19
Sand Dunes	11	14
Resilient Homes	9	9

4 Implementation Plan purpose

The purpose of this Implementation Plan is to provide additional detail to guide successful implementation of the *Yumpla Coast Strategic Plan* priority actions over the next 5 – 10 years. The Implementation Plan includes:

- The approach to implementation of actions
- Implementation timeframes, mechanisms and processes for delivery, lead agency and supporting parties, indicative costs and potential funding sources.

The Implementation Plan should be read together with the *Yumpla Coast Strategic Plan* (NPARC 2021b) and the Supplements.

4.1 Approach to implementation

Northern Peninsula Area Regional Council will implement the Coastal Hazard Adaptation Strategy through an adaptive management framework (as per Table 4 and Figure 2) with a focus on embedding outcomes and actions from the Strategy into existing Council process and activities, as well as implementing new initiatives.

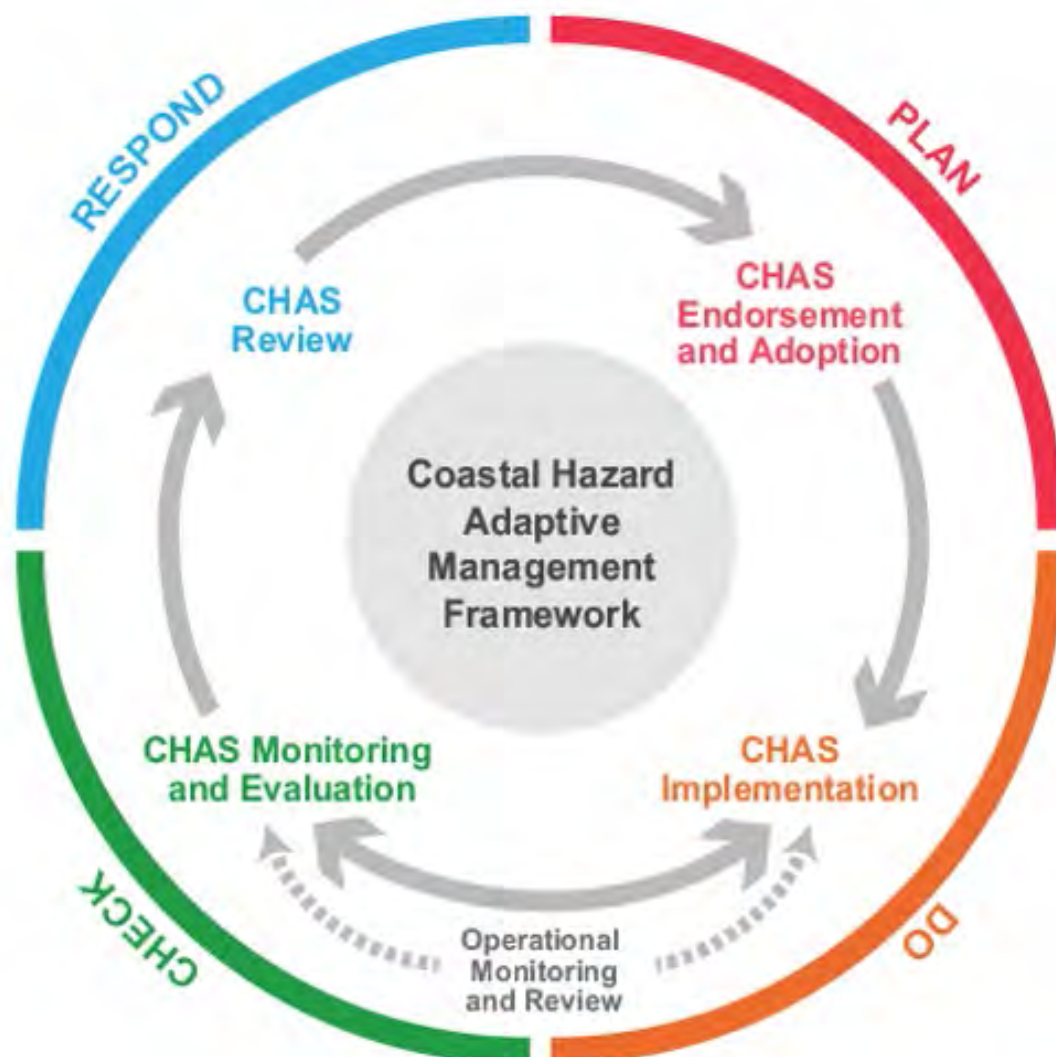


Figure 2. Coastal hazard adaptive management framework for continuous improvement (LGAQ and DEHP 2016).

Table 4. Adaptive management framework approach

Stage		Description / guidance (LGAQ and DEHP 2016)	Strategy implementation
PLAN	Endorsement and adoption	Endorsement and adaption by Council and stakeholders	Councillor endorsement in 20/21 FY
DO	Implementation	<p>Implementation of actions addressing existing / future risks / governance arrangements through:</p> <ul style="list-style-type: none"> - Corporate plan + Operational plan - Corporate reporting - Risk management framework - Long term financial plan - Annual budgets + Asset management - Planning scheme - Disaster management plan - Community engagement policy - Capacity building - Roles and responsibilities. 	<p>Implementation of actions is focused through embedding in existing Council processes and activities, in particular through the:</p> <ul style="list-style-type: none"> - NPARC Corporate Plan and Operational Plan - Other strategic plans - Asset management programs - Statutory planning and Planning Scheme updates - Disaster management - Budget and finance. <p>Refer Figure 3 for key implementation pathways.</p> <p>In addition, new initiatives include monitoring and capacity building, and new investigations to inform Shoreline Erosion Management Plan (SEMP) developments (see strategic action no. 5.1.1) and other plans and policy updates.</p>
	Operational monitoring and review	<p>Ongoing operational review and monitoring of risks and thresholds / impacts</p> <p>Monitoring and adjustment of 'on-ground' risk treatment actions.</p>	Elements of operational review also incorporated into Strategy monitoring, evaluation and review (MER) process (Section 4.8 of this document).
CHECK	Monitoring and Evaluation	<p>Regular and systematic monitoring and evaluation of implementation and community, scientific and legislative context including:</p> <ul style="list-style-type: none"> - Extent of change in thresholds and impacts / change risk profile - New science and data and adaptation approaches - Emerging best-practice and learnings - Community attitudes / aspirations - Implementation progress - Governance effectiveness - Legislation. 	<p>Key elements of the Strategy MER process including:</p> <ul style="list-style-type: none"> - 10-year review of the Plan, and at least 2 years prior to the Planning Scheme update (also a 10 year review schedule). - Implementation monitoring - Community perceptions - Triggers to review / update the Strategy linked to changes in policy environment, scientific advances, governance and legislation changes.
RESPOND	Review	Monitoring and evaluation will inform when a review is required, and the scope and process of the review.	Review occurs every 10 years or when triggered by MER process. First review completed prior to 2031.

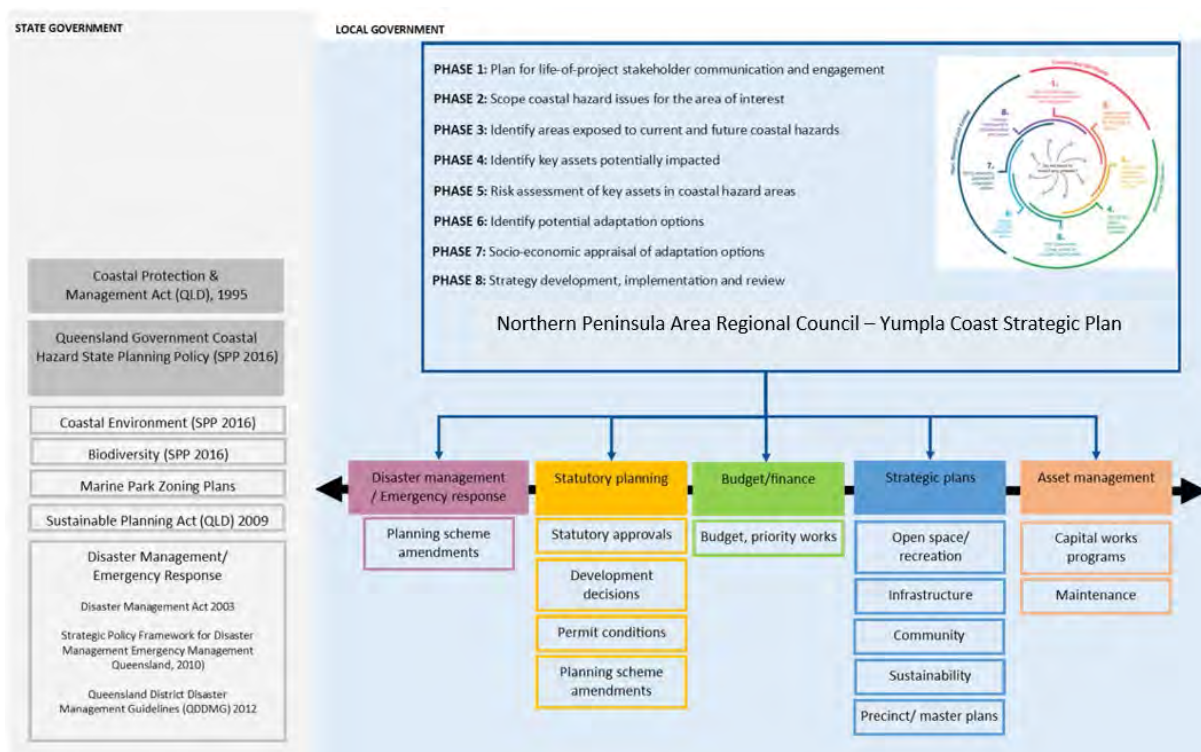


Figure 3. Strategy implementation pathways through existing Council processes and activities

4.2 Implementation of adaptation actions

Relevant information for the implementation of adaptation actions in the Strategy is documented in Figure 5. This includes estimated timeframes, mechanisms, lead agency and supporting parties, budget requirements and potential funding sources.

Table 5. Implementation Plan – Priority Actions for next 5-10 years

Theme	Strategic action no.	Description	2020 Priority strategic actions (completed within 5 – 10 years)	Timeframe	How to be implemented / mechanism	Lead agency	Supporting parties	Estimated budget requirements	Funding sources
1. Council-wide initiatives to enhance custodianship	1.1 Community stewardship	Develop programs and partnerships to enhance stewardship of the coastal zone and community adaptive capacity	1.1.1 Establish and implement a dune protection and maintenance program, including developing a seed bank and involving Traditional Owners, Indigenous Land and Sea Rangers and schools.	By 2022 then ongoing	Set-up program ready for implementation at pilot sites in action 4.1.1	Council	IIAC, ALT, Land and Sea Ranger Program	Costs allocated to specific location-based actions	Council budget Grants
			1.1.2 Seek co-funding/resources for further initiatives through grants and stakeholder partnerships.	Annually	Identify relevant grant applications. Identify stakeholder funding partnerships	Council	Agency stakeholders		All possible options State & Federal Gov QRA / QCRC / LGAQ/DES
			1.1.3 Promote coastal custodianship in the youth and future generations with community dune and coast care events.	By 2022 then ongoing	Targeted events coordinated by council along with the supporting parties focusing on nature based solutions and resilient homes	Council (Community Services)	IIAC, ALT, Land and Sea Ranger Program, Injinoo and Bamaga schools	\$5k (per event)	Council budget Universities
	1.2 Knowledge sharing	Facilitate knowledge sharing and education on hazards and adaptation	1.2.1 Establish a coastal working group with key stakeholders (Traditional Owners, Council, research agencies and community) to collaborate and advise on the management of the Northern Peninsula coastline, including culturally significant sites.	By 2022 then ongoing	Targeted meetings and projects to form and nurture partnerships and seek joint projects and funding opportunities. Coordination linked to action 1.1.1	Council	IIAC, ALT, TSRA, Universities and research agencies Local business owners (Sea Swift, campgrounds, charters)	\$5k p.a.	Council budget
			1.2.2 Enhance community adaptive capacity to coastal hazards, including awareness of increasing coastal hazard exposure and risk, and way to improve individual preparedness and adaptive capacity through training, education and events.	By 2022 then ongoing	Targeted training/workshops Collaboration with research institutions to establish communication opportunities - signage, knowledge sharing Synergies with LDMG communications, use these existing mechanisms	Council (Community Services)	Agency stakeholders, Universities Local business owners (Sea Swift, campgrounds, charters) State Government (DES), Injinoo and Bamaga Schools	\$5k p.a.	Council budget
			1.2.3 Continue to advance partnerships and collaboration with Traditional Owners to further consider needs and aspirations for Aboriginal and Torres Strait Islander People in coastal hazard adaptation.	Ongoing	Targeted meetings and projects to form and nurture partnerships and seek joint projects and funding opportunities Working with IIAC and ALT including Land and Sea Rangers	Council (Community Services)	IIAC, ALT, Land and Sea Ranger Program		Council budget

Theme	Strategic action no.	Description	2020 Priority strategic actions (completed within 5 – 10 years)	Timeframe	How to be implemented / mechanism	Lead agency	Supporting parties	Estimated budget requirements	Funding sources
			1.2.4 Promote cross-sector partnerships and initiatives to enhance resilience and strategic adaptation for transport infrastructure, including boating infrastructure.	Ongoing	Targeted meetings and projects to form and nurture partnerships and seek joint projects and funding opportunities Continue existing cross-agency information and data sharing and expand network. Linked to 1.2.1 Collaboration with industry and research institutions to establish communication opportunities - knowledge sharing	Council (Community Services)	Local business owners (Sea Swift, charters) TSRA State Government (DES) Universities		Council budget
	1.3 Monitoring	Monitor changes in coastal hazard risk and effectiveness of adaptation	1.3.1 Establish a system of photo monitoring points (CoastSnap, Fluker Post or similar) at beaches in the area. Link to 1.1.1 For example: <ul style="list-style-type: none"> Loyalty Beach restaurant lookout Mutee Heads Injinoo Point 	By 2025 then ongoing	Collaboration with existing coastal monitoring programs state-wide for training and capacity building Explore opportunities to enhance this monitoring program	Council	State Government (DES)	\$20k set up \$5k p.a. operational	Council budget Grants
			1.3.2 Establish drone survey (elevation and aerial imagery) monitoring (annually, or event based), or other tailored monitoring and reporting needed to inform adaptive management and the 10-year planning scheme review. For example: <ul style="list-style-type: none"> Loyalty Beach Mutee Heads Injinoo Point Seisia Alau Campground Crab Island 	By 2025 then ongoing	New initiative for long term coastal monitoring taking advantage of innovative and cost effective technologies. Purchase drone fleet and training for staff/Rangers Determine appropriate locations and routes for drone survey flights Create data storage location, link to 1.3.3 Explore opportunities to enhance this monitoring program	Council	IIAC, ALT, Land and Sea Ranger Program State Government (DES)	\$5k set up and purchase of drone \$5-10k (per survey) with costs expected to decrease with time \$500 p.a. maintenance and repairs	Council budget Grants State Government University partners

Theme	Strategic action no.	Description	2020 Priority strategic actions (completed within 5 – 10 years)	Timeframe	How to be implemented / mechanism	Lead agency	Supporting parties	Estimated budget requirements	Funding sources
			1.3.3 Create a platform/process for data monitoring and management	By 2025 then ongoing	New initiative linked to existing Council processes – shared platform with stakeholders or other arrangement to manage data and progress Link to 1.3.1, 1.3.4 & 1.3.2	Council	State Government (DES) IIAC, ALT, Land and Sea Ranger Program		
			1.3.4 Establish a monitoring program for sites of cultural significance that measures indicators such as spiritual/social value, archaeological value, physical condition, and protection of sites.	By 2023 then ongoing	New initiative that can be enhanced by 1.3.2, and can provide opportunities for knowledge sharing actions in 1.2	Council	IIAC, ALT, Land and Sea Ranger Program	\$25k p.a.	Council budget Grants Universities
2. Planning updates	2.1 Land use planning	Use the outcomes of the CHAS to inform statutory planning and other non-statutory strategy and planning processes	2.1.1 Submit updated Erosion Prone Area layers for each community to State Government for formal update to the existing State-wide mapping.	By 2023	Letter request to State Government to have the updated 2100, 1% AEP erosion prone areas be adopted by State Government	Council	State government (DES)		Council budget
			2.1.2 Use the updated Erosion Prone Area and storm tide mapping and outcomes of the Strategic Plan in current and future Planning Scheme and Master Plan updates to inform decisions on development areas and strategic land use planning.	??? when is next update	Through Corporate Plan, Operational Plan, Statutory Planning, development approvals, Planning Scheme	Council	Agency stakeholders State Government		Council budget
			2.1.3 Consider implications (within Council) of the Strategy for future development approvals and conditions, including: <ul style="list-style-type: none"> Approval conditions for lots of undeveloped land Implications for future development approvals and conditions. 	Ongoing	Council to provide updated advice from the Strategic Plan in response to requests from State Government for Permit to Occupy renewals Explore reviewing renewal timeframe	Council	Traditional Owners ALT Agency stakeholders State Government		Council budget
	2.2 Disaster management	Update emergency response planning	2.2.1 Use the updated Erosion Prone Area and storm tide mapping, risk assessment and economic implications to update the Northern Peninsula Area Regional Council Local Disaster Management Plan.	??? when is next update	Through Council Disaster Management coordinator and process	Council	LDMG stakeholder partners		Council budget
			2.2.2 Review the long-term adequacy of evacuation facilities and evacuation routes, including evacuation by land and sea	By 2030	Through Council Disaster Management coordinator and process	Council	LDMG stakeholder partners		Council budget

Theme	Strategic action no.	Description	2020 Priority strategic actions (completed within 5 – 10 years)	Timeframe	How to be implemented / mechanism	Lead agency	Supporting parties	Estimated budget requirements	Funding sources
3. Maintaining and improving infrastructure	3.1 Increasing infrastructure resilience	Upgrading infrastructure, building resilient homes, rebuilding in less hazardous location	3.1.1 Review at-risk infrastructure (from Strategic Plan data outputs) and embed risks into current asset management plans/Master Plan (this could include ‘betterment’ at critical asset refurbishment/renewals points). For example: Injinoo School, roads, utilities	Ongoing	Council team to update asset management plans based on technical outputs from Phase 5 and 6 Review upgrade schedule for critical assets including road upgrade/protection works and embed into asset management plan. Collaborate with relevant agencies	Council (Engineering / Operations)	Agency stakeholders (infrastructure providers) State Government		Council budget State grants QRA (NDRRA or QRRRF) funding
			3.1.2 Review access road renewals and upgrades (prioritisation), and upgrade design requirements and timing of upgrades.	By 2025	Council team to review as part of asset management plan update	Council (Engineering / Operations)	Agency stakeholders (infrastructure providers) State Government		Council budget QRA (NDRRA or QRRRF) funding
			3.1.3 Promote resilient homes within the community. (Link with knowledge sharing initiatives)	By 2022 then ongoing	Link to action 1.2 – work with stakeholders to promote resilient homes	Council	Agency stakeholders Universities Private industry Insurance industry	Utilising 1.2.2 budget for promotion	Council budget Grants Industry partnerships
			3.1.4 Consult with utility providers on future services and upgrades, and implications of coastal hazard areas	By 2025 then ongoing	Develop partnerships with utility providers to review and upgrade services with respect to potential coastal hazards	Council (Engineering / Operations)	Agency stakeholders (infrastructure providers)		Council budget
	3.2 Relocate infrastructure		3.2.1 Consider relocating/rebuilding at risk beach huts away from fragile and eroding foredunes and rehabilitate sand dunes. (Messaging opportunities align with knowledge sharing initiatives and dune resilience can help to protect existing structures.	In response to erosion event	Begin by preparing community for erosion events and increasing understanding of risk to beach huts	Council	IIAC, ALT		Council budget Community
4. Nature-based coastal management	4.1 Dune protection and maintenance		4.1.1 Establish a dune protection and maintenance program. For example: <ul style="list-style-type: none"> Loyalty Beach Seisia Campground Alau Campground Injinoo Beach 	By 2022 then ongoing	Align with task 1.1.1	Council	IIAC, ALT, Land and Sea Ranger Program Local business owners (campgrounds)		Council budget
			4.1.2 Revegetate the dunes and foreshore along the shoreline where vegetation has been cleared. For example: <ul style="list-style-type: none"> Mutee Heads Campgrounds Loyalty Beach 	By 2025 then ongoing	Align with task 1.1.1	Council	IIAC, ALT, Land and Sea Ranger Program Local business owners (campgrounds)	\$20k to establish, supported by grants for ongoing work	Council budget Grants Rangers

Theme	Strategic action no.	Description	2020 Priority strategic actions (completed within 5 – 10 years)	Timeframe	How to be implemented / mechanism	Lead agency	Supporting parties	Estimated budget requirements	Funding sources
			4.1.3 Consider areas where fencing can be used to protect native dune vegetation. For example: <ul style="list-style-type: none"> Areas where 4WD frequent Areas around sites of cultural significance 	By 2023 then ongoing	Align with task 1.1.1	Council	IIAC, ALT, Land and Sea Ranger Program Local business owners (campgrounds)	\$15k to establish \$2k p.a. maintenance and repairs	Council budget Rangers
			4.1.4 Establish formal access paths and roads to the shore.	By 2023	Engage with Traditional Owner groups to determine appropriate access points	Council	IIAC, ALT, Land and Sea Ranger Program	\$10k investigation \$5k construction (per path) \$2k p.a maintenance	Council budget Grants
5. Coastal engineering	5.1 Coastal hazard reduction and investigation	Studies to inform coastal management options	5.1.1 Review and further examine the sediment dynamics around NPARC communities and the shoreline including: <ul style="list-style-type: none"> Geomorphic assessment Hydrodynamic modelling Shoreline Erosion Management Plan. 	By 2025, Linked to 5.2.1 & 5.2.2	New initiative – commission study	Council	State Government (DES)	\$100k	Council budget Grants
	5.2 Coastal hazard protection works	Structures to minimise erosion and inundation	5.2.1 Investigate construction of a geotextile sand container (GSC) seawall or other coastal protection options along the shoreline including at: <ul style="list-style-type: none"> Loyalty beach in in front of the restaurant, campsites, and sites of cultural significance. Seisia Holiday Park and south of the wharf to the Church Alau campground and in front of beach shacks Injinoo beach north of lookout (continuation of existing structure) 	By 2025 or earlier if funding becomes available	Explore opportunities to secure funding. Project stages will include detailed design, securing construction materials and construction	Council (Engineering / Operations)	State Government (DES)	Price varies for each option. See Phase 7 report.	Council budget State Government Federal Government Grants QRA (NDRRA or QRRRF) funding
			5.2.2 Rebuild the existing rock revetment or other coastal protection options around Injinoo Lookout, including sections along Cowal Creek mouth.	By 2025 or earlier if funding becomes available	Explore opportunities to secure funding. Project stages will include detailed design, securing construction materials and construction	Council (Engineering / Operations)	State Government (DES)	Price varies for each option. See Phase 7 report.	Council budget State Government Federal Government QRA (NDRRA or QRRRF) funding
			5.2.3 Review coastal hazard risk and CBA (or other) case for additional coastal hazard protection.	By 2030	Upon review of the CHAS, re-evaluate the costs and benefits for constructing additional coastal protection	Council (Engineering / Operations)	State Government (DES)		Council budget State Government

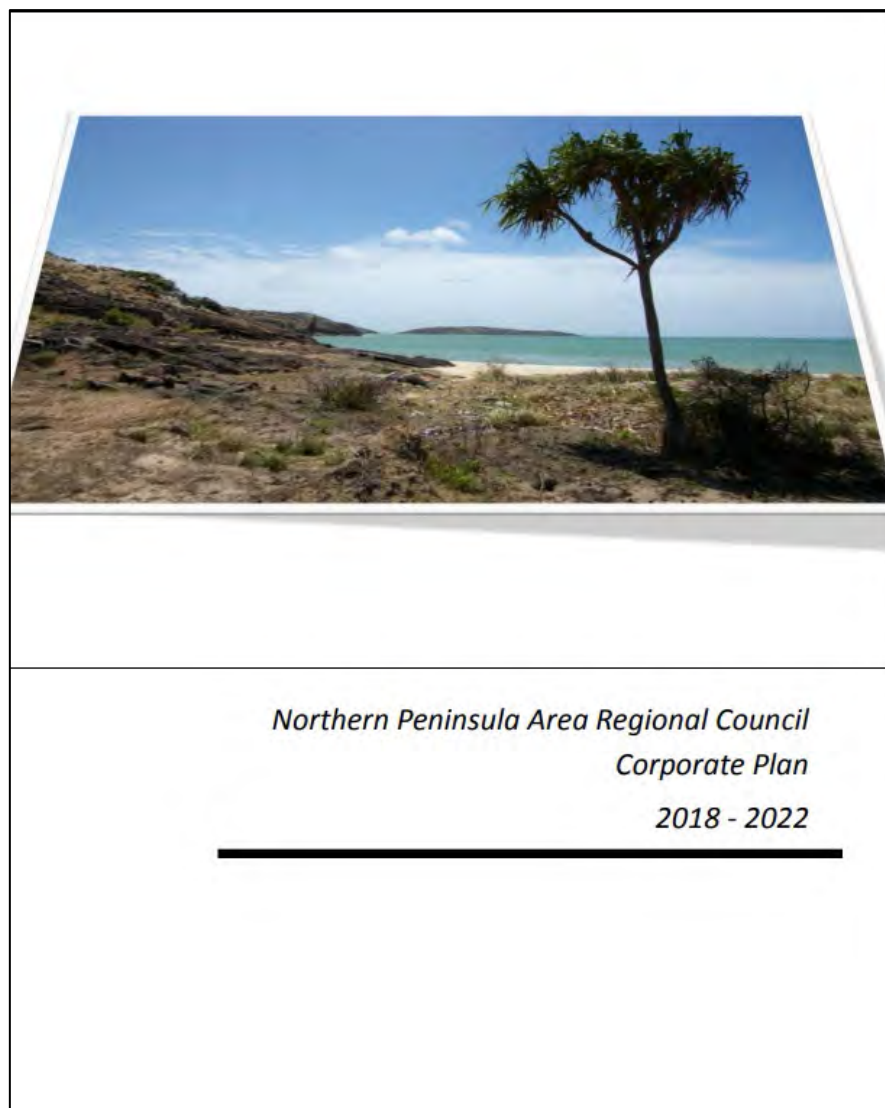
4.3 Additional principles for implementation

Corporate Plan and Operational Plan

The Corporate Plan is the key strategic business plan for Council. It is a medium-term organisational directions document that describes Council's priorities for the future; informing the community of Council's intent. It provides a focused framework for Council to plan and undertake its business and service delivery for a period of 5 years and beyond, having regard to various issues which may have been identified during the planning process, including community engagement.

The Corporate Plan is the mechanism by which Local Government Areas can allocate funding (not via statutory planning). It is used to drive the development of the annual Budget and Operational Plan. These in turn detail Council's actions and projects each year, showing how these strategies and outcomes will be resourced.

The current Corporate Plan for Northern Peninsula Area Regional Council is from 2018-2022. Coastal Hazard Adaptation Strategy initiatives are already supported by the over-arching Corporate Plan, and actions in the Strategy will inform future Operational Plans going forward. This will ensure that Council can allocate funding and associated workforce planning linked to the delivery of the *Yumpla Coast Strategic Plan* over time, in partnership with other stakeholders.



Planning and planning controls

Council's current planning approach and controls provide a mechanism to:

- Limit / prohibit development in coastal hazard prone areas
- Discourage / prohibit further intensification within existing developed zones within coastal hazard areas
- Consider location specific factors.

Council will implement land use planning actions in the Strategy. Council will continue to review the planning approach and controls during the implementation of the Strategy and with the 10-year review (or if triggered earlier).

Other relevant instruments relevant to planning in coastal areas include:

- The Coastal Protection and Management Act 1995
- Coastal Management Districts
- The 2100 State defined Erosion Prone Area
 - Calculated erosion distance
 - HAT + 40 m landward of plan position
 - HAT + 0.8 m vertical elevation
- Mean High Water Springs (MHWS) + 40m.

The 'temporary local planning instrument' – can also be used to get priority actions implemented prior to the next Planning Scheme update if required (e.g. a development pause until Planning Scheme amendment can be completed).

For existing dwellings within the coastal hazard prone areas, planning regulations can only have an impact when changes are proposed that trigger a development application.

Triggers for change in adaptation response

As set out in the Strategy, an adaptation response has been identified for different localities across the LGA, for present day, 2050 and 2100 planning horizons. The adaptation response is defined as either 'avoid (and maintain)', 'monitor (look and learn)', 'actively manage, or 'transition and change' (Figure 4) depending on the changing risk profile (geographically and over time).

Adaptation response	Avoid (and maintain)	Monitor (look and learn)	Actively manage	Transition and change
	Prevent new risks from occurring and avoid placing new development or assets in coastal hazard areas.	Monitor the risk of coastal hazards. Monitor until local trigger levels are reached to initiate mitigation.	Proactively manage or mitigate the risk of coastal hazards through a range of adaptation options. Mitigate until management options are no longer socially, culturally or economically feasible or local trigger levels are reached to initiate transition.	A strategic decision to transition or change a specific land use (or location) to an alternative land use. Active management or mitigation may be part of the transition process.
Adaptation options	Full range of adaptation options			

Figure 4. Adaptation framework for the Strategy

Triggers that may initiate a review of the adaptation response prior to scheduled review of the Strategy (2031, then every 10 years) include:

- A change in the science / policy environment, in particular the 2100 sea-level rise benchmark set by State Government
- A major coastal hazard event that exceeds damage expectations (at one or several localities)
- Proposed amendments to the Planning Scheme within the 2100 Erosion Prone Area
- New information on the changing risk profile and/or emerging best practice in adaptation
- If community attitudes and risk tolerance changes
- A strategic decision by Council linked to other strategic objectives.

Avoid (and maintain) to Monitor (look and learn): A shift to Monitor (look and learn) would most likely be linked to a change in the risk profile, identified through the MER process (see Section 4.8), a coastal hazard event and observed consequence, or change in the sea level estimates included in the long-term coastal hazard extent estimates (2100).

Monitor (look and learn) to Actively manage: A shift to Actively manage would be most likely linked to an observed change in the risk profile, identified through the MER process (see Section 4.8), a major coastal hazard event and observed consequence, or a change in the sea level rise estimates included in the long-term coastal hazard extent estimates (2100).

Actively manage to Transition and change: A shift from Actively manage to Transition and change could equally be triggered by all the aforementioned triggers, and also a review of the effectiveness of the 29 priority 5-10 year activities set out in the Strategy to mitigate risk.

As identified during the development of the Strategy (Phases 6 and 7), for a large portion of NPARC, an actively manage response may be appropriate by 2100 (reflecting the 2100 risk profile).

The Strategy seeks to deliver 29 adaptation actions that will work together in an integrated way to mitigate coastal hazards. Council will review the effectiveness of actions at the first Strategy review in 2031 (unless triggered earlier), and a review of the adaptation response will be undertaken at that time.

If a transition response is pursued in the future, there are a range of mechanisms Council may explore to facilitate this, including a change of land use through incentive / agreement mechanisms, rezoning (that could feed into the Planning Scheme update in 2030 or future years), and land-swap programs. If rezoning is triggered this will require careful consideration as compensation may be required (this is very reliant on site-specific information and conditions).

Links to disaster management

The Strategy will inform updates to the Local Disaster Management Plan (strategic action 2.2.1). This will be completed by the local disaster management co-ordinator and in consultation with the NPARC Local Disaster Management Group (LDMG).

Outputs from the Strategy that are particularly relevant to updating disaster management arrangements include the new hazard mapping for multiple planning horizons, the coastal hazards risk assessment and the economic analysis.

4.4 Change management

A summary of potential barriers to implementation and associated approaches to overcome barriers, plus consideration of how the Strategy incorporates these approaches, as well as change management actions required for the future, is provided in Table 6.

Table 6. Potential barriers to implementation and approaches to overcome barriers

Potential barriers to implementation	Approaches to overcome barriers	How approaches are incorporated into the Strategy	Future change /action
Financial			
Lack of funding security	- Seek innovative funding methods	Range of funding methods considered (Section 4.6)	Seek pilot study funding and additional funding sources for adaptation actions.
Receiving funding for capital works costs only (i.e. no funding for ongoing maintenance)	- Seek opportunities to partner with other agencies/organisations	Strong partnerships established during Plan development (e.g. stakeholders)	
Lack of funding for monitoring, evaluation and review	- Ensure ongoing maintenance costs are considered and incorporated in regular budget process	Costs included in Plan (Section 4.3)	Maintain and promote stakeholder partnerships for joint funding applications.
	- Ensure monitoring, evaluation and review costs are considered and incorporated in regular budget process	MER costs included in Plan (Section 4.8)	
Organisational culture			
Staff lack the skills/knowledge to implement strategy	Ensure that staff are provided with the appropriate training and resources to increase their knowledge and skills	Building capacity is a key component of the Strategic Plan	Recruitment of additional specialist skills may be beneficial.
	Consider employing staff with specialist skills or creating a dedicated position to implement the strategy	Strategic Plan nominates a dedicated position to implement strategy	Maintain dialogue across Council on the rationale for implementing the range of actions in the strategy.
Staff fail to embed strategy in their day to day tasks	Ensure that all council strategies, plans and documents are updated to incorporate relevant aspects of the strategy	Key strategies and documents to be updated (including Corporate Plan, LDMP)	
Strategy is not embedded in the day-to-day operations of the council	Ensure that all staff have an understanding of the importance of and rationale for implementing the strategy	Strong staff awareness and buy-in created during the development of the Strategy across teams and with individual champions within Council	
	Ensure that staff understand any changes in their responsibilities as a result of implementing the strategy		
	Establish change champions within the organisation to inspire change		
	Ensure management leads by example in implementing the strategy		
	Engage any new staff in the strategy early		

Potential barriers to implementation	Approaches to overcome barriers	How approaches are incorporated into the Strategy	Future change /action
Monitoring, evaluation and review (MER)			
Monitoring, evaluation and review does not achieve its intended outcome	Ensure appropriate funding is allocated for monitoring, evaluation and review	Funding allocation in strategic plan	Staff member takes ownership of the MER process and consistency in the review.
Monitoring, evaluation and review is not completed thoroughly	Ensure that sufficient time is provided to monitoring, evaluation and review	Simple and targeted MER process developed (Section 4.8) for specific objectives.	
	Ensure that monitoring is appropriately designed		
	Ensure that monitoring and review has cleared defined objectives that are not simply to fulfil legislative or other requirements		
Partnerships			
Partner organisations fail to complete actions they have responsibility for	Build and maintain strong relationships with partner organisations	Strong stakeholder involvement and partnerships in the development of the Plan and approach to implementation.	Will need a champion within Council to drive/build the partnerships through organising meetings, fostering relationships and seeking opportunities.
Partner organisation messaging contradicts council messaging about coastal hazards	Ensure that partner organisations are involved in and have an opportunity to comment on the strategy and its implementation	Strategic actions included in the Plan to maintain and grow these partnerships.	
Community			
Community opposition to strategy hinders implementation	Regular, meaningful engagement with the local community	Engagement of this nature was ongoing throughout the Strategic Plan development. Website will remain live for implementation and future communications.	Future briefings required to keep the dialogue and language going throughout implementation – new staff and stakeholders to be briefed / inducted.
	Frame communications in different ways to appeal to the community’s values		
Community opposition to climate change science informing the strategy hinders implementation	Ensure the dialogue is inclusive of present-day coastal hazard risk, and a precautionary risk management approach for the future (that includes sea level rise).	Inclusive dialogue on present day and future hazards is incorporated into the Plan.	
Action prioritisation			
Actions are not prioritised	Ensure prioritisation of actions, along with details of any interdependencies between actions.	Actions prioritised by timing of implementation over the next 10 years. Number and budgeting of actions has been set with achievable targets in mind for Council.	‘Ongoing’ / ‘annual’ actions will need a champion to ensure they are completed regularly.
Many actions become unattainable, especially with limited resources and/or funding	Define responsibilities for resourcing and funding actions.		
	Develop realistic and practical timeframes for implementation.		

4.5 Funding mechanisms

In addition to Council's budgeting processes, there are a range of funding mechanisms available to support delivery of the Strategy actions and initiatives, as outlined in Table 7.

Table 7. Potential funding mechanisms

Funding mechanism	Description	Relevant authority
RATES, LEVEES, CONTRIBUTIONS		
Rates and charges	The use of special rates to fund a project spanning more than one year.	NPARC
Environmental levies	LGAs can impose environmental levies to landholders as part of annual rate collection. Funds collected from these levies are held separately from Council's general revenue. Levies could be zoned based on exposure to coastal hazard risk / distance from coast or hazard area.	NPARC
Developer contribution and infrastructure agreements	Developer contributions are upfront user charges for future infrastructure services, which are generally required prior to construction. These contributions are applicable only to 'trunk infrastructure', are capped at a maximum value and are controlled by the State. Infrastructure agreements are generally associated with larger developments and comprise agreements between a developer and the local government to provide necessary infrastructure in lieu of infrastructure charges. LGAs may apply for either one mechanism or the other, not both.	NPARC
EXTERNAL FUNDING SOURCES FOR LOCAL GOVERNMENT		
Natural Disaster Relief and Recovery Arrangements (NDRRA)	NDRRA is a disaster response and recovery assistance program designed to assist LGAs to restore essential public assets to their pre-disaster standard. Funding for ongoing resilience projects is not typically available under standard NDRRA arrangements. However, 'betterment' funding often becomes available under a specific category.	Queensland Reconstruction Authority (QRA)
Queensland Resilience and Risk Reduction Funding (QRRRF)	This funding is to help reduce, mitigate and manage the risks of disasters and to make Queensland communities and infrastructure more resilient to disasters.	Queensland Reconstruction Authority (QRA)
Government borrowing	Government borrowing can provide LGAs with funds to undertake works in the short term, however, this would require additional revenue raising through other means.	State Government
Growth Area Bonds	Issue of bonds to finance infrastructure enhancement that are tied to a specific area and repaid through future tax revenues collected in a defined area.	Private sector
Business Improvement Districts	Stakeholders within a defined boundary make a collective contribution towards the maintenance and promotion of an area	Private sector
Local Government Grants and Subsidies Program	The Local Government Grants and Subsidies Program (LGGSP) aims to support local governments to meet the needs of their community by providing funding for the delivery of priority capital infrastructure projects, including protecting natural and built environments. .	State Government

Funding mechanism	Description	Relevant authority
Other State Government funding	Potential funding for projects of State significance or interest.	State Government
FUNDING SOURCES AND PROGRAMS FOR COMMUNITY INITIATIVES		
Environmental stewardship and volunteering groups	Coastcare, Community Bushcare	Non-for-profit groups
Australian Government programs		Commonwealth Government
Private sector grants	Many private companies/organisations provide one-off grants for environmental improvement projects.	Private sector

4.6 Partnership opportunities with stakeholders

Strong stakeholder partnerships have been built over the course of the last two years as the Strategy has been developed. This includes Local and State Government departments, Traditional Owners and PBCs, utilities providers, industry, and the broader NPARC community. The Strategy outlines a range of specific actions to foster and boost collaborative partnerships into the future.

4.7 Monitoring, evaluation and review

A tailored monitoring, evaluation and review (MER) process for the Strategy has been developed to enable progress to be evaluated and facilitate adaptive management.

The MER process focuses on being able to report on key objectives linked to success of the Strategy and is intended to be embedded into Council's routine MER processes for existing plans and strategies. Specific Strategy actions may also be incorporated in existing tailored MER processes linked to asset management, corporate and strategic planning, and disaster management.

Objectives, monitoring and evaluation

Key objectives, proposed indicators of progress and monitoring and evaluation activities are outlined in Table 8.

Table 8. MER process

Objectives	Indicators of progress	Monitoring	Evaluation
Strategic Plan actions have been integrated into Council and stakeholder plans and processes	<ul style="list-style-type: none"> - Corporate Plan and other strategic plans have been updated to reference the most recent update of the <i>Yumpla Coast Strategic Plan</i> - Strategic Plans of key stakeholders have reference to the <i>Yumpla Coast Strategic Plan</i> or synergies/actions with the Plan 	Annual review of plans and strategies	Relevant Plans updated or in progress of being updated
Actions have been completed on-schedule	<ul style="list-style-type: none"> - Number of actions in progress - Number of actions completed 	Annual review of actions in progress or completed.	Greater than 50% of actions in progress or completed on-schedule
On-ground activities have been delivered	<ul style="list-style-type: none"> - Number of actions delivered on ground - Capital budget expended - Maintenance budget expended 	Annual review of actions in progress or completed	Greater than 50% of actions in progress or delivered on-schedule and budget expended
Stakeholder partnerships continue to strengthen	<ul style="list-style-type: none"> - Number of people/stakeholders/groups involved in delivery of actions - New partnerships formed 	Annual review of actions and stakeholder involvement	<p>Stakeholder partners are maintained</p> <p>New partnerships are formed</p>
Actions have achieved indented outcome – e.g. increased resilience of the Shire to coastal hazards	<ul style="list-style-type: none"> - Where on-ground actions are implemented, coastal hazard risk is reduced - Capacity building results in increased awareness of coastal hazards and adaptation options (stakeholders and community) - Capacity building results in increased stakeholder involvement in coastal hazard adaptation actions 	<p>Coastal hazard risk monitoring informed by actions 1.3 (monitoring) in the Strategic Plan.</p> <p>Annual poll of stakeholder awareness and involvement in implementing actions from the Strategic Plan</p>	<p>Expected reduction in coastal hazard risk are achieved where on-ground actions are implemented (after establishment periods)</p> <p>A steady increase in the number of stakeholders aware of and involved in delivering the <i>Yumpla Coast Strategic Plan</i>.</p>

Reporting and review

A short annual report on the progress of the Strategy implementation will be produced as part of Council's regular reporting processes.

The Strategy will be reviewed every 10 years, commencing at least 2 years prior to the Planning Scheme review which is also undertaken on a 10-year timeframe. The next review of the Strategy will commence from 2026-2028.

The review will include consideration of:

- Any changes in the policy environment (e.g. sea level risk predictions, approach to defining coastal hazard areas)
- Updated technical information that may be available
- Any new development and landscape changes in the LGA, including any changes to the Planning Scheme within the 2100 Erosion Prone Area.

As noted previously, a review of the Plan (and adaptation response) may also be triggered prior to the scheduled review due to:

- A change in the science / policy environment, in particular the 2100 sea-level rise benchmark set by State Government
- A major coastal hazard event that exceeds damage expectations (at one or several localities)
- Proposed amendments to the Planning Scheme within the 2100 Erosion Prone Area
- New information on the changing risk profile and/or emerging best practice in adaptation
- If community attitudes and risk tolerance changes
- A strategic decision by Council linked to other strategic objectives.

5 References

NPARC (2019a). Northern Peninsula Area Regional Council Coastal Hazard Adaptation Strategy: Phase 1 – Stakeholder Communication and Engagement Strategy. Report by Reel Planning for Northern Peninsula Area Regional Council.

NPARC (2019b). Northern Peninsula Area Regional Council Coastal Hazard Risk, Vulnerability and Adaptation: Scoping Study. Report by BMT for Northern Peninsula Area Regional Council.

NPARC (2020a). Northern Peninsula Area Regional Council Coastal Hazard Adaptation Strategy: Phase 3 Summary Report. Report by Alluvium, JBP and NCE for Northern Peninsula Area Regional Council.

NPARC (2020b). Northern Peninsula Area Regional Council Coastal Hazard Adaptation Strategy: Phase 4 Summary Report. Report by Alluvium, JBP and NCE for Northern Peninsula Area Regional Council.

NPARC (2020c). Northern Peninsula Area Regional Council Coastal Hazard Adaptation Strategy: Phase 5 Summary Report. Report by Alluvium, JBP and NCE for Northern Peninsula Area Regional Council.

NPARC (2020d). Northern Peninsula Area Regional Council Coastal Hazard Adaptation Strategy: Phase 6 Summary Report. Report by Alluvium, JBP and NCE for Northern Peninsula Area Regional Council.

NPARC (2021a). Northern Peninsula Area Regional Council Coastal Hazard Adaptation Strategy: Phase 7 Summary Report. Report by Alluvium, JBP and NCE for Northern Peninsula Area Regional Council.

NPARC (2021b). Northern Peninsula Area Regional Council Coastal Hazard Adaptation Strategy: *Yumpla Coast Strategic Plan*. Report by Alluvium, JBP and NCE adopted by Northern Peninsula Area Regional Council.

Engagement Statistics

Subject	Engagement statistics following the public consultation phase
Project	NPARC Coastal Hazard Adaptation Strategy
Date	15/04/2021

There have been 304 page views over the life of the site, with 151 occurring during the consultation phase.

There have been 198 document downloads, with 156 of these occurring during the consultation phase. The full Yumpla Coast Strategic Plan was downloaded 28 times.

A breakdown of unique visitors and views/downloads for each file and post on the engagement site can be found in the table below. Please note these numbers are for the entire life of the site, not just during the consultation period.

These statistics are current to date, as of 15th April 2021.

Document	Unique Visitors	Downloads
Draft Yumpla Coast Strategic Plan (FULL)	20	28
Chapters 1 & 2: Introduction	8	8
Chapters 3 & 4: Coastal Hazards	7	7
Chapters 5-10: Adaptation actions and location summaries	8	8
Chapter 11: Implementation plan for adaptation	10	10
Supplement A: Fact Sheets	8	8
Supplement B: Coastal Hazard Mapping (Erosion Prone Areas)	8	8
Supplement B: Coastal Hazard Mapping (Storm Tide Inundation)	7	7
Supplement C: Adaptation Actions - Summary Sheets	8	8
Primary School Logo Competition	3	4
Project Update #1 - June 2020	15	18
Project Update #2 - August 2020	15	17
Project Update #3 - November 2020	16	16
Project Update #4 - March 2021	8	9
What is a CHAS?	13	19
Sand Dunes	11	14
Resilient Homes	9	9

12.2 Zenadth Kes

Classification	For Decision
Author	Chief Executive Officer
Attachments	Nil

Officers Recommendation:

That the Council:

- (1) Note the Torres Strait Island Regional Council (TSIRC) resolution to advocate for:
 - the name of the Council, the local government area and region to change to Zenadth Kes (ZKS);
 - modification of the LG boundaries;
 - separation of the Local Disaster Management Group; and
 - support for the Regional Leaders Forum.
- (2) Consider the approach from the TSIRC to support the establishment of a secretariat to establish the Regional Leaders Forum comprising Torres Shire Council (TSC), Torres Strait Regional Authority (TSRA), Northern Peninsula Area Regional Council (NPARC) and Gur A Baradharaw Kod Torres Strait Sea and Land Council.
- (3) Authorise the Chief Executive Officer to convey the decision in respect of (2) to the Directors of ZKS, currently the Mayor and Councillors of the Torres Strait Islander Regional Council.

PURPOSE OF REPORT

To seek a decision of whether Council shares the aims of ZKS and supports the establishment of a secretariat to proceed to examine options for the setting up of the Regional Assembly/Regional Leaders Forum.

BACKGROUND AND CONTEXT

The establishment of a Regional Assembly/Leaders Forum originated with the Torres Strait Island Regional Council. It is understood that such a concept has been mooted and discussed between the regional partners for a number of years. The principal purpose of the Assembly is to become a governing body for the region, with aspirations towards Indigenous empowerment and a strong collective voice for the needs and priorities for the region.

The TSIRC considers its partners to be:

- Torres Shire Council
- NPARC
- Gur A Baradharaw Kod Torres Strait Sea and Land Council (GABK).

Prior to establishing the Assembly itself, TSIRC propose that all partners contribute to the establishment and running of a Secretariat. The purpose of the Secretariat is to establish the Regional

Assembly which will become the Governing Body (similar to a Board of Directors) while the Secretariat will be the Administrative Body (similar to a management executive organisation).

At this stage, TSIRC is only seeking commitment to the establishment of the Secretariat but by default commitment to participation in the Secretariat will mean providing support to the establishment and ongoing operation of the to-be-established Regional Assembly. Therefore consideration has to be given to both the short term and long term implications. The full details of the Vision, Mission, Objectives of the Secretariat together with costings and Action Plans are appended.

The Mayor and Deputy Mayor of TSIRC have invested considerable time in transparently discussing with potential partners the aspirations of both the Secretariat and Regional Assembly.

The Zenadth Kes Secretariat

As described above, this has been established and will in the first instance work to draw together the resources, partners and legal construct to establish the Regional Assembly. It has already been incorporated under the *CATSI Act* as a Torres Strait Islander Corporation. It is currently managed by TSIRC and there is an interim CEO. It is proposed that the Directors of the Secretariat be Mayor or nominee of:

- TSIRC
- TSC
- NPARC
- TSRA
- GBK

The total operating costs of the Secretariat over the 4 year period expected for the establishment of the Regional Assembly will be approximately \$3.5m and in the absence of any funding Agreements will be shared by each of the partners (the proportions to be determined).

At this early stage, it is projected that \$50K be contributed by each partner per annum, totalling \$250K. The projected annual costs are expected to be \$900K and it is hoped there will be both State and Commonwealth funding that will be contributed. There is no commitment to that funding and it is presumed that should it not be forthcoming, the partners would have to meet the shortfall of approximately \$700K in addition to the \$50K x 5.

CRITICAL DATES

The first crucial date is for the meeting on Thursday Island on 14th May where an indication of support will be sought from potential partners.

OTHER OPTIONS CONSIDERED

Other options to be considered will be dependent upon the ultimate role of the Regional Assembly. If it is only for the purposes of advocacy for the regional and its people, then the Council needs to consider the other advocacy bodies to which it already contributes:

- Local Government Association, Queensland which advocates on behalf of all Councils in Queensland. It also provides the voice of Queensland Councils to the Australian Local Government Association based in Canberra.
- Torres Cape Indigenous Council Alliance (TCICA).

If the Council does not consider its needs and priorities are adequately met through current advocacy bodies, it can make direct approaches to Government through Ministerial and Government Champions and its MPs.

The Council could also conceive other bodies that it considers more closely meets its needs for advocacy.

Mayor and Deputy Mayor of TSIRC articulated a vision of empowerment of the Regional Assembly that saw that body receiving its own funding and determining the priority for allocation of that funding. What will be sought will essentially be 'bulk funding', or something akin to a Parliamentary 'vote'.

LEGAL AND LEGISLATION CONSIDERATIONS

The ZKS Secretariat is a legally incorporated body with the ability to attract and distribute funding.

POLICY CONSIDERATIONS

N/A

CORPORATE AND OPERATIONAL PLAN CONSIDERATIONS

N/A

FINANCIAL AND RESOURCE CONSIDERATIONS

N/A

CONSULTATION

N/A



AGENDA ITEMS 14 and 15
ORDINARY COUNCIL MEETING #14
Friday, 28th May 2021

14. Other Business

15. Closure of Meeting