



## **MEETING BOOK**

**Northern Peninsula Area Regional Council**

**Ordinary Council Meeting #28**

**To commence at 9.00am**

**On**

**Wednesday, 17<sup>th</sup> August 2022**

**UMAGICO Boardroom**

## **AGENDA**

1.	Welcome and Opening of Meeting .....	3
2.	Acknowledgement of Traditional Land Owners .....	3
3.	Present.....	3
4.	Apologies .....	3
5.	Declarations of Conflict of Interest .....	3
6.	Confirmation of Minutes of Previous Meeting & Special Meeting .....	4
7.	Business Arising from Previous Meeting, Wednesday 20 <sup>th</sup> July 2022 .....	20
8.	Mayor Report .....	24
9.	Acting CEO Report .....	25
10.	Executive Report	
	10.1 Acting Executive Manager Business Enterprises Report .....	46
	10.2 Executive Manager Operations Report.....	48
11.	Finance Report .....	54
12.	Other Business	
	12.1 NPARC Report into Operations of the Injinoo Service Station .....	56
	12.2 NPA Rural Master Plan .....	110
	12.3 Management Arrangement for Alau Campgrounds.....	122
	12.4 Development Application – Injinoo Health and Wellbeing Centre .....	128
	12.5 NPARC Camping Policy .....	149
	12.6 In Committee – NPA Regional Council Structure .....	158
13.	General Discussion .....	158
14.	Close of Meeting.....	158



**AGENDA ITEM 1- 5**  
**ORDINARY COUNCIL MEETING #28**  
**Wednesday 17<sup>th</sup> August 2022**  
**Umagico Boardroom**

- 1. Welcome and Opening of Meeting**
- 2. Acknowledgement of Traditional Owners**
- 3. Present**
- 4. Apologies**
- 5. Declarations of Conflicts of Interest**

**Agenda Item 1. Welcome and Opening of Meeting**

Mayor welcomed attendees and opened the meeting at 9:40am with a prayer by Cr Whap.

**Agenda Item 2. Acknowledgement of Traditional Owners**

**Agenda Item 3. Present**

**Mayor & Councillors**

Mayor Patricia Yusia  
Cr Kitty Gebadi  
Cr Robert Tamwoy  
Cr Eric Cottis  
Cr Mabelene Whap

District Mayor  
Division 3  
Division 2  
Division 4  
Division 5

**Other Attendees**

Kate Gallaway  
Michael Booth  
David Tyson  
Rachel Yusia

Acting CEO  
Acting Finance Manager  
Acting Manager Business Enterprises  
Executive Assistant/Minute Taker

**Agenda Item 4. Apologies**

4.1 Cr Nona has requested Leave of Absence from this meeting, a formal resolution is required.

**Resolution:**

**That Council:**

1. Moves to accept apology from Cr Nona who is away on leave of absence.

**Moved: Cr Cottis**

**Vote: 5/0**

**Seconded: Cr Gebadi**

**Resolution: C4.1 – 20072022**

**Agenda Item 5. Declarations of Conflicts of Interest**

Cr Cottis disclosed his conflict of interest for Agenda Item 12.8 Pajinka Proposal as he is a member of the Gudang Yadhaykenu Clan Group.



# UNCONFIRMED

Meeting Minutes  
ORDINARY COUNCIL MEETING #27  
Wednesday, 20<sup>th</sup> July 2022  
Bamaga Boardroom

**Agenda Item**      **6. Confirmation of Minutes of Previous Meeting**

**Resolution:**

**That Council:** Notes and confirm the minutes from the previous Ordinary Council Meeting held Wednesday, 15<sup>th</sup> June 2022.

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

**Seconded:** Cr Cottis  
**Resolution:** C6 – 20072022

**Agenda Item**      **7. Business Arising from Previous Meeting**

**Agenda Item**      **8. Mayoral Report**

**Resolution:**

**That Council:** Note and accept the Mayor's verbal report held Wednesday 20<sup>th</sup> July 2022.

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

**Seconded:** Cr Cottis  
**Resolution:** C8 – 20072022

**Agenda Item**      **9. Acting CEO Report**

**Resolution:**

**That Council:**

- Note the Report
- Endorse the NPARC Home Care Pricing Schedule v3

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

**Seconded:** Cr Gebadi  
**Resolution:** C9 - 20072022

# UNCONFIRMED

## Agenda Item 9.1 Acting CEO Report

### Resolution:

#### That Council:

- Resolves to change the date of the following Council Meeting Dates
  - 19<sup>th</sup> October 2022 to 21<sup>st</sup> October 2022
  - 16<sup>th</sup> November 2022 to 22<sup>nd</sup> November 2022
  - 21<sup>st</sup> December 2022 to 14<sup>th</sup> December 2022
- Resolves to change the date of the following Trustee Meeting Dates
  - 18<sup>th</sup> October 2022 to 20<sup>th</sup> October 2022
  - 15<sup>th</sup> November 2022 to 21<sup>st</sup> November 2022
  - 20<sup>th</sup> December 2022 to 13<sup>th</sup> December 2022
- Resolves to move the October Council and Trustee meetings to Cairns

Moved: Cr Tamwoy  
Vote: 5/0

Seconded: Cr Gebadi  
Resolution: C9.1 - 20072022

Close for lunch break at 12:12pm

Moved: Cr Cottis  
Vote: 5/0

Seconded: Cr Whap

Return from lunch break 12:49pm

Moved: Cr Cottis  
Vote: 5/0

Seconded: Cr Whap

## Agenda Item 10. Executive Reports

### Agenda Item 10.1 - Acting Executive Manager - Business Enterprises

#### Resolution:

**That Council:** Notes the information provided in report from Acting Executive Manager of Business Enterprises.

Moved: Cr Cottis  
Vote: 5/0

Seconded: Cr Tamwoy  
Resolution: C10.1 – 20072022

# UNCONFIRMED

Meeting Minutes  
ORDINARY COUNCIL MEETING #27  
Wednesday, 20<sup>th</sup> July 2022  
Bamaga Boardroom

## Agenda Item 10.2 - Executive Manager - Operations

### Resolution:

**That Council:** Notes the information provide in report from Executive Manager of Operations.

**Moved:** Cr Cottis

**Vote:** 5 /0

**Seconded:** Cr Gebadi

**Resolution:** C10.2 – 20072022

## Agenda Item 11. Finance Reports

### Resolution:

**That Council:** Note and accept the Acting Manager Finance Report for the period ending 30<sup>th</sup> June 2022.

**Moved:** Cr Tamwoy

**Vote:** 5/0

**Seconded:** Cr Whap

**Resolution:** C11 – 20072022

## Agenda Item 12. Other Business

### Agenda Item 12.1 Membership of Audit Committee

### Resolution:

#### That the Council:

##### 1. That Council:

- Note the Report presented;
- Adopt the revised Audit Committee Charter;
- Approve the CEO to source two appropriately skilled members for the Committee for recommendation to the Council.

**Moved:** Cr Gebadi

**Vote:** 5/0

**Seconded:** Cr Cottis

**Resolution:** C12.1 – 20072022

Close for afternoon tea break at 3:41pm

**Moved:** Cr Tamwoy

**Vote:** 5/0

**Seconded:** Cr Gebadi

Return from afternoon tea break at 3:51pm

**Moved:** Cr Tamwoy

**Vote:** 5/0

**Seconded:** Cr Gebadi

# UNCONFIRMED

**Agenda Item 12.2 2023 Special Holidays**

**Resolution:**

**That Council:**

1. Note the Report
2. Authorise the CEO to submit the following as special and show holidays
  - Injinoo Day – 20<sup>th</sup> March for Division 1
  - Umagico Day – 30<sup>th</sup> March for Division 2
  - Bamaga Day – 1<sup>st</sup> June for Division 3
  - Mabo Day – 2nd June and 3rd June
  - NPA Show – 11th August
  - New Mapoon Day – 23<sup>rd</sup> September for Division 4
  - Seisia Day – 14 October for Division 5
  - NPA Sporting Carnival – 20th October

**Moved: Cr Tamwoy**

**Vote: 5 / 0**

**Seconded: Cr Whap**

**Resolution: C12.2 – 20072022**

**Agenda Item 12.3 Northern Peninsula Area Regional Council Certified Agreement**

**Resolution:**

**That Council:**

1. Note the report
2. Authorise the Chief Executive Officer to commence negotiations for a new Certified Agreement

**Moved: Cr Tamwoy**

**Vote: 5/0**

**Seconded: Cr Gebadi**

**Resolution: C12.3 – 20072022**

**Agenda Item 12.4 2022-2026 Corporate Plan**

**Resolution:**

**That Council:**

- 1, Note the report
2. Adopts the 2022-2026 Corporate Plan

**Moved: Cr Tamwoy**

**Vote: 5/0**

**Seconded: Cr Gebadi**

**Resolution: C12.4-20072022**

**Agenda Item 12.5 Proposed “Public Housing” Development for Government Employee Accommodation at Bamaga Hospital**

**Resolution:**

**That Council:**

1. Receive and note the report; and
2. Instruct the Chief Executive Officer to respond to the Queensland Government Department of Energy and Public Works, noting the following conditions:
  - a) If the development exceed the Operational Works (OPW) triggers in the planning scheme and State Guidelines for Vegetation triggers then an OPW application is required
  - b) The development must comply with Bushfire and Flood impacts
  - c) Provide details of the appointment of a Building Certifier within 10 business days
  - d) Approved Building Plans to be submitted to NPARC within 10 business days of approval by a Building Certifier
  - e) The building certifier must provide NPARC with all forms of inspections and occupancy certificate within 5 business days of providing to the Department
  - f) Connection costs for water and sewer must be paid to NPARC
  - g) That all connections from the site to NPARC services is to be in accordance with NPARC standards and designs and will have to be approved by NPARC
  - h) If the proposed development does not utilise existing sewer and water connections, then provide details of the registered Plumber
  - i) A proportion of the proposed development is triggered as Brushfire Prone Area

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

**Seconded: Cr Gebadi**  
**Resolution: C12.5-20072022**

**Agenda Item 12.6 Minor Change Application for CEQ Shopping Centre**

**Resolution:**

**That Council:**

Council as the Local Government Authority resolves to approve (subject to conditions):

a. The Development Application lodged with Council by RPS on behalf of Community Enterprise Queensland for:

- i) Minor Change to Existing Approval: Material Change of Use for Shopping Centre redevelopment on Adidi Street and Wasiu Street Bamaga, Lot 105 SP284227;
  - the replacement of the retail building located within the southern portion of the site with an upgraded IBIS Supermarket;
  - to integrate the new development with the existing IBIS Supermarket building which is to continue to be used for Shopping Centre purposes; and
  - ~~accommodation Dwelling Unit.~~
- ii) Minor Change.
  - remove Condition 11 and 11.1 from the Decision Notice dated 27 October 2021
  - replacement of development drawings reflecting the minor change.

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

**Seconded: Cr Cottis**  
**Resolution: C12.6-20072022**

# UNCONFIRMED

Meeting Minutes  
ORDINARY COUNCIL MEETING #27  
Wednesday, 20<sup>th</sup> July 2022  
Bamaga Boardroom

## Agenda Item 12.7 August 2022 Community Meetings

### Resolution:

#### That Council:

- Note the Report
- Approves the proposed dates for Community Meetings

**Moved: Cr Tamwoy**

**Vote: 5/0**

**Seconded: Cr Whap**

**Resolution: C12.7-20072022**

## Agenda Item 12.8.a Close the meeting to the public

### Resolution:

#### That Council:

Resolves to close the meeting to the public to discuss matters for which public discussion would be likely to prejudice the interests of the Council. Specifically, the Council closes the meeting to the public to allow the Council to discuss contracts matters to be made by the Council, including legal advice obtained by the Council.

**Moved: Cr Gebadi**

**Vote: 5/0**

**Seconded: Cr Whap**

**Resolution: C12.8.a-20072022**

Cr Cottis declared their conflict of interest for Agenda Item 12.8 at Agenda Item 5. Cr Cottis left the room to allow remaining councillors to make a decision.

### Resolution:

#### That Council:

Resolves to open the meeting to the public.

**Moved: Cr Gebadi**

**Vote: 5 /0**

**Seconded: Cr Whap**

**Resolution: C12.8.b-20072022**

# UNCONFIRMED

## Agenda Item 12.8 Pajinka Proposal

### Resolution:

#### That Council:

1. Notes the report
2. Delegate to the Chief Executive Officer, pursuant to section 257(1)(b) of the Local Government Act 2009, power to negotiate on behalf of the Council arrangements with Gudang Yadhaykenu Aboriginal Corporation and Department of Tourism, Innovation and Sport to enter into an Agreement to auspice funding on behalf of Gudang Yadhaykenu Aboriginal Corporation and on such other terms as the Chief Executive Officer considers appropriate

**Moved: Cr Tamwoy**  
**Vote: 4/0**

**Seconded: Cr Whap**  
**Resolution: C12.8-20072022**

## Agenda Item 12.9 In Committee - NPARC Report into Operations of the Council Pool

### Resolution:

#### That Council:

1. Note the report
2. Endorse in principle the Divestment of the Operations of the Pool through an EOI process to a 3<sup>rd</sup> party  
Subject to
3. The options ensure the uninterrupted services to the community

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

**Seconded: Cr Gebadi**  
**Resolution: C12.9-20072022**

## Agenda Item 12.10 In Committee – One1st Charter

### Resolution:

#### That Council:

1. Note the report
2. Delegate to the Mayor and Chief Executive Officer, pursuant to section 257(1)(b) of the Local Government Act 2009, power to negotiate on behalf of the Council arrangements with Torres Shire Council and Torres Strait Island Regional Council to enter into an Memorandum of Understanding to work collaboratively for achievement of the One1st Charter excluding the 15 point plan
3. Delegate to the Mayor and Chief Executive Officer to discuss with Torres Shire Council and Torres Strait Island Regional Council to facilitate a workshop for the full council of the 3 councils to collaboratively develop the 15 point plan

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

**Seconded: Cr Whap**  
**Resolution: C12.10-20072022**

## Agenda Item 13. General Business

### Agenda Item 13.1

#### Resolution:

#### That Council:

The council resolves to submit the following motion to the LGAQ Annual Conference  
The LGAQ calls on the State government to direct the Office of the Independent Assessor to review the current conflict of interest laws in relation to the family and community obligations, complexity of community life, and duties that councillors in first nations councils conduct day to day. Without reasonable scope for councillors to take part in family and community events and cultural commitments, there is no reasonable way that council operations can continue to function.

**Moved: Cr Tamwoy**

**Vote: 5/0**

**Seconded: Cr Cottis**

**Resolution: C13.1-20072022**

#### Items for action raised during the meeting

- Replace concrete with gravel between Fred Williams house and Pensioner units
- Review of Rangers Grass Program to ensure it is meeting requirements
- Extra speedbump on Danalgub St
- Review New Mapoon Oval Lights to check if they are working
- Move humps of old turf at New Mapoon Oval
- Create Brochure for Funeral Assistance Policy
- Develop Burial Policy and register of burials
- Introduce people count at Jardine Ferry
- Follow up reported incident at Jardine Ferry on 8/7 at lunchtime r.e. unsupervised ferry operator
- No bin in airport toilets
- Local Low Compliance with tourists and fishbowl residents driving on esplanade
- Include before and after photos of Roads and Parks & Garden Works
- Use some removed sand to load onto beach near playground at Seisia
- Look to extend fuel cards to whole fleet
- F/up reports of Ranger Staff misusing clock in times for hunting
- Media campaign to promote ranger work
- Request Public Health / DoE to undertake Public Health sampling from Mosby Creek
- Review Jardine River Deed w/ ALT
- Fix leaking water tap on Seisia Wharf
- Meeting w/ Cr Whap to scope works for Foreshore to identify any funds remaining for Seisia Hall works
- Fix gate at Seisia oval and remove windmill
- Clean up at Umagico Lookout

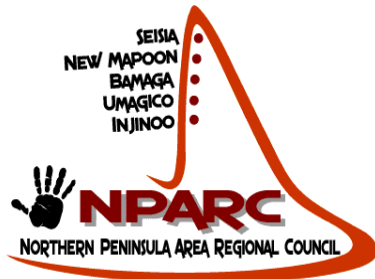
## Agenda Item 14. Close of Meeting

Meeting Closed at 5:45pm with a prayer by Cr Whap.



**UNCONFIRMED**

Meeting Minutes  
SPECIAL COUNCIL BUDGET MEETING  
Wednesday, 27<sup>th</sup> July 2022  
Bamaga Boardroom



**Northern Peninsula Area Regional Council**

**Special Budget Meeting**

**To commence at 10:00am**

**On**

**Wednesday, 27<sup>th</sup> July 2022**

**Bamaga Boardroom**

# UNCONFIRMED

Meeting Minutes  
SPECIAL COUNCIL BUDGET MEETING  
Wednesday, 27<sup>th</sup> July 2022  
Bamaga Boardroom

## Agenda

1. Welcome and Opening of Meeting
2. Acknowledgement of Traditional Owners
3. Present
4. Apologies
5. Declarations of Conflicts of Interest
6. Operational Plan 2022-2023
7. Fees & Charges 2022/2023
8. 2022-2023 Council Budget
9. Close of Meeting

# UNCONFIRMED

Meeting Minutes  
SPECIAL COUNCIL BUDGET MEETING  
Wednesday, 27<sup>th</sup> July 2022  
Bamaga Boardroom

## Agenda Item 1. Welcome and Opening of Meeting

Mayor Yusia welcomed attendees and opened the meeting at 10:38am, with a prayer by Cr Gebadi.

## Agenda Item 2. Acknowledgement of Traditional Owners

## Agenda Item 3. Present

### Mayor & Councillors

Mayor Patricia Yusia	Mayor
Cr Kitty Gebadi	Division 3
Cr Gina Nona	Division 1
Cr Mabelene Whap	Division 5

### Other Attendees

Kate Gallaway	Acting CEO
Michael Booth	Acting Finance Manager
David Tyson	Acting Executive Manager - Enterprises
Rachel Yusia	Executive Assistant

Under section 245K of the Local Government Regulations, Councillor Whap has requested to be allowed to participate in the council meeting by videoconference.

**That Council grant Councillor Whap permission to join its special budget meeting held on Wednesday 27th July 2022 via videoconference.**

**Moved: Cr Gebadi**  
**Vote: 3/0**

**Seconded: Cr Nona**  
**Resolution: C3.1 – 27072022**

## Agenda Item 4. Apologies

Councillors Robert Tamwoy and Eric Cottis has requested Leave of Absence from this meeting, a formal resolution is required.

**That Council grant Councillors Cottis and Tamwoy, leave of absence from its special budget meeting held on Wednesday 27th July 2022.**

**Moved: Cr Gebadi**  
**Vote: 4/0**

**Seconded: Cr Nona**  
**Resolution: C4.1 – 27072022**

# UNCONFIRMED

Meeting Minutes  
SPECIAL COUNCIL BUDGET MEETING  
Wednesday, 27<sup>th</sup> July 2022  
Bamaga Boardroom

**Agenda Item**      **5. Declarations of Conflicts of Interest**  
Nil

**Agenda Item**      **6. Operational Plan**

- The Local Government Regulation 2012 requires that each local government must prepare an annual Operation Plan this is to be adopted prior to, or at the same time as, the adoption of the annual budget.
- This report presents the proposed Operational Plan for the 2022-2023 financial year.

**Resolution:** That the operational plan for the 2022-2023 financial year, as attached, be adopted.

Moved: Cr Whap  
Vote: 4/0

Seconded: Cr Gebadi  
Resolution: C6 – 27072022

**Agenda Item**      **7. Fees & Charges 2022/2023**

**Resolution:** That council adopt the Schedule of Regulatory Fees & Commercial Charges 2022/2023 in accordance with Sections 97, 98 and 280 (2)(d) of the Local Government Act 2009, and Section 262 (3)(c) of the Local Government Regulation 2012.

Moved: Cr Gebadi  
Vote: 4/0

Seconded: Cr Nona  
Resolution: C7 – 27072022

**Council close meeting for lunch at 12:37pm**

Moved: Cr Nona      Seconded: Cr Gebadi

4/0

# UNCONFIRMED

Meeting Minutes  
SPECIAL COUNCIL BUDGET MEETING  
Wednesday, 27<sup>th</sup> July 2022  
Bamaga Boardroom

Council open meeting from lunch at 1:06pm

Moved: Cr Nona      Seconded: Cr Whap

3/0

Cr Gebadi returned at 1.12pm

## Agenda Item      8. 2022-2023 COUNCIL BUDGET

Council's annual budget for 2022/2023 is presented for adoption by Council. The Annual Budget is development in accordance with the Local Government Act 2009 and Local Government Regulation 2012.

### Resolution:

That council adopts the following;

- Pursuant to the Local Government Act 2009 and sections 169 and 170 of the Local Government Regulation 2012, Council Budget for the 2022/2023 financial year, incorporating
  - The statements of financial position;
  - The statements of cash flow;
  - The statements of income and expenditure;
  - The long-term financial forecast;
  - The statements of changes in equity;
  - The relevant measures of financial sustainability.

Moved: Cr Gebadi  
Vote: 4/0

Seconded: Cr Nona  
Resolution: C8.1 – 27072022

### Resolution:

That Council: Adopts the 2022/2023 Revenue Policy.

Moved: Cr Nona  
Vote: 4/0

Seconded: Cr Whap  
Resolution: C8.2 – 27072022

# UNCONFIRMED

Meeting Minutes  
SPECIAL COUNCIL BUDGET MEETING  
Wednesday, 27<sup>th</sup> July 2022  
Bamaga Boardroom

## Resolution:

That Council: Adopts the 2022/2023 Revenue Statement.

Moved: Cr Gebadi

Vote: 4/0

Seconded: Cr Nona

Resolution: C8.3 – 27072022

## Resolution:

That Pursuant to the section 205 of the Local Government Regulation 2012, the statement of the financial operations and financial position of the Council in response of the previous financial year ("the Statement of Estimated Financial Position") be received and its contents noted by council.

Moved: Cr Gebadi

Vote: 4/0

Seconded: Cr Nona

Resolution: C8.4 – 27072022

## Resolution:

That Council: Adopts the 2022/2023 Debt Policy.

Moved: Cr Nona

Vote: 4/0

Seconded: Cr Gebadi

Resolution: C8.5 – 27072022

## Resolution:

That Council: Adopts the 2022/2023 Investment Policy.

Moved: Cr Whap

Vote: 4/0

Seconded: Cr Gebadi

Resolution: C8.6 – 27072022

# UNCONFIRMED

Meeting Minutes  
SPECIAL COUNCIL BUDGET MEETING  
Wednesday, 27<sup>th</sup> July 2022  
Bamaga Boardroom

**Resolution:**

**That council adopts 2022/2023 Procurement Policy.**

**Moved: Cr Nona**

**Vote: 4/0**

**Seconded: Cr Gebadi**

**Resolution: C8.7 – 27072022**

**Agenda Item 9. Close of Meeting**

Meeting Closed at 3:00pm with a prayer by Cr Whap.

### Council Ordinary Monthly Meeting Action Register

Action	Updated	Update	Person Responsible	Date of Meeting
During budget review process, consider the review of the Fees and Charges Concession Policy to include community members hosting community events	15.08.2022	Policy to be updated at September Council Meeting	FM	15.06.2022
Assets of council to have logo	14.07.2022	WIP. New stickers ordered for small plant	Fleet Manager	15.06.2022
Compliance workshop for Councillors on required policies	12.08.2022	DSDILGP held initial training. Policy review being completed for each policy to schedule workshop.	A/CEO	15.06.2022
Define clearly the roles of Parks and Garden & Roads crew	14.07.2022	WIP. Appointment of new Project Manager to support	EMO	15.06.2022
Include in Newsletter decisions over the last few months	12.08.2022	Meeting held 21/06 to draft newsletter statement. Media Officer has not attended work since.	MCA	15.06.2022
Look at no standing zone on Anu St	11.07.2022	Sgt Eaton advised if council designates as no parking by painting yellow lines and placing no parking signs, QPS will implement	A/CEO, EMO	15.06.2022
Vehicles parked on footpath	12.08.2022	Meeting held and templates provided by Preston Law. Organising training for staff on how to complete notices	A/CEO, EMO	15.06.2022
Upkeep plan for New Mapoon Park	14.07.2022	WIP – Plan to be developed by new Project Manager	EMO, WM	15.06.2022
Tender for old vehicles stored next to the Police Station	14.07.2022 15.08.2022	Currently listing old vehicles for Tender ongoing	Fleet Manager	15.06.2022
Special meeting to be held to update previous council meetings	12.08.2022	Aim to have current years reviewed for special meeting in September. Remaining looking at December	A/CEO	25.05.2022
Name change of Airport and Acknowledgement of Country by Rex Flights	23.06.2022	Rex confirmed they can add wording for acknowledgement to country as part of the standard script for hostess. Draft wording provided to Cr Nona for comment	A/CEO	25.05.2022



Batching plant discount to be reviewed as part of budget review processes	12.08.2022	No discount included as part of Fees and Charges	FM, EME	25.05.2022
Horse Management	14.07.2022 18.08.2022	On HOLD further discussions for holding horses required. Not supported given likely out-sourcing of this service. Sourcing management plans developed for other communities	EMO, MRS	15.06.2022
Illegal dumping & Patterson Area signage	15.07.2022 15/08/2022	Details TBC. Illegal Dumping funding submission made Awaiting outcome of illegal dumping Grant application	EMO, WM	15.06.2022
Pump shed being used for drinking in poor condition	15.07.2022 15/08/2022	Under consideration for 22-23 budget Options being investigated	EMO, FM	15.06.2022
New Mapoon Subdivision Costs	12.08.2022	Letter has been sent. Waiting timeframe from DATSIP. Request for item at next TWG	A/CEO	15.06.2022
Umagico Football field lights	14.07.2022	Contact with past Cr to give up access to lighting program – Cr to respond. Under consideration as part of 22-23 budget	PFM	15.06.2022
Replace concrete with gravel between Fred Williams house and Pensioner units	15.08.2022	To be actioned	WM	20.07.2022
Review of Rangers Grass Program to ensure it is meeting requirements	15.08.2022	Ranger coordinator returned from leave on 15/08. EMO to raise	EMO, Ranger Coordinator	20.07.2022
Extra speedbump on Danalgub St	15.08.2022	Awaiting on blade mix	WM	20.07.2022
Review New Mapoon Oval Lights to check if they are working	15.08.2022	Issue resolved and lights are working	PFM	20.07.2022
Move humps of old turf at New Mapoon Oval	15.08.2022	Programmed to be completed in September	WM	20.07.2022
Create Brochure for Funeral Assistance Policy	15.08.2022	WIP	MCA	20.07.2022
Develop Burial Policy and register of burials	15.08.2022	In progress. Working with Preston Law as it is regulated under Local Laws	A/CEO	20.07.2022
Introduce people count at Jardine Ferry	10/08/2022	Reported to JFM - In progress – training being provided	EME	20.07.2022

Follow up reported incident at Jardine Ferry on 8/7 at lunchtime r.e. unsupervised ferry operator	8/08/2022	Reported to JFM - Manager has raised this issue with the Supervisors on legal requirements	EME	20.07.2022
No bin in airport toilets	25/07/2022	Raised with PFM - replacement ordered	EME	20.07.2022
Local Low Compliance with tourists and fishbowl residents driving on esplanade	15.08.2022	Ongoing	RSM	20.07.2022
Include before and after photos of Roads and Parks & Garden Works	15.08.2022	Ongoing	WM	20.07.2022
Use some removed sand to load onto beach near playground at Seisia	15.08.2022	Will be programmed to be completed with the next clearing of the Seisia ramp	WM	20.07.2022
Look to extend fuel cards to whole fleet	15.08.2022	ongoing	Fleet Manager	20.07.2022
F/up reports of Ranger Staff misusing clock in times for hunting	15.08.2022	Ranger coordinator returned from leave on 15/08. EMO to raise	EMO, HR	20.07.2022
Media campaign to promote ranger work	15.08.2022	Waiting on Media Officer	MCA	20.07.2022
Request Public Health / DoE to undertake Public Health sampling from Mosby Creek	15.08.2022	To be commenced. Visiting week commencing 29/8	EMO	20.07.2022
Review Jardine River Deed w/ ALT	15.08.2022	WIP	A/CEO, FM	20.07.2022
Fix leaking water tap on Seisia Wharf	15.08.2022	Completed	EMO	20.07.2022
Meeting w/ Cr Whap to scope works for Foreshore to identify any funds remaining for Seisia Hall works	15.08.2022	Draft scope being prepared considering the works identified in the Grant applications	A/CEO, EMO, PM	20.07.2022
Fix gate at Seisia oval and remove windmill	15.08.2022	Works confirmed with Football club staff Works programmed for September	WM	20.07.2022
Clean up at Umagico Lookout	15.08.2022	Works programmed for August	WM	20.07.2022

## Resolutions

Resolution	Updated	Update	Person Responsible	Date of Meeting
Membership of Audit Committee	15.08.2022	To be finalised ready for November Council Meeting. Currently seeking EOI from suitably qualified professionals	A/CEO, FM	20.07.2022
2023 Special Holidays	12.08.2022	Submitted to the department	A/CEO	20.07.2022
Northern Peninsula Area Regional Council Certified Agreement	15.08.2022	JCC to be held prior to end of August	A/CEO, HR	20.07.2022
2022-26 Corporate Plan	12.08.2022	Finalised and published on website	A/CEO	20.07.2022
Proposed Employee Government Accommodation at Bamaga Hospital	12.08.2022	Response provided to relevant parties	A/CEO	20.07.2022
Minor Change Application for CEQ Shopping Centre	12.08.2022	Response provided to relevant parties	A/CEO	20.07.2022
August 2022 Community Meetings	12.08.2022	Meetings held 9 & 10 August	A/CEO, EME, EMO	20.07.2022
Pajinka Proposal	12.08.2022	Meeting scheduled for 12.08.2022 to progress funding agreement discussion	A/CEO, EMO	20.07.2022
NPARC Operations into the Pool	15.08.2022	EOI has been published. Awaiting responses	EME	20.07.2022
One1st Charter	12.08.2022	Meetings held and NPARC 15 Point Plan finalised. Progressing discussion with TSC & TSIRC	A/CEO	20.07.2022
Council Gym Divestment	11.07.2022	EOI published 07.2022 and closes 31.07.2022	EME	15.06.2022
Public Meeting	12.08.2022	Meetings held 9 & 10 August	A/CEO, EAOM	15.06.2022
Batching Plant Divestment	15.08.2022	EOI has been published. Awaiting responses	EME	25.05.2022
Jardine Ferry Maintenance	15.08.2022	Tender published 07.2022 and closes 31.07.2022	EME	25.05.2022



**AGENDA ITEM 8**  
**ORDINARY COUNCIL MEETING #28**  
**Wednesday 19<sup>th</sup> August 2022**  
**Umagico Boardroom**

**8. Mayor Verbal Report**

**Title of Report** CEO Report

**Agenda Item:** 9

**Classification:** For Noting

**Author** Acting Chief Executive Officer

**Attachments** Attachment A. Aged Care Report  
Attachment B. Art Centre Plan  
Attachment C. Cultural Festival Survey

## Officers Recommendation:

### That Council:

- Note the Report

## PURPOSE OF REPORT

To provide a status update for Council from the Acting Chief Executive Officer

## CORPORATE PLANNING

Under the Local Government Act, Council needs to have a Corporate Plan, as well as adopt the annual operational plan and budget with a number of policies each year.

### *Corporate Plan*

The Corporate Plan has been finalised and published on the NPARC website. The Corporate Plan was presented to community at August Community Meetings.

### *Annual Operational Plan and Budget*

The Annual Operational Plan and Budget was adopted on 27<sup>th</sup> July 2022. Following this, the annual operational plan was provided to all Level 3 Managers to inform unit planning and monthly reporting for the next 12 months. Quarterly reports to council against the operational plan will be provided at our September, December, March and June Council Meetings.

The operational budget has not been loaded into the PCS system. A/CEO is following up with the previous Finance Manager and RMT to obtain access to the necessary documents for this to occur. The Management Accountant has commenced and will support this process.

### *Community Safety Plan*

The current Community Safety Plan was submitted in draft. The plan has been provided to stakeholders for feedback before community consultation on 31<sup>st</sup> August 2022. From here, it will be finalised for adoption at the September Council Meeting. Relevant extensions have been provided by DATSIP to support this process.

## GOVERNANCE

### *Compliance*

Key policies to be reviewed have been identified. These are currently being reviewed for necessary updates, before being presented for adoption at future council meetings.

There is also the outstanding matter regarding the vote count. A special meeting is being organised so relevant resolutions can be passed to make a note to previous minutes.

#### *Grant Management*

There has been considerable work over the past month to resolve outstanding grant reports and work on the implementation of the grant control model. Funding applications have been made in alignment with the corporate plan and planning has commenced for future rounds of grant applications such as the Gambling Benefit Fund.

A detailed report will be provided at the September Council Meeting following the grant management subcommittee meeting.

## HUMAN RESOURCES

#### *Recruitment*

- Finance Manager – commenced 1/8/2022
- Management Accountant – commenced 15/8/2022
- Airport Manager – withdrew after signing contract
- Interim Airport Manager – contract expired 1 August 2022
- WHS Coordinator – Preferred candidate - offer made but declined as offered alternative offer \$25K above our offer
- WHS Coordinator – second ranked candidate - progressing through reference and police checks and anticipate offer to be made week commencing 15/8/2022, and commencement within 2 weeks
- HR Adviser role to be advertised internally within the next two weeks
- Other vacancies occurring over the next 2 or 3 months to be advertised internally to allow staff affected by divestment to apply and be redeployed
- Advertisement for casual roles issued on social media and having excellent result – the advertisement had highest ever response on Facebook

#### *Ongoing issues*

##### Lack of documentation kept on file has significant impact

- Employment Contracts and Position Descriptions not on file or do not exist
- Change to employment conditions such as transfers between sections not documented so wages being charged to wrong areas
- Authority for use of vehicles not on file or do not exist

Solution - Audit being conducted of all employee files - paper based and electronic

New employee contracts to be developed and issued following audit

- Documents relating to Joint Consultative Committee and other industrial relations matters such as consultation on change management not kept or do not exist

Solution – Plan for Joint Consultative Committee meeting and be open with involved unions and reconstruct processes and documentation

#### Employee Behaviour and Conduct

- Absenteeism continues to be an issue across NPARC
- Abandonment of employment action may need to be utilised in some cases where employees have stopped attending work when supervisors have attempted to counsel for work performance issues
- Incidents of disrespectful behaviour have occurred and will be addressed via counselling and/or formal disciplinary action
- Code of conduct review to be finalised by HRM ASAP for approval by CEO and then roll-out of training to all staff as reminder of obligations
- Grievance policy to be reviewed and then roll-out training to all staff regarding appropriate method of raising concerns - briefing on process to be provided at next Level 3 Manager Meeting
- Formal disciplinary processes being undertaken with EM Operations as delegate with support and advice provided by HRM

#### HR Policies

- All HR Policies being reviewed – majority are a number of years overdue for review (some were developed in 2009)
- New policies to be developed where there is a current policy gap – eg there is a legislative requirement for a Human Rights Policy, and all new policies to reference Council's human rights obligations
- HR processes and forms being reviewed and redesigned to reflect current practices and delegations and make them easier to use

#### Consultant Support

- Assistance from Premier Management Consulting being phased out with assistance being limited now to:
  - Weekly catch-ups mostly centred on transfer of information where documentation has not been maintained by NPARC
  - Ad hoc requests for information on previous actions and advice to NPARC

### UPCOMING MEETINGS & VISITS

The following upcoming visits and meetings are scheduled

Date	Time	Purpose	Venue
18/08/2022	9am to 10am	TEQ Visit	Bamaga Boardroom
22-24/08/2022	All day	Anniversary of 1 <sup>st</sup> Councillors Conference	Masig
25/08/2022	9am-12.30pm	LDMG Training	Bamaga Boardroom
25-27/08/2022	All Day	NPA Rodeo	Yusia Ginai Field

31/08/2022	All Day	Community Safety Plan Consultation	New Mapoon Hall
14-15/09/2022	All Day	TCICA Meeting	Weipa
20/09/2022	10am to 4pm	Trustee Meeting	New Mapoon Boardroom
21/09/2022	All day	Council Meeting	New Mapoon Boardroom

## CORPORATE SERVICES

The Executive Manager – Corporate Services position remains vacant, so these functions are being fulfilled by the CEO.

### Aged Care and Community Care

Consultant Barbara Schmidt visited to continue providing support to the Aged Care Manager with addressing long outstanding issues. The major issue of DEX Access has been resolved.

The next site visit is planned for August 15 - 17, 2022. Key activities planned for the next visit include:

- Update of self-assessment against Aged Care Quality Standards
- Review of Care Plans
- Review of E-Tools

The Aged Care Act requires that the organisation has effective organisation wide governance systems relating to regulatory compliance. The status of compliance requirements is reported to Council via the Aged Care Compliance Report. The monthly report is attached to inform council of this status.

### Community Services

The recruitment for the vacant Community Services Supervisor position is ongoing as we attempt to source the right candidate for the position. Feedback regarding the IKCs was provided to the Manager. There continues to be poor staff attendance which is impact on the operation of the IKCs and needs focus and support from the Supervisor and Manager.

### Sports and Recreation

A new funding model for the Sports and Recreation program has started 1 July 2022. A work plan is currently being completed under the new funding model by the staff member before input from the Manager and CEO to ensure it aligns with the operational and corporate plans. There is a focus on support is see more programs for vulnerable groups.

### Art Centre

The Festival Coordinator position funding was ceased at 30 June 2022. The role has been repurposed to manage the Art Centre. The Art Centre has extended opening hours to include Saturday Morning. The initial work on vision for the Art Centre has been completed and is attached.

### Events

The feedback survey for the Cultural Festival has been finalised and attached to this report. Event staff supported the August Community Meetings and Minister Visit. An issue with the delivery of bulls



postponed the Rodeo to its originally planned date. Work is being completed with Department of Environment and Science to support the Apudthama Ikaya Land Transfer ILUA (Indigenous Land Use Agreement) Authorisation and Hand-Back Ceremony.

### Leasing

Currently, the Commercial Leasing Manager is working on documenting the lease, tenure and land use status of each block within the DOGIT area and following through on actions required. There is significant work required to resolve long-term lease matters and that relevant agencies (especially State Government) are paying appropriate lease and service fees. Work is also being done to finalise processes for the Home Ownership Program.

## **MONTHLY AGED CARE COMPLIANCE REPORT**

<b>REPORT TO</b>	<b>Northern Peninsula Area Regional Council</b>
<b>REPORT DATE</b>	08/08/2022
<b>REPORT FROM</b>	Patricia Nona

### **AGED CARE SERVICE DELIVERY**

#### **Summary of client status over the past month**

<b>Reporting item</b>	<b>Number</b>	<b>Comment</b>
Aged Care Clients	28	Regulars and new makes up 28
New HCP clients	4	These are priorities long consultations for HCP, also our 2 HCP client for review are now permanent residents of star of the sea.
Enquires	2	
Waiting list	-	No new consumers, have already picked up 15 attending for day respite.
Referrals for assessment or reassessment	15	15 New Assessments for Care plans and Adult Health Check
	13	13 Reassessment need done if care plans have changed

#### **Aged care legislative compliance status report**

<b>Compliance requirement</b>	<b>Number of clients</b>	<b>Overdue</b>	<b>Action taken</b>
Charter of aged care rights explained	28	0	Have already explained the charter of rights to the clients and signed. A copy has been allocated to their folders at home.
Signed aged care agreements	28	0	Aged care agreement signed
Signed current care plans	28	17	All 28 client have current care plans explained and signed, a list for Adult Health Check review has been distributed to the Health Centres for Clients in their Community.
Advanced health directives completed (HCP clients only)	6		Looking at completing 6 Advanced health directives 2 existing plus 4 new consumers. Is taking time due to sensitive subjective, will advise us when ready.

#### **Aged care activity reporting**

<b>Agency</b>	<b>Report submitted in the past month</b>	<b>Date due</b>	<b>Date Submitted</b>
Department of Health	Workforce plan	31/08/2022	31/08/2022

### **STAFF MANAGEMENT**

#### **Staff changes over the past month**

<b>Staff</b>	<b>Staff establishment</b>	<b>Current number of staff</b>	<b>Number of resignations</b>	<b>Number of new staff</b>
Total staff		13	0	0
Carers		6	0	0

**HR Management**

Reporting item	No of staff	Overdue	Action required
Current Police checks	13	0	
Current Drivers licence	12	0	One with learners and other staff doesn't drive at all
Performance review	13	9	Completed 4 due to short staff unable to do others.
Annual Flu vax	13	2	Will be presenting for flu vax at New Mapoon Health Centre
COVID Immunisation	13	0	All staff has had their 3 COVID vaccines

**Status of Core training**

Mandatory training	No of staff	Overdue	Action Required
Orientation	13	0	Have provided orientation in line with the Age Care Standards, code of conduct and Policies and procedures regarding the organisation.
Fire Safety	13	13	Waiting on other agencies for their next
First Aid	13	13	Next due Sept 2022
Manual Handling	13	13	Staff will rotate on computers to do all the below online training.
Infection control	13	13	"
Elder Abuse	13	13	"
Food Safety	13	13	"
Open disclosure	13	13	"

**QUALITY IMPROVEMENT****Progress against Plan for Continuous Improvement**

- Providing support and understanding with advanced health directives and Power of attorney procedures.
- Provide Carers with support regarding appropriate or specific care relating to consumer's condition.

**Feedback/complaints management**

Complaints	Total No	Type of incident			
		Employee	Service	Facilities	Other
Number of Complaints in the reporting period	2	1	1		
% Investigations completed within 5 days					

**Key issues and action taken**

Person is away will follow -up with action when back.

There are a few complaints, from the Consumers survey, on what changes they like to see and if our delivery of care effective and sufficient. At present Counting the Surveys and complaints for the next report.



Northern Peninsula Area Regional Council

## Vision for the art centre

### Intro:

An art centre plays an important part in any community. Whether as a keeper of cultural practices, storytelling or economic development.

The art centre has been dormant due to Covid and other reasons for a number of years.

This was very apparent in the state that the art centre was found in.

With no handover it is a New Beginning.

The Art Centre provides a platform for artists to produce and sell their work, and keeping culture alive by sharing through stories and art.

At the same time it is a place for visitors to come and learn about the culture that makes the NPA so unique. And, off course, purchase art and crafts produced in the art centre. The art centre can be a place of learning for young ones.

It is envisioned to create a board of directors to support the art centre manager to decide where to go to next. How to move forward.

I would like to call a meeting in the first week of August.

### So Far:

When I first walked into the centre it was extremely neglected. There had also been a break in. The office was in total disarray. The internet and phone not working.

The art centre has been cleaned and is ready to go.

The first order for materials will be placed.

The printing press needs to be refurbished.

The first informal meeting was very welcomed.

Flyers went to service providers and artists.

As I am new to community I do not know all the artists yet.

I believe that a number of artists are full-time employees. My thoughts are to open on a Saturday for that reason.

Vincent and Louisa Babia were personally invited.

In attendance were Johnny and Agnes Mark, Amy McKeow, Nancy Billy, Nandi Nona and Stephen Williams from NPAWS/CDP, Susan Kennedy and Leonora Adidi.

Apologies were accepted by Tommy Savage and Michael Solomon.

During the festival we had the first workshop creating merchandise and create staff t-Shirts.

## **What is next:**

A extensive workshop program is planned around the art of business.

- Showing artists how that art centre works on behalf of the artists:
- How the commission works - when selling direct or through third parties such as galleries or shops.
- How licensing works - when a image is reproduced on merchandise
- Price structure of materials - when artists purchase materials

It is important to introduce an understanding of responsibilities of Council and responsibilities of artists.

The first active workshop is envisioned for October 6-18.

Over a 2 week period artists Anne Leon and Potts will reside in the NPA to offer workshops in 5 modalities.

Planned activities:

Working towards an exhibition project "Dance"

1. Painting - teaching techniques build on existing knowledge
2. Lino cutting and printing
3. Screen printing
4. Natural plant dying utilising local plants
5. Silk painting

### **The facilitators:**

**Anne Leon** is a multi media artist in her own right. Anne has extensively worked in Aurukun with the Wik and Kugu art centre and the Aurukun Hacc centre. For 5 years she worked with the Happy Women, a Lismore based indigenous womens group and with prisoners in Grafton Jail. She facilitates workshops in Victoria, WA and NSW. Her modalities include Silk painting, natural plant dying, Indigo dying, screen printing and water colour painting.

Anne was a Tafe teacher for 5 years sharing her knowledge of screen printing and natural dying

**Potts** is a former graphic artist who for the last 20years has developed his own art practice through painting and sculpture.

Potts has been teaching Lino cutting and printing for the last 2 years at Tafe. He gives classes in acrylic painting and has been teaching in NSW and Victoria.

### **Issues:**

Internet, EFT post, participation, sales, engagement with young artists.

The internet issue is slowly being solved. The hone is still not working.  
The EFT post machine needs to be gotten back from the Ferry.  
Sales: 25% on works.  
Establish a data base for art. SAM is one tried and trusted system.

Engage with young people through the school.

## Capital works

### Shortterm

- Clad the interior of the whole art centre. **Benefits** decrease electricity bill



- **Kitchen.** Current state unfit for clients. Close the wall at the top. Relocate fan. New flooring, cupboards.
- **Benefits:** Safe kitchen environment for artists and visitors. Representational benefits.



- **Vermin proof** the whole art centre. **Benefits:** stopping mice and snakes



- **Meeting room.** Paint. New Flooring. **Benefits:** Use for conferences and showing art.



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- **Office.** New flooring, painting and internet. **Benefits:** representational and workable



- Install TV. **Benefits:** online learning. Art presentation to potential buyers.



**Gallery.** Repaint. Install new LED light system. **Benefits:** Clean representational environment to exhibit art. Light system to enhance viewing.



## Midterm:

- Build an extension under existing patio roof including two roller doors. Creating a storage space at the kitchen end. Taking out current walls on the Bamaga side..  
**Benefits:** Increase studio space, increase storage space.



- **Toilets.** **Benefits:** Toilets in immediate vicinity.





- Extend current roof to retaining wall. **Benefits:** covered outdoor space for work and meetings.



## Longterm:

Build new purpose built art and culture centre: **Benefits:** Offer visitors a one stop shop. Art and culture.

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# NPA Cultural Festival

**Unity in Community**

24-25 June 2022

**NPA CULTURAL FESTIVAL**  
**"KEEP THE FLAME OF CULTURE BURNING"**  
**JUNE 24-25**



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## Introduction

**2 movie nights and a cultural feast and performances  
9 dance groups, two performers and 3000 visitors.**

### Overview:

Keeping with the theme of “Keeping the flame of Culture Burning” with a sub heading of “Unity in community”.

This years festival was once again a great showcase of NPA, Torres Strait and Cape dance groups.

Pulled together in just 3 months with the help of an amazing Events team, council staff and volunteers from the Rod Westbrook ministry, the festival was a success with locals, dance groups and visitors alike.

### What went well:

The team work. Everyone of the NPA events team worked together to make this event a success. Staff from the various council departments were very supportive. Local organisations such as NPAWS support was invaluable.

The support from the Rod Westbrook ministries was very much appreciated and essential for the success of the Festival.

The overall reaction to the event was fantastic. The new set up assured great audience viewing.



**The festival dates were carried over from previous year. It was strategically positioned to Friday 24th June and Saturday 25th June 2022 which falls within the tourist season and the start of the QLD school holidays.**

**T**his enabled the festival to continue to stimulate the regions economy and to boost local tourism. I want to acknowledge all who have help to ensure that the festival was able to be delivered for the people of the NPA in particularly the staff of the New Mapoon office and the events team. The Event team provided great support that each community activity was well presented and planned.

NPAWS provided excellent support in the Lighting of the flame at Injinoo installing marquees and enabling a smooth running of the vent.



The NPARC Rangers provided on the ground support that eased the workload from Events Team. Employing a professional cleaning team ensured clean facilities right throughout the festival. Thank you Laban.

**O**ur Operations team ensured that the event was safe. Our roads team with the road closure and our Environmental Health team with assisting with stall holder compliance.

The purpose of this document is to provide strategic and constructive feedback that can be used for future purposes and can be viewed as a formal handover.

The feedback outlined within the report was based on community, staff and my personal views, knowledge and experience as the Coordinator.

Once again, I would like to acknowledge our NPARC staff and external stakeholders including the traditional land owners for their support for the NPA Cultural Festival 2022. Kindest regards.

Cultural Festival Coordinator  
Northern Peninsula Area Regional Council

### **Stall Holders:**



We had 8 Stall holders that provided patrons with very lovely food dishing an overview of the local recipes.

The feedback we received from stall holders was positive except that not all ages were open. Enabling dancers to buy food through the voucher system was practical and ensured a circular economy. I believe the arts and crafts stalls did very well.

Our corporate sponsors were very happy with the community engagement that they experienced.

### ***Recommendations:***

Seek out more stalls that are able to provide workshops in traditional practice (language, arts, weaving, food) providing a rotation of workshops in a space that will allow for a much more compressed program.



## **Arts Exhibition:**

### ***The Past and the Future.***

**T**he arts exhibition of local school children's art was well received. It showed off the talents of the kids. Bamaga and Injinoo primary were involved.

**The Kentone exhibition** of historic photographs delivered by state libraries was well received and gave a glimpse into the past of the NPA.

Michael Solomon and Tommy Savage as well as other TO's were in attendance to pass on their knowledge.

### **The workshop:**

Artist Anne Leon work over two days with 8 people creating screens and product for the festival. This year we thought to have a screen printed staff shirt that translated into other merchandise.

It was good to have the exhibition on the oval as attendances were substantial.

### ***Challenges:***

We made some money from sales of Tea Towels, tote bags and some prints.

Minimal social media coverage. A dedicated media officer would be great.

### ***Recommendations:***

- Seek out more artists on a regional level that will increase participation and exhibits.
- Start the exhibition process earlier.
- Have a dedicated person to take on the role of exhibition curator.
- Dedicated media person.

## **Firestick Relay / Community Activities:**



The Firestick Relay was changed from the previous year.

The new format was embraced by all.

The fire stick was lit in Injinoo and brought to Bamaga from where it travelled to the oval to be presented to the other communities.

Overall it eased the pressure on staff to travel from community to community to set up tables etc and then have the elderly and TO's bussed from community to community.

NPAWS support for this event was crucial.

We used the new Firestick and it was welcomed.



### **Movies:**

Umagico- set up was easy but no great community participation.

Recommendations: Advertise more directly to community.

New Mapoon- after initial changes to set up the movie was well received.

Food and drink was available

Everyone enjoyed the experience.

### **Sponsorship /Funding:**

Sponsorship was adequate but with minimal support from local suppliers. Except BAMENT who contributed \$10,000.

Councils contribution made this event possible.

Suppliers that NPARC utilises on a regular basis were on board. Especially Skytrans, Seaswift, Cairns Hardware and Cambells Cash and carry. The miners were onboard with Rio Tinto and Metro Mining.

Funding from State and Federal was available but late.

### **Challenges:**

No response from local suppliers.

Minimal funding had been applied for.

### **Recommendations:**

Seek out funds 12 months in advanced and engaged funding partners early for multi-year funding that will offset all costs relating to the festival.

Meet with NPARC suppliers and engage early to secure a successful partnership.

**Cultural Performances:**

This was truly wonderful. After initial set backs and late confirmation we experienced 5 local groups and 3 Visiting groups.

The dances were inspiring and a lot of fun. The new format allowed for easy viewing.

The groups welcomed the food vouchers. The visiting groups were appreciating our welcome with KAI KAI.

5 Cape groups and 4 Torres dance groups were contacted.

**Challenges:**

Contacting dance teams to confirm their attendance on the day of the event.

Sorry business in Bamaga.

Group conflict.

Desire / interest to perform

Mechanical problems

Financial Difficulties

**Recommendations:**

Contact Dance groups much earlier

Engage with councillors to talk to community groups re involvement

**Entertainment Program:**

The event was supported by the Nightshift and visiting performer Tessa Devine

The program was welcomed by all.

**Challenges:**

Contacting dance teams to confirm their attendance on the day of the event.

The costs involved to get performers.

The billeting of visiting artists. The NPA has only so many beds.

**Recommendations:**

Seek specific funding.

Ensure early booking of rooms

**Feedback****Community Feedback:**

Enjoyed the weekly radio update.

Great music

Great performances  
No online program.

***Recommendation:***

Get the program up 2 month before  
Continue with radio updates  
Establish council billboards for community event updates

***Staff Feedback:***

- TOIL vs. Overtime. Again and again this issue is raised.
- Very supportive of the new set up and engagement of cleaning company
- Acknowledging the great support from the Rod Westbrook Ministry.
- A sense of accomplishment and achievement given the circumstances.
- NPARC Departments were very supportive of the festival activities. (Rangers, roads, finance)

Recommendation:

Sort the Toil/Overtime one and for all

***Tourist Feedback:***

Unsure of what was happening with the program, no information online, lack of info at Punsan and Loyalty

No games

Thoroughly enjoyed the festival.

Wanted to see more cultural performances and activities.

***Volunteer Summary:***

The Rod Westbrook Ministries were most appreciated volunteers throughout the set up of the festival.

Tim Pitcher from Veolia services came and lend a hand which was much appreciated.

***Closing Summary:***

Whilst the festival proved many challenges, the objectives were achieved as per the Coordinators job description.

On the whole it ran as smoothly as a festival can considering that there was only a 3 month lead in.

The job was made more difficult by the need to unravel the community and cultural sensitivities with no guidance by council. Lucky that I had staff to rely on.

Not to be able to present to council directly posed a challenge. It is important for councillors involvement when presenting the culture of such a diverse community as the NPA.



The festival requires time, funding and sponsorship to be able to deliver a truly successful event. I believe that we established credibility this year and trust that the 2024 festival will again be funded to an extent that we will be able to present a bigger program. It requires for councillors to take a more direct involvement with their community ensuring that culture and language is engaged with.

Council procedures in regard to payments must change and made more simple. It is extremely difficult for some locals to get set up in the system. Especially when proof of account details need to be delivered.

That issue was questioned even with some providers as they had never heard of this way of proving their validity.

It has been a challenging, rewarding and satisfying experience to coordinate this festival as a new comer to the community. The staff I had the pleasure of working with was very supportive and helpful.

**Title of Report: Update on NPARC Business Enterprises**

**Agenda Item: 10.1**

**Classification: For Noting**

**Author: Acting Executive Manager - Business Enterprises**

**Attachments: N/A**

### **Officers Recommendation:**

**That Council:** Note the report

## **PURPOSE OF REPORT**

This report provides the Councillors with an update of NPARC Business Enterprises activities.

## **UPDATE**

### **General:**

- The Enterprise level three managers are now submitting written monthly reports which we are reviewing and improving for appropriateness for Council meetings review
- They will be provided as attachments to future reports

### **Umagico Supermarket:**

- Sales have not quite achieved budgeted levels for July.
- Staffing levels have been difficult to maintain

### **Injinoo Fuel Station:**

- Trading hours have been lessened as store traffic is almost non-existent during the first and last hours
- Staffing levels have been difficult to maintain – the Manager reports approx. 100 hours of lost staffing time

### **General Stores Bamaga:**

- A new process for ensuring daily takings has been implemented and will assist in maintaining the accuracy of the store stock levels.
- Daily/weekly stock counts have been introduced to minimise stock variances
- Procedure to identify slow moving stock is now in place. This will assist in identifying items not to stock

### **Jardine River Ferry:**

- Vehicle count July:
  - Motorbikes 286
  - Vehicles (cars combined) 3,158
  - Buses 30
  - Trucks 32
- Ferry was available for work 100% (hours 279)
- Some staffing issues which have been identified are being addressed by HR and Manager



**ORDINARY COUNCIL MEETING # 28**  
**Agenda Item 10.1**  
**Wednesday, 17<sup>th</sup> August 2022**  
**Umagico Boardroom**

**Airport:**

- 182 aircraft movements (includes 16 RFDS)

**Title of Report:** July Operations Information Report

**Agenda Item:** 10.2

**Classification:** For information

**Author** Executive Manager, Operations

**Attachments** Nil

## Officers Recommendation:

**That Council:**

Note the Report

## PURPOSE OF REPORT

To provide Councillors with an outline of monthly activities undertaken by Operation Department sections.

## BACKGROUND AND CONTEXT

Works undertaken by the various sections making up the operations department for the month of July are as follows:

### Building Construction and Maintenance

- Housing and Council Maintenance tasks are being undertaken as per QBuild response times.
  - o Works are being undertaken by various contractors
  - o Council is receiving 25 jobs a day
  - o There is currently 644 active job
  - o Only 97 jobs are older than 97 days
- Current QBuild upgrades
  - o 2 x Bathrooms
  - o 6 x Floors
  - o 10 x Carports
  - o 4 x Kitchens
  - o 4 x Laundries
  - o 5 x DISMODs
  - o 2 x reroofs
- NPARC carpenters working on various vacant maintenance tasks for both QBuild and Council works.
- Interim Capital Works Housing
  - o Bamaga
    - Hand over to housing has been further delayed as the Kitchen, Wardrobe and Bathroom cabinetry has not been fabricated and delivered to Seaswift by the supplier.
  - o New Mapoon Plumbing and electrical rough ins

- Hand over to housing has been further delayed as the Kitchen, Wardrobe and Bathroom cabinetry has not been fabricated and delivered to Seaswift by the supplier.
- Umagico
  - Slab set up completed
  - Hand over to housing programmed for December
- Injinoo
  - Hand over to housing has been further delayed as the Kitchen, Wardrobe and Bathroom cabinetry has not been fabricated and delivered to Seaswift by the supplier.
- W4Q Injinoo Lookout Project
  - All current site works are complete
  - An order for the exercise equipment needs to be raised
  - A minor extension of time needs to be resubmitted as the State Grant portal did not accept the earlier application
- Bamaga HACC refurbishment to Youth Centre
  - Commenced scoping engagement in August

#### Roads

- Vegetation removal around signs, guideposts and culverts
- Collecting surrendered vehicles
- Pavement repairs in the runway strip
- Drain cleaning
- Installing replacement signs
- Repairing scours in NPAWS office access road
- Blocking off the unauthorised short cut at Injinoo
- Supervising Local contractors undertaking DRFA emergent works

#### Parks & Gardens

- Slashing open spaces and roadsides
- Brush cutting around parks
- Slashing & brush cutting vegetation in and around drains
- Mowing Council facilities
- Litter collection from roadsides and parks
- Collecting and delivering mail to the post office

#### Water

- Veolia have taken on the operation and Maintenance of the NPA
- Once Veolia has fully established and have gotten some flow meters repaired monthly water usage by Community will be able to be provided to Council
- Eleven (11) water leaks were repaired during July
  - Ranging from small household leaks through to burst mains
- Council was successful in obtaining a grant for an additional three million dollars to go towards replacing asbestos pipelines with the NPA water reticulation network. As the state already has a project of this nature being delivered in the NPA Officers have requested that the state manage the delivery of these works for Council.

- Northern Water was engaged to undertake the four yearly Audit of the Council Drinking Water Quality Management Plan (DWQMP) in late June. The resulting report has been prepared and reviewed during July and submitted to the regulator by the due date in early August.

#### Workshop

- Continuing with servicing and repairs of Council fleet as problems arise
  - o Services completed on 26 vehicles
  - o Major repairs to 6 fleet items
  - o Small plant repairs 25
  - o Tyre repairs 8
- Vehicle stickers continue to be installed as vehicles are serviced.
- The new Fleet & Workshop Controller commenced on Monday the 4<sup>th</sup> of July.
- Two of the Apprentices completed their trade training and were offered three-month fixed term appointments, whilst they seek employment opportunities elsewhere. One of the new tradesmen have tendered their resignation and moved to Weipa to seek employment.
- A vehicle maintenance management system (MEX) has been purchased and implemented in the workshop to assist with proactive servicing and improved record keeping at the workshop.

#### Rangers

The Ranger Coordinator was on leave at the time of preparing this report

- Maintenance on remote sites
  - o Cutting grass at campgrounds
  - o Emptying bins
    - twice weekly due to high tourist numbers
  - o Cleaning campground and grave sites
- Access road check & clean
  - o Pajinka, Somerset, Muttee Head, and Jardine mouth
- Engagement with tourists is ongoing
- The 2022-2023 activity plan was submitted on time to NIAA at the start of July as required

#### Regulatory Services

##### Animal Control

- Vector (mosquito) trapping in the NPA, sites are located at
  - o Loyalty Beach
  - o Piggery 10km north of Loyalty beach
  - o Piggery 13km South of Injinoo community
- The team have administered many tick and flea treatments.
- Over twenty dogs were impounded during the month of July as a result of complaints received, captured in traps and at the cultural festival.
- During July the Animal Management Team transferred a pregnant dog to Thursday Island for rehoming.
- Fifteen dogs were euthanised during July
- An aggressive dog was euthanised after it bit a child at the Seisia campgrounds, Council officers made numerous attempts to contact the owner who was on Thursday Island at the time of the incident, on contacting the owner Council officers advised him of his responsibility to ensure his animals were appropriately restrained.
- SKYDOG Vets will be visiting the NPA in August

#### Abandoned / stored Vehicles

An area is being prepared at the Transfer station to store impounded cars, once the area is available to be used. Council officers will approach residents / vehicle owner who have vehicles stored / abandoned on Council land and instruct them to remove the vehicle or it will be impounded.

- Councillors and Council staff will be approached first then the broader community
- Local tilt truck will be engaged to impound vehicles to ensure that they are not damaged in the impounding process.
- Council staff will attend to collect the vehicle
- Police will be called if officers or contractors are interfered with

#### Illegal Dumping

A grant application was submitted to the Dept of Environment and Science for funding to cover the employment of an illegal dumping officer, cleaning up of existing illegal dump sites, monitoring cameras.

A car towing a trailer full of mixed rubbish was intercepted on a track near the Bamaga farm prior to it illegally dumping its load. The driver was instructed to dump the waste at the transfer station and advised of the penalties of illegal dumping.

#### Solid Waste

- Kerbside collections have experienced some delays due to break downs and fuel supply issues; the kerbside collection truck is in poor condition and will continue to break down until it is replaced.
- Quotes are being sourced from two known Local Buy registered Kerbside collection truck suppliers. A third option / quote was found for a demonstration model larger truck, a purchase order will be raised in August with delivery expected by the middle of November
- Transfer station and landfill operations are operating normally
- Recruitment has commenced for a replacement skip truck driver
- The small Skip truck has broken down and required a new gear box and clutch, replacement parts are expected to arrive in the NPA in early September

#### Food licencing

- Vendor inspections were undertaken in July with the support of QLD Public Health

#### Wastewater

- Scheduled servicing and maintenance activities have been undertaken.
- Ongoing issues have been experienced at the Seisia, New Mapoon and Bamaga pump stations contract trades continue to assist with these repairs.

#### Capital projects update

##### Works for Queensland 19 – 21

- NPA Footpath Project
  - o Works in Progress
  - o Extension of time applied for in June
  - o Extension of time being reapplied for in August due to state portal issues
  - o Bitumen seal completed in July

- Drainage components quotes being sourced
- Injinoo Esplanade
  - Works in Progress
    - Current improvements are completed and capable of being used
    - Exercise equipment is being purchased
  - Extension of time applied for in June
  - Extension of time being reapplied for in August due to state portal issues
- Umagico Park upgrade
  - Works are scoped
    - Engagement has been invited and completed with community and Councillors
    - Shade structure has been ordered and delivery is expected later in the year
  - Extension of time applied for in June
  - Extension of time being reapplied for in August due to state portal issues
  - Onsite works will commence once approval is provided by the state

#### Works for Queensland COVID

- Office extension Bamaga
  - Works completed
  - Extension of time applied for in June to cover the delayed completion
  - Extension of time being reapplied for in August due to state portal issues
- Minor house refurbishments (lot 87 5,6,7&8)
  - Planned works completed in units 5 & 7
  - Funds reported as expended in 2021

#### Works for Queensland 21 – 24

- Seisia Beach Walkway (\$90K)
  - Draft scope being prepared for Councillor input
  - Works being combined with Dept agriculture & Fisheries \$100K grant
- Repairs to Jardine River Ferry (\$650,000)
  - Engineering review is being undertaken to allow for the scope to be finalised and quotes requested
- Muttee Heads Toilets and shelters (\$300,000)
  - Scope has started to be prepared
- Beautification of Council Buildings (\$200,000)
  - Not started
  - Scope to be discussed
- Williams Crescent Park (\$100,000)
  - Not started
  - Scope options to be prepared
- Upgrade to unused Umagico Historical building (\$200,000)
  - Internal clean being completed
  - Repair quotes being prepared
  - Scope to be discussed and agreed with tenant once quotes are received
- New Mapoon Laundromat & shop (\$100,000)
  - Confirmation to be received if project is to continue or funds transferred to another project



## 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 report is in line with the following sections of the Operational Plan 2020-2021:

### 1 Reliable and Affordable essential Services

1.1 Water

1.2 Landfill

1.3 Access

### 2 Safe, clean and attractive physical environments

2.1 Animal Management

2.2 Clean and tidy public areas in each Community

## FINANCIAL AND RESOURCE CONSIDERATIONS

Operational budget expenditure

## CONSULTATION

Building Construction and Maintenance Manager

Works Manager

Ranger Coordinator

A/ Workshop Manager

Manager Regulatory Services.

**Title of Report: Finance Report**

**Agenda Item: 11**

**Classification: For Noting**

**Author Acting Chief Executive Officer**

**Attachments Attachment A. Aged Care Report  
Attachment B. Art Centre Plan  
Attachment C. Cultural Festival Survey**

## Officers Recommendation:

### That Council:

- Note the Report
- Agree to hold a special meeting on 30<sup>th</sup> August 2022 to review July Financial Reports

## PURPOSE OF REPORT

To provide a status update for Council on Key Finance Issues.

## BACKGROUND AND CONTEXT

The new Finance Manager commenced on 01 August 2022. There have been a number of issues during the transition of Finance Manager that prevented the preparation of true and accurate finance reports. These issues are listed below to inform the council.

### *Council Report Template not provided*

- Not covered by Finance Manager at his exit. Access provided by RMT on 12/08/2022 to facilitate

### *Budget Files*

- Budget files have not been provided so that I may create a variance-actuals EOM report
- Issues are before getting to the stage of producing a draft report, the budget workings need to reconcile with what was presented and approved by council within the system
- The budget files needs to be checked, and uploaded into the system
- If not, they need to be finalised

### *EOM Processes*

- Staff are not performing EOM tasks necessary to produce accurate reports
- Further training is needed to have pertinent, real data to collate and present to Council. Staff need to be aware of the expectations and their responsibilities

### *QAO Audit*

- QAO interim audit outstanding list is still waiting as not all items were provided to the auditors such as
  - Tendering process and tender documents
  - Project descriptions and grant details

- QAO final audit process has started. Work is being done to finish EOY statutory accounts including major areas
  - Related Party Disclosures
  - Store stock variance entries
  - Final Accruals for payroll, creditors, debtors
  - Grants apportionment and reporting into unexpended grants versus earned grant revenue
  - Notes to the accounts have to match the final report

#### *Grant Acquittals*

- Inconsistencies in the charts of accounts and job codes make acquittal process of project unduly long.
- For example Injinoo Boat Ramp – accountability issues as Grant Officer cannot locate the expenses so Finance Manager needs to go through the accounts so that we may get to acquit the final milestone.
- Another example is Pavement Works at the Airport

#### *Works in Progress Projects*

- Work in Progress (WIP) that are finished projects have not been transferred
- WIP is currently not a transparent process in the accounts and needs to be sorted as to what is the amount to be moved to the fixed asset register, and to which asset. This may take months to sort out

#### *Setup for reports*

- Time has been devoted thinking what is a better way to report on project on a transparent scale especially given inconsistencies in the chart of accounts
- Time has to be devoted to find out what various existing codes are about and possibly to which project the codes relate to.
- Potentially projects could have been treated as operating expenses. This requires resolving to ensure capital costs are being captured appropriately

The issues impacting on the preparation of the Council Reports are anticipated to be resolved by the end of the week. It is proposed to have a special meeting to consider the July Finance Reports.

**Title of Report:** NPARC Report into Operations of the Injinoo Service Station

**Agenda Item:** 12.1

**Classification:** For Decision

**Author** Acting Executive Manager, Enterprises

**Attachments** Injinoo Service Station Business Plan (2015)

### Officers Recommendation:

#### That Council

1. note the report
2. Divest the operations of the Business – endorse in principle the transfer of the Injinoo Service Station Operations through an EOI process to a 3<sup>rd</sup> party.

#### Subject to

3. the options ensure the uninterrupted services to the community
4. Local (Injinoo) Business opportunity is encouraged

## PURPOSE OF REPORT

To provide an update on Council's Injinoo Service Station operations and outline possible options being considered for the future delivery of services to the Injinoo community while maintaining access for the broader requirements of Council.

## BACKGROUND AND CONTEXT

As part of a broader examination of Council services, an initial review of the Injinoo Service Station located in Injinoo has been undertaken. The Injinoo Service Station was a part of the amalgamation of Northern Peninsula Area Regional Council.

The Injinoo Service Station not only provides for the Council's own internal needs in fuel supply, but also caters for the requirements of tourists and Injinoo community residents. The service station has also been a source of basic shopping for the local community. It has been identified that the pricing structure and internal cost allocation model does not all capture costs associated with the operation of the service station. These costs when recognised would affect the profitability of the service station and may contribute to a financial drain on Council.

The service station is currently being impacted by supply of product issues which has a significant influence on cost and is contributing to poor financial performance and supply of goods. Credit providers for stock supply have been difficult to source, as previous suppliers have requested a complete re-application for provision of credit.

In 2015 a review of the Injinoo Service Station operations by Towers Business Development Pty Ltd identified several actions to improve the overall performance. Key recommendations include:

- Monthly Financial reports/meetings for monitoring/review of Financial Performance
- Forward Planning for the expected season's work
- Preparation of Key Performance Indicator report
- Appropriate training of staff

- Weekly meetings with Management to ensure appropriate oversight
- Marketing of product and promotions to be undertaken
- Implement a Board of Advice to review reports (monthly)

It is unclear whether implementation of the Business Plan was commenced however many of the proposed actions from the plan remain relevant. What is clear however is that the current operations are unsustainable in their present form.

#### Financial Performance Summary – Last Three Years

Year/type	June 2022	June 2021	June 2020
Revenue (whole \$)	\$1,595,603	\$1,305,389	\$859,087
Expenditure	\$1,661,610	\$1,295,412	\$840,467
Surplus/(Deficit)	(\$66,007)	\$9,977	\$18,620

It has been noted that there have been several cost items identified which should be charged to the Service Station which are now being charged correctly. This has an impact on the profitability of the service station and is reflected in the June 2022 numbers.

#### SWAT analysis

##### Strengths

The service station caters for the Injinoo and Umagico populations

##### Weaknesses

Variety of food

Not enough space to display stock for sale

Slowness in purchase orders being processed

Storage space

##### Opportunities

Sale of hot food

Utilisation of a promotional board to promote daily special products and events

Introduction of a suggestion board to get feedback from customers

##### Threats

If the Injinoo Service Station does not implement appropriate business promotional activity and improve the overall presentation, then the business' performance will suffer

#### OPTIONS CONSIDERED

Option No.	Description	Benefits	Risks
1	Do nothing:- Council may opt to continue operations with minimal adjustments and consider the operation as a "community service".		Continued poor performance causing a financial drain Continued difficulty in finding committed staff
2	Reorganise current operating model: Council may opt to continue operations with the proviso that the Injinoo Service Station Business plan is reviewed,	Improved margins leading to possible surplus Identify appropriate strategies to improve general performance	Failure to identify issues leading to continued poor performance (as above)

	updated, and implemented within a set date. This is to identify how to improve services and if there is a way for the Injinoo Service Station operations to contribute to the Financial Position of the Council.	Employ local community people committed people	Continued difficulty in finding adequate qualified committed staff
3	Divest the operations of the Business – Council may opt to endorse in principle the transfer of the Injinoo Service Station Operations through an EOI process to a 3 <sup>rd</sup> party. This may provide a local business opportunity for the Community	Possible increase in costs to source materials No control of pricing	

### **Recommended Option**

**Option 3 - Divest the operations of the Business** – endorse in principle the transfer of the Injinoo Service Station Operations through an EOI process to a 3<sup>rd</sup> party. This may provide a local business opportunity for the Community

### **CRITICAL DATES**

N/A.

### **LEGAL AND LEGISLATION CONSIDERATIONS**

Local Government Act 2009 (Qld) s 43-48 (Division 2: Business reform, including competitive neutrality)

Local government Regulation 2012 (Qld) Schedule 4: Pricing Provisions

### **POLICY CONSIDERATIONS**

Inventory policy and procedures v1 (FIN 0011)

Procurement Policy v3 (FIN002)

Fraud and Corruption Control Policy (GP 002)

Enterprise Divestment Policy (GP 003)

### **CORPORATE AND OPERATIONAL PLAN CONSIDERATIONS**

#### **NPARC Corporate Plan 2022-2026**

#### **Focus Area Three: Strong Economy - an Economically Vibrant and Growing Community**

- Key Objective – We support and facilitate Indigenous and local employment and business opportunities
  - Complete existing Council Enterprise Divestment
  - Support new and existing local Indigenous Business to capitalize on business development opportunities
  - Review and enhance our Local Indigenous Procurement Policy & Procedure

**2022-2023 NPARC Operational plan**

**Focus Area Three: Strong Economy - an Economically Vibrant and Growing Community**

- Key Objective One: We support and facilitate Indigenous and local employment and business opportunities
  - Complete reviews into all Council Enterprises and submit reports to Council on recommended actions

**FINANCIAL AND RESOURCE CONSIDERATIONS**

Redundancies may be required for some staff if this unit is divested.

**CONSULTATION**

Mr Michael Booth Finance Manager (former)

Ms Marie Chan finance Manager (current)

Mr Glendon Woosup (Acting Injinoo Service Station



## NORTHERN PENINSULA AREA REGIONAL COUNCIL

### INJINOO SERVICE STATION BUSINESS PLAN

**Prepared by:**  
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## TABLE OF CONTENTS

	<u>Page</u>
<b>A. EXECUTIVE SUMMARY .....</b>	<b>4</b>
<b>B. ACTION PLAN.....</b>	<b>5</b>
<b>C. OPERATIONAL ISSUES.....</b>	<b>7</b>
1. Key Functions .....	7
2. Stock Management .....	8
2.1 Stock Ordering.....	8
2.2 Stock Control .....	9
2.3 Checking Invoices .....	9
2.4 Stock Security.....	9
2.5 Stock Monitoring.....	12
3. Suppliers .....	14
4. Human Resources .....	14
4.1 Employment.....	14
4.2 Team.....	15
4.3 “Buddy” .....	15
4.4 Work Rosters .....	15
4.5 Team Structure .....	15
4.6 Work Place Health and Safety .....	15
4.7 Team Meetings .....	15
4.8 Team Training .....	15
4.9 Team Member Performance Reviews.....	15
5. Marketing .....	16
5.1 What is Marketing? .....	16
5.2 Service Station Marketing .....	16
5.3 Marketing Strategies For A Service Station .....	16
5.4 Customer Feedback .....	18
5.5 Seasonal Themes.....	18
5.6 Newsletter.....	18
5.7 Customer Database.....	18
5.8 Marketing Plans .....	18
5.9 Preparation Of Promotional Leaflets .....	19
5.10 Erection Of A Promotional Sign.....	19
5.11 Northern Peninsula Newsletter for Jardine Ferry .....	19
6. Customers .....	19
7. Competitors .....	20
8. Management .....	20
8.1 Administration Functions .....	20
8.2 Performance Monitoring .....	20



8.3	Meetings Internal .....	20
8.4	Meetings Board of Advice .....	21
8.5	Weekly Performance .....	21
8.6	Fortnightly Performance Report .....	21
8.7	Monthly Financial Accounts.....	21
8.8	Management training.....	21
8.9	General Maintenance .....	22
8.10	Forward Planning .....	22
8.11	Management Team .....	22
8.12	Establishment of Targets – Sales and Gross Profit Percentage .....	23
9.	Board of Advice.....	23
10.	Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis .....	23
10.1	Strengths .....	23
10.2	Weaknesses .....	23
10.3	Opportunities .....	24
10.4	Threats .....	24
11.	Budget.....	24
11.1	Financial Performance Summary – Last Three Years .....	24
11.2	Analysis .....	25
11.3	Budget 1st January 2015 to 30th June 2016 .....	26

## **FORMS**

Addendum ISS01 - Training Programme Slides .....	27
Addendum ISS02 - Weekly Team Meeting .....	34
Addendum ISS03 - Weekly Management Meeting Agenda .....	35
Addendum ISS04 - Monthly Board of Advice Meeting Agenda.....	36
Addendum ISS05 - Fortnightly Performance Estimate Report.....	37
Addendum ISS06 - Wastage Summary.....	38
Addendum ISS07 - Markdown Summary .....	39
Addendum ISS08 - Cost of Specials Summary.....	40
Addendum ISS09 - Stock Discounted for Staff Summary .....	41
Addendum ISS10 - Cashout Refund Payments Summary.....	42
Addendum ISS11 - Daily Cost of Wastage etc Summary .....	43
Addendum ISS12 - Job Description - Profit Protection Officer.....	44
Addendum ISS13 - Job Description - Service Station Manager .....	45
Addendum ISS14 – Business Manager – Duties .....	47
Addendum ISS15 - Sketch of Proposed Renovations.....	49



## A. EXECUTIVE SUMMARY

The business plan for the Injinoo Service Station reviews the current operation and outlines suggested strategies to be implemented to improve the overall performance of the service station.

Key items discussed in the business plan include:

- Identification of procedures, mainly on a daily basis, to safeguard products in each department.
- Stock ordering control and management procedures to contribute to better stock management.
- Discussion on stock shrinkage – identification of the causes of shrinkage.
- Discussion on the role of a Profit Protection Officer as one of the duties for one of the team members.
- Identification of “authorised shrinkage” comprising wastage, mark downs and cost of specials.
- Calculation, on a monthly basis, of the cost of “unauthorised shrinkage” which normally would relate to theft.
- Suggestions on the utilisation of a stock matrix so that team members are aware of the classification of individual stock items.
- Procedures for regular contact with suppliers to obtain their support for special promotions.
- Team training on a regular basis.
- The service station suffers from absenteeism. Strategies have been discussed to assist the manager to implement procedures to reduce absenteeism including:
  - the appointment of a “buddy” to assist each new team member to settle into their position;
  - the manager to discuss team rosters with individual team members so they understand the important role they have to play by attending work at the rostered time;
  - team meetings, on a weekly basis, to keep all team members informed as to what is happening and to encourage feedback and discussion on events within the service station by the team members;
  - implementation of ongoing team training in all aspects of service station management practices so that the team members have got a wider appreciation of their role in the organisation; and
  - introduction of quarterly team member performance reviews which will enable the manager to have discussions, on an individual basis, with the team members.
- Marketing strategies are suggested for the service station for various promotional events to be held within the service station on an ongoing basis in an attempt to create differentiation of this service station to other service stations operating in the Northern Peninsula Area.
- Strategies are included for encouraging customer feedback with the establishment of a customer noticeboard and a mail box for customers to make suggestions.
- Promotional activities such as seasonal themes and the production of a newsletter are considered in the business plan.

- The business plan also includes the concept of the production of a Northern Peninsula Area newsletter identifying what is happening in the Northern Peninsula Area over the next few weeks including interesting articles from the service station as well as Umagico Supermarket, Bamaga Post Office and the Northern Peninsula Arts Centre. These newsletters would be distributed to passengers on the Jardine Ferry as a way of introducing them to proactive businesses operating in the Northern Peninsula Area.
  - It is proposed that a customer database would be produced so as to facilitate direct communication with customers of the service station.
  - The business will monitor services being offered and prices being charged by competing service stations operating in the Northern Peninsula Area.
  - The business plan proposes the introduction of a fortnightly performance estimate report to be prepared so that management is aware of the results from their trading activities for the two week period.
  - The format of internal financial accounts will be changed. Suggestions have been submitted to the Executive Manager – Finance on a new Chart of Accounts format which will facilitate the production of financial data that the manager of the service station is able to analyse. This is based on the concept that to manage you must be able to measure performance of various activities.
  - A professional development reading schedule has been introduced for the manager. The schedule comprises a number of articles on key components of running a successful business. This can be further developed as a professional development programme later in 2015.
  - The business plan envisages that there will be an ongoing assignment for the manager and Business Manager to review targets for sales and gross profit percentages across the service station in an attempt to ensure that all operating costs, including Council's administration charges, have been absorbed within the gross profit earned and that every attempt is made to achieve the profit target that has been set in the budgets.
  - The business plan envisages the establishment of a Board of Advice for the service station. The membership of the Board of Advice is to be the:
    - Mayor;
    - Chief Executive Officer;
    - Executive Manager – Corporate Service;
    - Executive Manager – Finance;
    - Business Manager; and
    - Service Station Manager.
- It is envisaged that the Board of Advice will meet on a monthly basis to review all aspects of the performance of the service station.
- A budget for the period 1st January 2015 to the 30th June 2016 has been prepared.

## B. ACTION PLAN

Item No	Details	Business Plan Reference	By Whom	By When
1.	Implement a stock ordering system.	2.1	Manager	
2.	Implement stock control system.	2.2	Manager	
3.	Ensure that all invoices are being properly checked.	2.3	Manager	

Item No	Details	Business Plan Reference	By Whom	By When
4.	Review the control systems implemented for stock shrinkage.	2.4(c)	Manager	
5.	Appoint a person to undertake the role of being the Profit Protection Officer.	2.4(d)	Manager	
6.	Implement the system to document the value of wastage, mark downs, cost of specials (authorised shrinkage) for forwarding to the finance office on a weekly basis.	2.4(e) 2.4(f) 2.4(g)	Manager	
7.	Calculate the value of “unauthorised shrinkage” each month and advise the finance office to enable the cost to be journalised into the financial accounts.	2.4(j)	Manager	
8.	Review stock to identify “Stars”, “Problem Lines”, “Cash Cows”, “Dogs” as per stock matrix and review placement of stock within the service station to ensure that “Star” items are placed in the best positions within the service station retail area.	2.5(d)	Manager	
9.	Contact suppliers for promotional assistance.	3.	Manager	
10.	Implement the “buddy” system.	4.3	Manager	
11.	Contact the Council’s Workplace, Health and Safety Officer for a visitation schedule.	4.6	Manager	
12.	Organise a weekly team meeting with team members to discuss the previous week’s performance and to plan the current week.	4.7	Manager	
13.	Discuss with the Business Manager the implementation of a team training programme and implement the team training programme.	4.8	Manager	
14.	Implement a programme of regular team member performance reviews.	4.9	Manager	
15.	Review the comments on “What Is Marketing” and “Serve Service Marketing” to determine strategies for the Injinoo Service Station.	5.1 5.2 5.3	Manager	
16.	Discuss and then implement strategies to offer a more personalised service for customers.	5.3		
17.	Plan in-store marketing activities to promote the service station to customers and to potential customers.	5.2 5.3		
18.	Establish a noticeboard to encourage customers to record their comments on the services from the service station.	5.4		
19.	Co-ordinate seasonal themes within the service station.	5.5		
20.	Produce the service station’s newsletter.	5.6		
21.	Co-ordinate the development of a customer database.	5.7		
22.	Invite 3 – 5 customers to participate in “think tank” meetings and organise meetings on a quarterly basis.	5.8	Manager	

Item No	Details	Business Plan Reference	By Whom	By When
23.	Prepare promotional leaflets for distribution in Injinoo, Umagico and the camping grounds during the tourist season.	5.9		
24.	Arrange for the erection of a promotional sign on the main road.	5.10	Manager	
25.	Prepare an article on the service station products and activities for the Northern Peninsula Area news each two weeks to four weeks.	5.11		
26.	Monitor prices and services being offered by competitors in the Northern Peninsula Area on a monthly basis.	7	Manager	
27.	Prepare weekly Key Performance Indicator Report based on the point of sale report.	8.2	Manager	
28.	Conduct weekly team meeting.	8.3	Manager	
29.	Submit a copy of the minutes of the weekly team meeting to the Business Manager.	8.3	Manager	
30.	Attend weekly management meeting with the Business Manager.	8.3	Manager	
31.	Prepare a report for the monthly Board of Advice meeting.	8.4	Manager	
32.	Attend monthly Board of Advice meeting.	8.4	Manager	
33.	Analyse weekly performance for the separate departments within the service station.	8.5	Manager	
34.	Prepare fortnightly Performance Report.	8.6	Manager	
35.	Review monthly financial accounts with the Business Manager.	8.7	Manager	
36.	Read articles supplied as part of the professional development reading schedule.	8.8	Manager	
37.	Organise the ongoing general maintenance programme in and around the service station.	8.9	Manager	
38.	Meet with the Business Manager for consideration of targets for sales and gross profit percentages including review of the operating expenses of the service station.	8.12	Manager	
39.	Prepare a report for submission to the Board of Advice meeting.	9.	Manager	

## C. OPERATIONAL ISSUES

### 1. Key Functions

The key functions of the Injinoo Service Station include:

- the supply of petrol and diesel fuel;
- ensure that adequate security procedures are implemented to protect the service station investment in petroleum products and in the grocery and other merchandise in the stores' section;



- ensure that all members of the service station staff have a current knowledge of appropriate laws relating to the sale of petroleum products;
- ensure that all members of the service station staff have a current knowledge of appropriate laws relating to the sale of tobacco items to minors;
- control stock investment within the budget limits;
- ensure the appearance and layout of selling fixtures is satisfactory;
- ensure that staff are adequately briefed on product knowledge;
- ensure that the convenience store section of the service station reflects the types of products that the service station clientele wish to purchase;
- ensure that hygiene standards are of a high standard;
- analyse the fortnightly performance report for the service station, noting sales, gross profit, wages, other direct costs and contribution to overheads;
- monitor the competitors for products being promoted, prices, marketing strategies etc.;
- ensure that all petroleum products and deliveries are appropriately checked in;
- ensure that all other products, including convenience store products, are appropriately checked in relative to quantity and quality of stock; and
- ensure that any damaged or broken stock is detected and an appropriate claim made on the supplier.

## **2. Stock Management**

### **2.1 Stock Ordering**

#### **(a) Reserve Stock**

Before placing an order, management should check on any reserve stock that is held and measure that against the amount of stock required to be ordered to ensure that no surplus stock is being ordered.

#### **(b) Frequency Of Ordering**

When orders have been placed, management needs to take into account the day on which you are placing the order and the date the stock will be received, remembering to include the shipping time so you will know how many days will elapse before all of the stock is placed on the shelf. You will also need to estimate the volume of sales that will be achieved between the date of the stock order and the date when the replacement stock is anticipated to be available for placement on the shelf. Are you ordering enough stock to cover any gaps on the shelf? Remember, if you haven't got the stock you will lose sales and this affects profitability.

#### **(c) Seasonal Levels**

The service station is located in an area which will be subjected to seasonal conditions because of weather which could dictate the necessity to build stock levels at a higher rate than your normal stock holding policy for part of the year.

#### **(d) Ordering Checklist**

An ordering checklist should be utilised to facilitate the preparation of an order. The checklist should list each department so that the department can be ticked off as the ordering has been completed.

#### **(e) Requisitions/Orders**

The requisition is prepared by the service station manager and signed and submitted to the business manager for review and signature. If the order is for a sum of less than \$20,000 the requisition does not require any further authorisation. The business manager



will deliver the requisitions to the Council's office on a daily basis and will collect the final order the next day and deliver it to the service station for the service station manager to submit the order to the suppliers.

If the proposed order is for a sum exceeding \$20,000 a member of the Council's executive management team needs to authorise the requisition.

## **2.2 Stock Control**

### **(a) Incoming Stock**

Check all incoming products to the service station to ensure that they are the required quality and presentation. In the case of perishable items, check the freshness and presentation of the products. Do not accept the products if they are not of the required standard.

### **(b) Stockroom Control**

Appropriate procedures should be implemented to keep the stockroom tidy and in a clean condition. All fixtures and fittings should be in good order and upkeep. All rubbish and unnecessary equipment stored in the stockroom should be disposed of.

### **(c) Over Investment**

Service stations can over invest in stock especially the high cost lines. For high costs lines, management needs to monitor actual requirements and keep track on a daily basis of sales made, so as to ensure that the service station does not have too little or too much of a particular stock item.

### **(d) Control Of Working Capital**

The control of stock is an integral part of controlling working capital for service station.

Tying up too much money in stock can dramatically affect the life blood of the service station business. Stock levels should be monitored on at least a weekly basis to ensure that there is no "dead stock" in the storeroom or in the floor stacks.

## **2.3 Checking Invoices**

### **(a) Tax Invoices**

The tax invoice should be checked against the original order for items such as quantity ordered and price etc. The extension should be checked and the additions checked. The tax invoice should be checked against the delivery docket that was signed by the person who received and checked the goods.

The manager should then authorise the tax invoice for payment.

## **2.4 Stock Security**

### **(a) Management Monitoring**

The service station manager will:

- monitor the value of investment in stock weekly;
- monitor details of spot stock checks undertaken weekly; and
- monitor old/slow moving stock - to determine strategies to sell the products.



## **(b) Stocktakes**

A system of regular stocktakes should be established within the service station and in some sections such as meat, fresh produce, chillers, cigarettes a stocktake should be undertaken on a weekly basis and compared to the computerised stock records.

“Spot Check” - Progressive stocktakes should be completed during the month of items selected at random by the Manager. The process suggested is that the departmental staff is asked to count a particular stock and report the quantity on hand. This should be compared to the inventory record. If there is a variance this should be recorded and investigated by the manager with a copy of the variance report being submitted to the Business Manager.

Monthly stocktakes should be conducted on a department by department basis progressively throughout the year to check the accuracy of the inventory records. The conduct of the ongoing monthly stocktakes of the department by department basis should contribute to identification of the amount of pilferage and hopefully will contribute to a reduction in pilferage throughout the service station.

## **(c) Stock Shrinkage**

Shrinkage is a very expensive loss for virtually every retail business. This occurs whenever the service station fails to sell an item at its full price and that loss is adding to the shrinkage total. The difference between the potential selling price of a product and the actual selling price is "shrinkage".

Shrinkage can be caused by:

- Damage.
- Theft by an employee.
- Theft by a customer.
- Errors in recording label numbers.
- Not adequately checking goods when they are received into the service station.
- Poor handling techniques.
- Dropping stock.
- Leaving perishable products out of refrigeration.
- Over ordering of products thus having a product that needs to be discounted to sell it.
- Stock going out of date – this can be caused through poor stock rotation.

Service stations are in a highly competitive business and all staff need to be conscious of the need to reduce shrinkage to protect the service station's profits. Major areas of shrinkage that staff should be concentrating on include:

- not adequately checking goods received from suppliers;
- dishonesty by customers and staff; and
- careless handling of stock – not rotating stock properly and not returning stock to refrigeration or chillers fast enough.

## **(d) Profit Protection Officer**

Service stations can benefit from a team member being appointed to the position on a part time basis known as “Profit Protection Officer”. The appointment of a Profit Protection Officer is an important contribution to trying to reduce shrinkage within a service station. The person appointed as Profit Protection Officer should review product that has been charged to:

- wastage;
- mark downs; and
- costs of specials.

These adjustments will be reflected in the Profit and Loss Account for the service station as a deduction from the gross profit. The net figure will be known as the Realised Gross Profit.



The Realised Gross Profit is the amount that is then able to be compared with the Gross Profit calculation determined by the point of sale system. The difference between the Realised Gross Profit and the Gross Profit, as determined by the point of sale system, is the cost of "unauthorised shrinkage", most of which will be theft of product.

The challenge for management will be to implement appropriate security systems so as to minimise the cost of unauthorised shrinkage.

If the point of sale system does not enable the direct charging of the adjustment items - wastage, marked down etc., the manager should prepare a summary of the authorised adjustments prepared by the Profit Protection Officer each week and prepare a summary of the authorised shrinkage adjustments for the week showing the costs to:

- wastage;
- mark downs;
- cost of specials

Adjustments will be debited to these accounts with the credits being processed to the sales accounts for the individual item.

#### **(e) Wastage/Dumping**

When any item is to be dumped it should be processed through the point of sale system by the Profit Protection Officer with a record being kept of the value of the wastage so that it can be adjusted at the end of the week.

#### **(f) Mark Downs**

If the point of sale system enables the cash register operator to record mark downs, the difference between the original selling price and the mark down selling price should be charged to the mark down. If the point of sale system does not record the value of marked downs, the amount of the mark down should be recorded by the cash register operator with appropriate supporting evidence being retained for viewing by the Profit Protection Officer who will authorise the adjustment at the end of the week.

#### **(g) Cost Of Specials**

If a product has been repriced for a special then the difference between the original selling price and the special price should be charged to "Cost of Specials". If the service station's point of sale system enables this to be processed by the cash register operator the operator will be able to charge this to "Cost of Specials". If not, the "Cost of Specials" should be recorded by the cash register operator and reviewed by the Profit Protection Officer who will then authorise the adjustment at the end of the week.

#### **(h) Further Loss Of Profit**

The service station can lose profits in a number of areas including:

- incorrect pricing,
- poor invoice handling;
- not checking stock receivables correctly into the store;
- accepting inferior products into the store without an appropriate price adjustment;
- giving incorrect change;
- theft; and
- not checking bags at checkouts.

Management should stress to all team members that it is the team members' obligation to protect profits within the service station. The team has the responsibility to ensure that the product that the service station receives is what the service station has paid for and that it is received in a good and proper condition.



Teams should ensure that the stock is handled correctly and the pilferage and dishonesty are controlled and the stock is correctly charged to the customer and that the customer pays the correct amount.

For team members it is important that if you enter the store with a product in your possession that the service station sells that you see the front end controller to have a "check seal" placed on that item, by doing this you clear yourself of any unwarranted suspicion. Check seals are used for security reasons and must never be removed. If a team member purchases an item from the service station and does not intend to leave the service station immediately, the team member should have the front end controller place a check seal on the item. Any team member found with a suspect item in their possession which does not have a check seal attached could face dismissal for theft/shoplifting.

There are continuous attempts by people of all ages and backgrounds to steal merchandise from a service station. If a team member witnesses any form of shop lifting, you should alert the manager who will telephone the police and politely try and detain the person. Do not touch them or use any force at all. You may ask them to return the merchandise and to wait for the police to arrive.

There will be many an occasion when shoplifting is not observed by any team members. These occasions can be reduced if all team members adopt a continual awareness of the possibility of shoplifting occurring and are vigilant to try to protect the service station's products.

Shoplifting is a considerable cost to service stations which directly affects the bottom line profitability of the service station.

#### **(i) Effects Of Shrinkage**

Shrinkage measures a business' ability to control its margins and pricing. Strong stock management policies will reduce shrinkage.

Shrinkage is the difference between the Gross Profit as determined from the point of sale system and the Realised Gross Profit calculated after authorised shrinkage adjustments have been made. Any improvement in shrinkage impacts on the service station's overall bottom line profit.

#### **(j) Calculation Of The Cost Of Shrinkage**

The point of sale system will indicated the theoretical gross profit to be made from the goods sold each day on a department basis. For the preparation of monthly financial accounts a monthly printout of the gross profits earned should be prepared. The journal entries for the authorised shrinkage adjustments should be processed through the financial accounts to determine the Realised Gross Profit. The difference between the Gross Profit as determined from the summaries of the point of sales system for the month and the calculated Realised Gross Profit is the unauthorised shrinkage that has occurred in the service station for that period of time. This amount should be included in the Key Performance Indicators for the service station and compared on a month by month basis.

## **2.5 Stock Monitoring**

### **(a) Stock Indicators**

Stock indicators measure the successes of stock management in meeting customer demands without over investment in excessive stock (possibility obsolete stock). Factors affecting stock management include:

- stock display;
- department mix;
- ordering procedures and systems;
- stocktaking techniques;
- stocktaking timing; and
- stock security control.

#### (b) Stock Turn

Stock turn is defined as the number of times during the year that the inventory of stock on hand is sold and replaced.

The formula is:

$$\frac{\text{Cost of Goods Sold}}{\text{Average Stock}} = \text{Number of Times Stock Turned}$$

Management should determine the desired stock turn rate for each item of stock. Management should calculate the actual stock turn achieved on an ongoing basis so that a review can be undertaken.

#### (c) Stock Days

The investment in stock is calculated by dividing the stock purchases for a period by the number of days in the period. This will give the daily average stock purchases. The stock on hand is then divided by the daily average stock purchases and this will give the number of days invested in stock on hand. Calculated:

$$\frac{\text{Stock Purchases in the period}}{\text{Number of days in period}} = \text{Daily Average Stock Purchase}$$

$$\frac{\text{Stock On Hand}}{\text{Daily Average Stock Purchase}} = \text{Stock On Hand Days}$$

#### (d) Stock Matrix

A stock matrix assists in the determination of the classification of stock within a service station as to whether it can be classified as:

- "Stars"
- "Problem Lines"
- "Cash Cows"
- "Dogs"

"Stars" are the key items that you want your service station to sell. They have high volume and high mark ups.

"Problem Lines" are normally discounted lines which will probably have low volumes with reasonably high mark ups.

"Cash Cows" are high turnover items with low mark ups.

"Dogs" are the type of product that the service station would probably prefer not to be selling, low turnover and low mark ups.



An example of a stock matrix is:

		MARGINS	MARGINS
SALES	HIGH VOLUME	<b>"STARS"</b>	<b>"CASH COWS"</b>
SALES	LOW VOLUME	<b>"PROBLEM LINES"</b>	<b>"DOGS"</b>
		HIGH	LOW

CLASSIFY YOUR STOCK BASED ON SALES VOLUME AND PROFIT MARGINS TO DETERMINE WHICH CATEGORY THE STOCK IS IN:

- \* "STARS" HIGH VOLUME/HIGH MARGIN
- \* "CASH COWS" HIGH VOLUME/LOW MARGIN
- \* "PROBLEM LINES" LOW VOLUME/HIGH MARGIN
- \* "DOGS" LOW VOLUME/LOW MARGIN

### 3. Suppliers

The manager will report to the Business Manager on:

- details of any promotional assistance received from suppliers; and
- details of any complaints received from suppliers.

The manager will contact each of the service station suppliers to ascertain the assistance, if any, that the supplier can give to activities such as:

- team training;
- products for promotional purposes;
- advertising/marketing support;
- other support that the supplier is able to give.

The manager will regularly communicate with the suppliers' representatives to inform them of the results of promotional activities featuring their products that have been conducted within the service station.

Suppliers will be approached to seek their support for appropriate prizes for "Employee Weekly Awards" and "Employee of the Year Award".

### 4. Human Resources

#### 4.1 Employment

The Council's Human Resources Department arranges for staff advertisements to be placed. Applicants are assessed by the Human Resources Department and interviews are conducted by the service station Manager.



#### **4.2 Team**

The service station team comprises:

- Full time staff;
- Casual staff on rosters;
- Casuals on call.

#### **4.3 “Buddy”**

The manager will allocate a “buddy” to each new team member to assist the new team member to become familiar with the service station's systems and procedures.

#### **4.4 Work Rosters**

The manager will prepare the team rosters and discuss with individual team members their rostered days and hours in an attempt to ensure that team members turn up for work on time.

#### **4.5 Team Structure**

The manager will discuss the team structure with the Business Manager and, if any changes are sought, a report will be prepared for submission to the next Board of Advice meeting.

#### **4.6 Work Place Health and Safety**

The manager will liaise with the Council's Workplace, Health and Safety Officer for a visitation schedule to ensure that the service station complies with Workplace Health and Safety Regulations.

#### **4.7 Team Meetings**

Team meetings should be held on a weekly basis. An agenda template for weekly team meetings is attached as Addendum ISS02.

A monthly team briefing meeting should be conducted with the manager presenting a "State of the Business" overview.

#### **4.8 Team Training**

The manager will discuss with the Business Manager and the Board of Advice implementation of ongoing team training sessions to be held at least every two weeks to equip the team on appropriate workplace strategies to enable them to undertake their duties.

The manager will prepare a diary of each team training event detailing:

- the subject of the training event;
- the date presented;
- time commenced;
- time finished;
- attendees;
- details of any guest presenters or other people who attended;
- any handouts or other material that is prepared to be handed to team members. A copy should be filed in a team training file maintained with the business.

#### **4.9 Team Member Performance Reviews**

The manager will conduct regular team member performance reviews on at least a quarterly basis and submit a report on the performance of each team member to the Business Manager.



## 5. Marketing

### 5.1 What is Marketing?

Marketing is a number of related activities which for a service station starts from purchasing merchandise that management believes will meet customers' needs and then displaying and promoting that merchandise so as to alert potential customers to the existence of the merchandise.

It is very important in a service station to concentrate on keeping customers coming back again and again.

Marketing is concerned with everything relating to the transfer of the merchandise that the service stations has purchased to its customers. A key term in marketing is the four "Ps" of marketing. These relate to:

- Product
- Price
- Place
- Promotion

Product refers to the total package of goods and services that the service station provides.

Price is everything that the service station's customers pay to purchase the service station's product.

Place is where the service station distributes products to the customers.

Promotion includes everything that the service station does to gain attention to its business and to the merchandise that the business is selling. Promotion can include:

- direct marketing
- public relations
- publicity
- personal selling
- sponsorship for sporting teams or cultural events
- advertising

### 5.2 Service Station Marketing

It is important that the customer believes that they are truly welcome at the service station. The purpose of the service station's marketing strategy should:

- ensure that every time a customer visits the service station the experience exceeds the customer's expectations;
- services delivered should correspond with the service that was promised in advertising;
- the team should be seen as an integral part of the shopping experience for the customer;
- customer specific strategies should be developed to suit the demographics of the service station's location;
- customer should have a great experience when they visit the service station; and
- service station need to be creating a "wow" factor.

Management should be encouraging each team member to become a personal marketer to the customers on behalf of the service station.

### 5.3 Marketing Strategies For A Service Station

Marketing is the process of finding out what customers want, obtaining the goods that the customers want, presenting them at the right price.

To choose the right products the buyer needs to know something about the customer's demographics:

- ages
- sex
- incomes
- likes and dislikes
- habits
- ethnic background
- what are the customer's needs
- is there a "niche" market available within your locality that you can exploit e.g. tourists during the tourist season

To be an effective business you need to be different. Differentiation will encourage a prospective customer to go to your service station rather than to a competitor's business.

Successful service station businesses create strategies that go the extra bit to satisfy customer's expectations.

Customer expectations could be satisfied by:

- more personalised service;
- customer suggestion board;
- responding to customer's suggestions;
- development of a web page to keep customers informed of what is going on in your service station;
- identification and then promotion of the service station's "unique selling proposition";
- what selling strategies have been introduced?
- Has a comprehensive merchandise program that creates some excitement within the service station because something is always happening been introduced? This could be:
  - Demonstration on care of motor vehicles
  - Tyre pressure
  - New products that are available for motor vehicles
  - Or the presentation could relate to the service station type products that are being presented for sale, this could be encouraged by having:
    - displays of cooking samples
    - tasting of products
    - availability of recipes for different types of products
  - team members dressed up in seasonal theme - Football Carnivals - give away footballs.

The business should maintain records of successful theme promotions so that the themed events can be staged the following year. It is important that the service station has adequate supplies of advertised products on hand as part of a themed promotion.
- Have you approached suppliers to get their support for special promotions?
- Are the products attractively presented within the service station?
- Are all products appropriately ticketed with the correct price inserted thereon?
- Are you monitoring your competitors, because the successful competitor will be monitoring your business?

Special promotional activities could include:

- Full driveway service (charge extra for fuel)
  - check tyres
  - clean windscreen
  - check oil
  - check water
- Attractive team uniforms



#### **5.4 Customer Feedback**

The service station should be encouraging customer feedback by establishing adequate facilities for customers to express their opinion and make recommendations and suggestions on changes that could be made within the service station.

Customer feedback could be encouraged by:

- providing a noticeboard where customers can post their comment;
- a mail box within the service station where customers can lodge their comments without the comments being viewed on a notice board; and
- asking customers to complete a 'Customer Questionnaire'.

The manager should review all comments and instigate a system of responding to suggestions that have been made by customers.

#### **5.5 Seasonal Themes**

As part of the marketing strategy the service station should ensure that it has implemented appropriate seasonal and special events themes so as to enhance the shopping experience for visitors to the service station.

#### **5.6 Newsletter**

Newsletters are a great way to communicate with customers. Customers with internet access could have the newsletter emailed to them. The newsletter could include details of new products, new services, interview of team members and interviews of customers.

The newsletter could be incorporated as a brochure and delivered by letter box drops to all of the residents in a particular targeted area.

Newsletters could be handed to customers by the sales person. Special consideration for the preparation of newsletter/brochures during the tourist season could assist in attracting visitors to the Northern Peninsula Area to the service station.

#### **5.7 Customer Database**

The service station could attempt to secure information on customers so that special promotions could then be targeted to that customer.

A weekly competition could be held for a \$30 open order (say) – utilising an entry form requiring the customer to insert their personal information including:

- name
- address
- telephone number
- email address
- and some demographic information:
  - age
  - sex

Each week the forms could then be entered into the customer database, so that an effective database is available to assist in direct marketing promotions.

#### **5.8 Marketing Plans**

The service station should develop a marketing plan to assist in the promotion of the business. The key issues to be included are:

- accepting that the business has to be proactive in marketing;
- answering questions like – why should someone buy from this service station



- using customer questionnaires to find out more about the requirements of the individual customer.

It is important not to assume anything. “Think tank” meetings of team members and customers who are prepared to participate to identify how this service station can be differentiated from competitors and offer products and services that the customers want.

Conduct promotional events to educate your customers on new products that will help service and maintain motor vehicles, ask customers about what they want for their motor vehicles, and what type of service station products that would like to purchase from the service station, encourage the formation of customer advisory groups (focus groups).

The service station needs to know its target market.

### **5.9 Preparation Of Promotional Leaflets**

For distribution in Injinoo and Umagico and to the camping ground areas during the tourist season.

### **5.10 Erection Of A Promotional Sign**

The erection of a promotional sign on the main road promoting the service station.

### **5.11 Northern Peninsula Newsletter for Jardine Ferry**

Contribute an article for each newsletter on the Northern Peninsula Area being produced for distribution to tourists travelling on the Jardine Ferry. These newsletters will be produced regularly to promote activities in the Northern Peninsula Area and also to promote the operations of the Injinoo Service Station, Bamaga Service station, Bamaga Post Office and Northern Peninsula Area Arts and Crafts.

The newsletter could also be distributed at the service station.

## **6. Customers**

The service station’s customers are centred in the communities of Injinoo and Umagico; however, with good promotions the service station should be able to make sales to residents throughout the entire Northern Peninsula Area and also should be able to effectively market to tourists to the Northern Peninsula Area.

Particular comments within Marketing (Section 5) relate to customer service including:

- Service Station Marketing (Section 5.2)
- Marketing Strategies for a Service Station (Section 5.3) contains comments on meeting customer expectations
- Section 5.4 relates to customer feedback
- Section 5.6 discusses the possibility of establishing a customer database for the service station’s customers. This would enable direct communications to then be made to those customers

The manager and the Business Manager will closely analyse the businesses that are identified as being customers of the service station so that special promotional strategies can be developed for those customers.



## **7. Competitors**

The Injinoo Service Station operates in a very competitive industry.

The manager will maintain individual files on competing businesses in the Northern Peninsula Area relating to promotions being undertaken, price of fuel, special activities, trading hours, other services offered to customers.

The manager will comment on competitor activities in his/her report prepared for the Board of Advice meetings each month.

## **8. Management**

### **8.1 Administration Functions**

The key administration functions include:

- checking cash register readings
- checking the product GP reports on a daily basis
- preparing daily unders/overs report
- preparing bank control sheet to reconcile actual banking with the point of sale system report
- collecting and review of customers' comments and suggestions
- inserting acknowledgements of customers' testimonials on the customer's noticeboard appropriately acknowledging testimonials and comments received from customers
- checking suppliers' tax invoices promptly and forwarding the tax invoices to the accounts department for payment
- preparation of team members' time records and promptly forwarding the information to the office for payment of wages
- undertaking weekly key product stocktakes and comparing the stocktake results to the computerised stock system
- monitoring the mystery customer purchases and evaluate your service station standing with your competitors relative to product pricing
- maintain an asset register for all assets stored within the service station
- monitoring the database for recording of customers' personal information (where able to be obtained)
- monitoring team members' performance and making appropriate recommendations relative to new contracts or termination of contracts to the Business Manager
- co-ordinating team member training
- maintaining register of accidents
- maintaining register of fire

### **8.2 Performance Monitoring**

- Preparation of weekly key performance indicators report.
- Preparation of fortnightly performance estimate report.

### **8.3 Meetings Internal**

- Conduct a weekly team meeting to review the previous week's performance and to plan strategies for the following week.
- Submit a copy of the minutes of the weekly team meeting to the Business Manager.
- Manager to attend weekly management meeting with the Business Manager.

#### **8.4 Meetings Board of Advice**

- Prepare a monthly report on activities of the service station for submission to the Board of Advice. The manager's report should comment on team performance including comments on attendance, training, awards, complaints.
- Manager to participate with the Mayor, Business Manager, CEO, Executive Manager - Corporate Services and Executive Manager - Finance on the monthly Board of Advice meeting.

#### **8.5 Weekly Performance**

Analyse weekly performance report for each department noting:

- sales;
- gross profit;
- gross profit percentage; and
- share of overall sales.

Compare actual performance to budget and to previous week's performance.

Determine strategies to improve performance on an individual department by department basis.

#### **8.6 Fortnightly Performance Report**

The manager will prepare the fortnightly performance estimate based on:

- sales identified from Sales/GP Report;
- Gross Profit identified from Sales/GP Report;
- salaries and wages (including on-costs) advised by the Executive Manager - Finance;
- estimated overhead expenses (as per Budget);
- to determine the estimated result for the fortnight and key performance indicators that relate to that period.

#### **8.7 Monthly Financial Accounts**

The monthly financial accounts for the service station will be prepared at the Council's office and submitted to the Business Manager for review with the Executive Manager - Finance.

The Business Manager will then meet with the service station manager for a discussion on the overall financial accounts for the previous month.

The Business Manager will co-ordinate a reconciliation between the fortnightly performance estimate reports and the monthly financial accounts.

#### **8.8 Management training**

Management training should be introduced for the management team.

A professional development reading schedule has been introduced for the manager. The contents of the professional development reading schedule are as follows:

- Paper 005-015 – Trading And Profit And Loss Statement;
- Paper 005-016 – Trading And Profit And Loss Statement Ratio Analysis ;
- Paper 006-001 – Personal Leadership Capacity and Development;
- Paper 006-073 – Introduction To Key Performance Indicators For SMEs;
- Paper 006-080 - Characteristics Of A Well Run Business;
- Paper 008-040 – Marketing For Small Businesses;
- Paper 017-050 – Best Practice in Human Resources Management;
- Paper 017-052 – Introduction to Key Characteristics of Best Practice in Human Resources Management; and
- Paper 151-082 =- Characteristics Of A Well Run Retail Business.

The Business Manager will discuss the various articles with the service station manager at their weekly meetings. The articles will be utilised as the basis for determination of strategies for the service station.

## 8.9 General Maintenance

The frequency of general maintenance will be determined including:

- painting exterior and interior of the service station
- management are suggesting that renovations be undertaken at the premises by extending the retail section into the courtyard at the rear of the building by roofing and enclosing that area to create additional retail space
- relocation of toilet and the office facilities
- there is also a proposal to update the shelving in the current retail area of the shop

This proposal will need further review.

Stage 1 of the program could cover:

- the internal and external painting of the building
- tidying up of the toilet area
- replacement of some shelving to improve the presentation of products within the current retail facility

A copy of the proposed renovation is attached as Addendum ISS12.

Management should ensure that the building and toilets are appropriately cleaned on a daily basis and that the service station driveways and surrounding areas are cleaned of all weeds and rubbish removed daily.

## 8.10 Forward Planning

The manager should outline plans for the next few months for submission to the Business Manager including:

- major repairs and maintenance required;
- capital expenditure requests;
- training for the management team;
- holidays requests for members of the management team;
- details of replacement management personnel whilst managers are on holidays; and
- Special Promotions - any other items that the manager wishes to bring to the attention of the Board of Advice meeting.

## 8.11 Management Team

The service station manager will be responsible for all day-to-day activities of the service station including:

- preparation of requisition for purchase of stock and submission of the requisitions to the Business Manager for approval;
- submitting the orders when they are received from the office to the suppliers;
- ensuring that appropriate procedures have been implemented for the receipt of stock; and
- the entries of the purchases into the computerised stock system;
- preparing team rosters;
- conducting team member performance reviews and submission of reports to the Business Manager.

A job description summary for the service station manager is attached as Addendum SC13.

### 8.12 Establishment of Targets – Sales and Gross Profit Percentage

The manager should review the operating expenses of the service station including:

- wages and salaries including on-costs;
- operating expenses;
- Council's administration charges; and
- profit target

to determine a sales and gross profit percentage which will generate sufficient gross profit to cover the operating expenses and targeted profit.

Closely review the costs of operation including wages and salaries, labour roster etc., to determine potential savings in the cost of operation.

Discuss these targets with the Business Manager on a fortnightly basis (when reviewing the fortnightly performance estimate).

## 9. Board of Advice

A Board of Advice will be established for the Injinoo Service Station. The membership of the Board of Advice will be:

- Mayor or his nominee
- Chief Executive Office or nominee
- Executive Manager - Corporate Services
- Executive Manager – Finance
- Business Manager
- Service Station Manager

The Board of Advice will meet in the week preceding the monthly Council meeting. Items for consideration of the Board of Advice meeting will include:

- Manager's report;
- Business Manager's report;
- Financial Accounts;
- Management training;
- Team training;
- Other general business relating to the service station's performance.

## 10. Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

(as identified by the service station team)

### 10.1 Strengths

- The service station caters for the Injinoo and Umagico populations.
- The service station has the cheapest fuel in the Northern Peninsular Area. (This might not be a Strength - needs to be closely monitored)

### 10.2 Weaknesses

- Variety of food.
- Not enough space to display stock for sale.
- Slowness in purchase orders being processed.
- Storage space.
- The team has a suggestion for some changes to be made to the premises to improve storage facility by utilising space immediately behind the sales area.



### 10.3 Opportunities

- Sale of hot food.
- Utilisation of a promotional board to promote daily special products and events.
- Introduction of a suggestion board to get feedback from customers.
- Advertising on the Bamaga radio.

### 10.4 Threats

- If the Injinoo Service Station does not implement appropriate business promotional activity and improve the overall presentation then the business' performance will suffer.

## 11. Budget

### 11.1 Financial Performance Summary – Last Three Years

A summary of the financial performance for 2012/13, 2013/14, and for the period 1st July 2014 to 30th November 2014 as extracted from the Council's financial accounts is summarised below.

	<u>1.7.14 to 30.11.14</u>	<u>2013/14</u>	<u>2012/13</u>
SALES:			
• General	\$411,118	\$966,611	\$899,474
• Other			
• Commission`	<u>\$ 2,745</u>	<u>\$ 6,305</u>	<u>\$ 7,916</u>
TOTAL SALES	\$413,863	\$972,916	\$907,390
Opening Stock	\$ 25,779	\$ 7,144	\$ 16,890
Cash under/overs	\$ 1,251	-\$ 62	-\$ 1,920
Purchases	\$268,790	\$754,029	\$661,490
Purchases GST Free		\$ 16,556	\$ 28,724
Freight	<u>\$ 1,172</u>	<u>\$ 12,599</u>	<u>\$ 21,303</u>
TOTAL	\$296,992	\$790,266	\$726,487
Less:			
• Stock on hand	<u>\$ 25,779</u>	<u>\$ 25,779</u>	<u>\$ 7,144</u>
TOTAL	<u>\$271,213</u>	<u>\$764,487</u>	<u>\$719,343</u>
Gross Profit	\$142,650	\$208,429	\$188,047
Gross Profit %	34.47%	21.42%	20.72%
Less:			
Bank Fees	\$ 1,765	\$ 3,252	\$ 2,462
Contractors	\$ 125	\$ 2,268	
Materials & Services	\$ 7,724	\$ 18,008	\$ 22,749
Salaries	\$ 51,368	\$128,414	\$133,664
Salaries to Total Sales %	0.12%	0.13%	0.15%
TOTAL EXPENSES	<u><u>\$ 60,982</u></u>	<u><u>\$151,942</u></u>	<u><u>\$158,875</u></u>
NET PROFIT/LOSS	<u><u>\$ 81,668</u></u>	<u><u>\$ 56,487</u></u>	<u><u>\$ 29,172</u></u>

## 11.2 Analysis

An analysis has been prepared on the financial accounts for the period 1st July 2014 to 30th November 2014 as per the Council's financial accounts and the figures for the period 1st July 2014 to 31st December 2014 have been assembled from the service station's monthly sales report and pro rata calculations based on the accounts for the five month period ending the 30th November 2014.

We've utilised reports prepared by Benchmark.com.au for "Service Stations 2014" as part of the financial performance analysis.

Key figures for service stations with turnovers of less than \$2.2M are:

- Gross profit – 10.8%
- Wages including wages on-costs and owner salary approximately 9%

The comparison figures for Injinoo Service Station are gross profit:

- 2012/2013 – 20.72%
- 2013/2014 – 21.42%
- 5 month period to 30th November 2014 – 34.47%

The figure for the period to the 30th November 2014 of 34.4% appears abnormal. In the budget calculations we have therefore utilised a figure of 21% which is still significantly higher than the benchmark figure of 10.8%.

For salaries and salaries on-cost we continued on a pro rata amount of the expenditure to the 30th November 2014 which over the 12 month period will be an amount of approximately 12%.

### **INJINOO SERVICE STATION** **(b) BUDGET ASSUMPTIONS**

	<u>1.7.14 to</u> <u>30.11.14</u>	<u>1.7.14 to</u> <u>31.12.14</u>	<u>Assumptions for</u> <u>Budget</u>
Note	Note 1	Note 2	
Sales ex GST	\$411,118	\$501,103	
Commission	\$ 2,745	\$ 3,294	Note 3
<b>Total Sales</b>	<b>\$413,863</b>	<b>\$504,397</b>	
Gross Profit	\$142,650	\$105,904	
Gross Profit %	34.47%	21.4%	Note 4 21%
<u>Less:</u>			
Bank Fees	\$ 1,765	\$ 2,118	Note 3
Contractors	\$ 125	\$ 150	Note 3
Materials & Services	\$ 7,724	\$ 9,268	Note 3
Salaries	\$ 51,368	\$ 61,641	Note 3 12%
<b>Total Expenses</b>	<b>\$ 60,982</b>	<b>\$ 73,177</b>	
Net Contribution - Prior to Council Administration Charge	\$ 81,668	\$ 32,727	

- Note 1: Extracted from NPARC financial accounts  
 Note 2: Extracted from Service Station monthly sales report  
 Note 3: Pro Rata  
 Note 4: 34.47% appears too high – based on an average of 2013/2014 and 2012/2013





### 11.3 Budget 1st January 2015 to 30th June 2016

We have utilised the sales figures 1st July 2014 to 31st December 2014 and the gross profit percentage of 21% and we have then shown estimated sales for the period January to June 2015 which have then been added to the figures for the first six months to give a total forecast for 2014/2015.

A calculation has then been made on a budget for the twelve month period 2015/2016. The overall summary figures are as follows:

	<u>2014/15</u>	<u>2015/16</u>
Sales ex GST	\$1,028,013	\$1,200,000
Add Commission	<u>\$ 6,862</u>	<u>\$ 6,600</u>
Sub total	\$1,034,875	\$1,206,600
Gross Profit	\$ 217,323	\$ 253,386
Gross Profit Percentage	21%	21%
<u>Less:</u>		
Total Expenses	<u>\$ 152,443</u>	<u>\$ 147,850</u>
Net Contribution prior to Council Administration Charges	<u>\$ 64,880</u>	<u>\$ 105,536</u>

## Addendum ISS01 - Training Programme Slides

### INJINOO SERVICE STATION

### TRAINING PROGRAMME



### Operating an Outstanding Service Station

#### Management capacity and development:

- Drive and energy
- Self confidence
- Ability to solve problems
- Willingness to take personal responsibility
- Undertake ongoing personal development
- Ability to gather and interpret data
- Understand personal strengths and weaknesses

### Operating an Outstanding Service Station

#### Team development:

- Employer of choice
- Systems for hiring a new team member
- Training of team members
- Team meetings
- Product training sessions
- Team awards
- Allocate responsibility for:
  - Quality Control
  - Profit Protection Officer

## Operating an Outstanding Service Station

### Customer knowledge and service:

- Know your target market
- Demographic profile of your customers
- Communication with customers
- Identify – why do customers come to our service station?
- How can you add to those strengths?
- Ask your customers what they like
- Run customer surveys/suggestions
- Customer of the week suggestions
- Database (especially commercial customers)

## Operating an Outstanding Service Station

### Excellent product/industry knowledge:

- Training sessions on products
- Invite supplier representatives to training sessions
- Weekly features/promotions on individual products
- Product presentations

## Operating an Outstanding Service Station

### Systems:

- Opening service station
- Checking fuel stocks
- Presentation
- Cleaning
- Refrigeration
- Stock placement and rotation
- Team rosters
- Absenteeism

## Operating an Outstanding Service Station

### ∞ Systems (cont'd....):

- Cash control
- Receiving stock
- Specials
- Stock mark downs
- Team hours worked
- Marketing
- Advertising
- In service station promotions
- Profit Protection Officer
- Quality control

## Operating an Outstanding Service Station

### ∞ Systems (cont'd....):

- Stock Shrinkage:
  - Wastage/dumping
  - Mark downs
  - Cost of specials
  - Cash out refunds
  - Stock own use – staff
  - Stock discounted for staff
  - Total authorised shrinkage
- Calculation of unauthorised shrinkage

## Operating an Outstanding Service Station

### ∞ Analysis of results:

- Department Gross Profit (GP) Report
- Gross Profit achieved as compared to target
- Mark Up/Gross Profit Chart
- Pilferage, wastage, theft
- Fortnightly Performance Estimate
- Stock on Hand
- Old/slow moving stock
- Changes to be made
- Sales of products trends
- Shrinkage (Unauthorised)

## Operating an Outstanding Service Station

### Gross Profit/Mark-Up Chart (Sample)

Do you understand the difference between mark-up and gross profit percentage? The following chart sets out a comparison between various mark-up percentages and their equivalent gross profit percentage.

#### Equivalent Price Mark-Up/Gross Profit Chart

Mark-up % on Purchases	Equivalent Gross Profit % on Sales
5%	4.8%
10%	9.1%
15%	13.0%
20%	16.7%
25%	20.0%
30%	23.1%
35%	25.9%
40%	28.6%
45%	31.0%
50%	33.3%
75%	42.9%
100%	50.0%
120%	54.5%
130%	56.5%
140%	58.3%
150%	60.0%
175%	63.6%
200%	66.7%

## Operating an Outstanding Service Station

### Stock Management:

- Stock Analysis Chart
- Identification of:
  - Stars
  - Problem Lines
  - Cash Cows
  - "Dogs"
- Stock turn rates being achieved
- Changes to be made
- Stock displays
- In store promotions

## Operating an Outstanding Service Station

☞ :

		MARGINS	MARGINS
SALES	HIGH VOLUME	"STARS"	"CASH COWS"
SALES	LOW VOLUME	"PROBLEM LINES"	"DOGS"
		HIGH	LOW

CLASSIFY YOUR STOCK BASED ON SALES VOLUME AND PROFIT MARGINS TO DETERMINE WHICH CATEGORY THE STOCK IS IN:

- "STARS" HIGH VOLUME/HIGH MARGIN
- "CASH COWS" HIGH VOLUME/LOW MARGIN
- "PROBLEM LINES" LOW VOLUME/HIGH MARGIN
- "DOGS" LOW VOLUME/LOW MARGIN

## Operating an Outstanding Service Station

### ☞ Cost Control:

- Budget comparisons
- Where can savings be achieved?
  - Electricity
  - Labour manning
- Wastage/Write Downs

## Operating an Outstanding Service Station

### ☞ Marketing:

- What are your customers' needs?
- How can services be improved for customers?
- Do you think that your customers spend money with competitors?
- What are your competitors doing?
- Annual promotional schedule around major events?

## Operating an Outstanding Service Station

### ☞ Marketing (cont'd....):

- Marketing to tourists?
- Promotions to camping grounds?
- Leaflets?
- Newsletters? (How many customers have internet access?)
- Do suppliers assist in promotions?

## Operating an Outstanding Service Station

### ∞ Competitors:

- Analyse what they are doing?
- Competitor's file?
- Analyse every 3 months
- Mystery customer purchases

## Operating an Outstanding Service Station

### ∞ Suppliers:

- Discuss promotions
- Ask for supplier's assistance

## Operating an Outstanding Service Station

### ∞ Quality Control:

- Establish standards for the service station
- Allocate quality control responsibility
- Analyse mystery customer's report

## Operating an Outstanding Service Station

🔗 Sales of Products Trends (spreadsheet to be maintained)

	Week		YTD		Week		YTD	
	Sales ex GST	% of Total Sales	Sales ex GST	% of Total Sales	Sales ex GST	% of Total Sales	Sales ex GST	% of Total Sales
Dry Goods								
Variety								
Meat								
Fruit & Vegetables								
Drinks								
Conf/ Snacks								
Frozen Goods								
Bakery								
Garden								
Pet Food								
Health & Beauty								
Chiller								





## **Addendum ISS02 - Weekly Team Meeting**

### **INJINOO SERVICE STATION** **WEEKLY TEAM MEETING** **AGENDA (Template)**

DATE: \_\_\_\_\_

**1. PERSONS PRESENT**

**2. ITEMS ARISING FROM PREVIOUS MEETING**

-----

**3. REVIEW OF THIS WEEK'S ACTIVITIES**

- .1 Trading
  - Petrol
  - Diesel
  - Oil
  - Dry Goods
  - Variety
  - Drinks
  - Conf/Snacks
  - Cigs/Tobacco
  - Frozen Goods
  - Bakery
  - Chiller Goods
  - Hourly Activity Report
  - Unders/Overs
- .2 Profit Protection Officer's Report
  - Wastage
  - Shrinkage
- .3 Quality Control Officer's Report
- .4 In Store Marketing
- .5 What went wrong?
- .6 Improvements that could be made?
- .7 What went right?
- .8 Training - team

**4. NEXT WEEK**

- .1 Marketing Activities
- .2 Rosters
- .3 Specials
- .4 Training - team

**5. TEAM DISCUSSION**





## **Addendum ISS04 - Monthly Board of Advice Meeting Agenda**

### **INJINOO SERVICE STATION** **MONTHLY BOARD OF ADVICE MEETING**

#### **AGENDA (Template)** **(Participants - Manager, Business Manager,** **Chief Executive Officer, Executive Manager - Finance)**

**DATE:** \_\_\_\_\_

- 1. PERSONS PRESENT**
- 2. REVIEW OF MINUTES OF PREVIOUS MEETING**
- 3. BUSINESS ARISING FROM PREVIOUS MEETING**  
-----

**4. REPORTS ON PREVIOUS MONTH'S PERFORMANCE**

- Manager's Report
- Business Manager's Report
- Financial Accounts
- Comparison to Budget

**5. REVIEW OF....**

- Team
  - attendance
  - training
  - awards
  - complaints
- Stock
  - investment
  - results of spot stock checks
  - old/slow moving stock
- Customers
  - average spend
  - comments/suggestions
- Suppliers
  - promotional assistance
  - complaints (if any)
- Marketing
  - results of last month's activities
  - planning for the next few months

**6. MANAGEMENT**

- Plans for the next few months
- Major repairs and maintenance required
- Capital expenditure
- Training
- Holidays
- Other Items

**7. GENERAL BUSINESS**



## Addendum ISS05 - Fortnightly Performance Estimate Report

### INJINOO SERVICE STATION

#### FORTNIGHTLY PERFORMANCE ESTIMATE REPORT

**FORTNIGHT ENDED:** \_\_\_\_\_

<u>Department GP Report</u>	<u>Sales ex GST</u>	<u>Gross Profit ex GST</u>	<u>Overall GP%</u>	<u>Number of Customers</u>	<u>Average Sale</u>
Week Ended .....		\$			\$
Week Ended .....		\$			\$
Fortnight Totals		\$			\$
<u>Less:</u>					
Salaries & Wages (Gross)		\$			
Salaries & Wages Oncost		\$			
Other Expenses (ex Budget)		\$			
Total Expenses		\$			
Net Profit/(Loss)		\$			

#### STATISTICS

			<u>YTD Average</u>	<u>Comments</u>
• Overall GP%				
Week	_____	_____	_____	_____
Week	_____	_____	_____	_____
• Number of Customers				
Week	_____	_____	_____	_____
Week	_____	_____	_____	_____
• Average Sale				
Week	_____	_____	_____	_____
Week	_____	_____	_____	_____









### Addendum ISS09 - Stock Discounted for Staff Summary

### INJINOO SERVICE STATION - STOCK DISCOUNTED FOR STAFF SUMMARY

Day: \_\_\_\_\_ Date: \_\_\_\_\_

Department																Other Depts	Comments
Wastage	Normal Selling Price	Discounted Selling Price	Write Down	Dry Goods	Variety	Meat	Fruit & Vegetables	Drinks	Conf/Snacks	Frozen Goods	Bakery	Garden	Pet Food	Health & Beauty	Chiller	Write Dept Name	

Profit Protection Officer







### Addendum ISS11 - Daily Cost of Wastage etc Summary

### INJINOO SERVICE STATION - DAILY COST OF WASTAGE ETC SUMMARY

Date:

		DEPARTMENT										
		Write Dept Name	Chiller	Health & Beauty	Pet Food	Garden	Bakery	Frozen Goods	Conf/Snacks	Drinks	Fruit & Vegetables	Meat
	Cost											
Wastage												
Markdown												
Cost of Specials												
Discounted Stock for Staff												
Cashout Refund Payments												
TOTAL												



## **Addendum ISS12 - Job Description - Profit Protection Officer**

### **INJINOO SERVICE STATION** **JOB DESCRIPTION – PROFIT PROTECTION OFFICER**

**OBJECTIVES:** To monitor shrinkage and wastage in the service station so as to improve profitability.

**RESPONSIBILITIES:**

1. Review product that is being charged to:
  - Wastage
  - Mark Downs
  - Cost of Specials
  - Stock discounted for team members
  - Stock discounted for management
  - Cash Out Refund Paymentsto ensure that only legitimate transactions are being processed under these headings.
2. If the Point of Sale System does not automatically charge the cost of wastage etc., to the account headings, prepare a summary of the difference between the normal selling price and the price (if any) at which the product has been processed and forwarded the individual Cost control Sheets to the Office Manager for processing through the financial accounts. The Cost Control Sheets to be prepared on a daily basis will be for:
  - Wastage
  - Mark Downs
  - Cost of Specials
  - Stock discounted for team members
  - Stock discounted for management
  - Cash Out Refund Payments
3. Review “other leakages” that may be occurring from Gross Profit. Investigate and report to management.
4. On the Cash Out Refund Payments Summary – indicate the reason for the cash out being paid. This could be scanning error, defective product or other reasons. Detail under the respective column the reason for the cash out and report to management if any trends are occurring or you can determine remedial action that should be taken to prevent the necessity for these types of cash outs to be paid.
5. Review the cost of mark downs and spot check throughout the service station to ensure that “Reduced to Clear” stickers are being correctly applied to stock that management has decided should be reduced to clear.
6. Ensure that all products that are going to be dumped have been processed through the Wastage Control Sheet.
7. Prepare a summary each day of the overall cost of wastage, markdowns, cost of specials, stock discounted for team members, stock discounted for management and the cost of refund payments and forward this to the service station manager.
8. Liaise with the manager in the reconciliation of the Gross Profit as determined from the Point of Sale System and the Gross Profit revealed in the financial accounts, after taking into account the cost of wastage, markdowns etc. In this reconciliation, the cost of special promotions, such as market days, should also be taken into account to determine the overall shrinkage that has occurred.
9. Report to the service station manager each week to outline any observations relative to shrinkage throughout the service station.



## **Addendum ISS13 - Job Description - Service Station Manager**

### **INJINOO SERVICE STATION**

#### **JOB DESCRIPTION – SERVICE STATION MANAGER**

**OBJECTIVES:** To manage all aspects of the service station, to maximise sales turnover, profit, customer satisfaction and employee advancement by adopting best practice procedures.

#### **RESPONSIBILITIES:**

##### **A. Staff**

1. Ensure that all staff deliver high quality service in all areas of the business;
2. Establish staff employment guidelines and monitoring during probation periods;
3. Implement procedures for induction of new staff;
4. Ensure all staff work as a team;
5. Develop and manage teams to maintain and develop enthusiasm and job satisfaction;
6. Encourage weekly team meetings;
7. Conduct regular staff performance reviews (at least quarterly);
8. Ensure all staff receive proper training;
9. Develop and maintain dress standards.

##### **B. Marketing**

1. Develop and co-ordinate local marketing programs;
2. Review and recommend improvements in services being provided by the service station and in marketing of products for customers;
3. Establish customer information.

##### **C. Financial**

1. Ensure control and efficiency in all areas of stock management;
2. Monitor the weekly performance and KPI;
3. Prepare the fortnightly Performance Estimate Report and Key Performance Indicators;
4. Analyse the monthly departmentalised financial accounts and Key Performance Indicators;
5. Identify problems in area of profitability and initiate strategies for improvements.

##### **D. Management**

1. Appoint, train and mentor team members;
2. Effectively and responsibly delegate authority throughout the service station;
3. Lead by example in all areas of management;
4. Establish weekly management review meetings;
5. Prepare and submit a report to the monthly Board of Advice meeting;
6. Present a "State of the Business" updated to team members at the monthly team meeting.

##### **E. Generally**

1. Lead by example.



## **SPECIFIC DUTIES:**

### **Daily:**

1. Review customer comments and suggestions.
2. Review consolidated Financial report.
3. Review consolidated Hourly Productivity Report.
4. Review daily cash register Unders/Overs Report.
5. Complete Daily Inspection Sheet.
6. Check fuel stock levels.
7. General inspection of the presentation offered to customers on the driveway and surrounding property.

### **Weekly:**

1. Review minutes of weekly team meeting.
2. Weekly performance report.
3. Meet with the Business Manager for review of the previous week's performance.

### **Fortnightly:**

1. Prepare fortnightly performance estimate.

### **Monthly:**

2. Review of the monthly Financial Accounts.
3. Prepare report for submission to Board of Advice Meeting.

### **Periodic:**

1. Appoint a team member as the editor of service station's newsletter.
2. Appoint a team member to organise seasonal theme presentations within the service station.
3. Appoint a team member to be responsible for marketing activities.
4. Determine a policy on the regularity of stocktakes.
5. Review of summary on customer's questionnaires.
6. Appoint a team member to be responsible for the employment process.
7. Review the Employee Orientation Guidelines.
8. Appoint a team member to be responsible for new employee evaluations.
9. Meet with the Business Manager to determine strategies for the achievement of the required sales at a calculated gross profit percentage to generate the targeted profitability for the service station.
10. Review the Employee Orientation Guidelines.
11. Appoint a team member to be responsible for New Employee Evaluations.

## Addendum ISS14 – Business Manager – Duties

### INJINOO SERVICE STATION

#### BUSINESS MANAGER – DUTIES

Item No	Duties	Business Plan Reference
1.	Review targets for sales and gross profit percentages across the service station in an attempt to ensure that all operating costs, including Council's administration charges, have been absorbed within the gross profit earned and that every attempt is made to achieve the profit target that has been set in the budgets.	A
2.	Discuss with the Service Station Manager the implementation of a team training programme to be implemented by the Service Station Manager.	B (13)
3.	Attend weekly management meeting with the Service Station Manager.	B (30) 8.3
4.	Review monthly financial accounts with the Service Station Manager.	B (35)
5.	Meet with the Service Station Manager for consideration of targets for sales and gross profit percentages including review of the operating expenses of the service station.	B (38)
6.	Review the requisition submitted by the Service Station Manager, deliver the requisitions to the Council's office on a daily basis and collect the final order the next day and deliver the requisition to the Service Station Manager to proceed with the order.	2.1 (c) 8.11
7.	Review the stocktake variance report submitted by the Service Station Manager.	2.4 (b)
8.	Discuss with the Service Station Manager the details of any promotional assistance received from the suppliers and details of any complaints received from the suppliers.	3
9.	Discuss with the Service Station Manager the team structure and, if any changes are sought, a report will be prepared by submission to the next Board of Advice Meeting.	4.5
10.	Discuss with the Service Station Manager and the Board of Advice the implementation of ongoing team training sessions to be held at least every two weeks, to equip the team on appropriate workplace strategies to enable team members to undertake their duties.	4.8
11.	Review of team member performance review report submitted by the Service Station Manager.	4.9 8.11
12.	Analyse with the Service Station Manager the businesses that are identified as being customers of the service station so that special promotional strategies can be developed for those customers.	6
13.	Review of the recommendations, prepared by the Service Station Manager, relative to new contracts and termination of contracts.	8.1

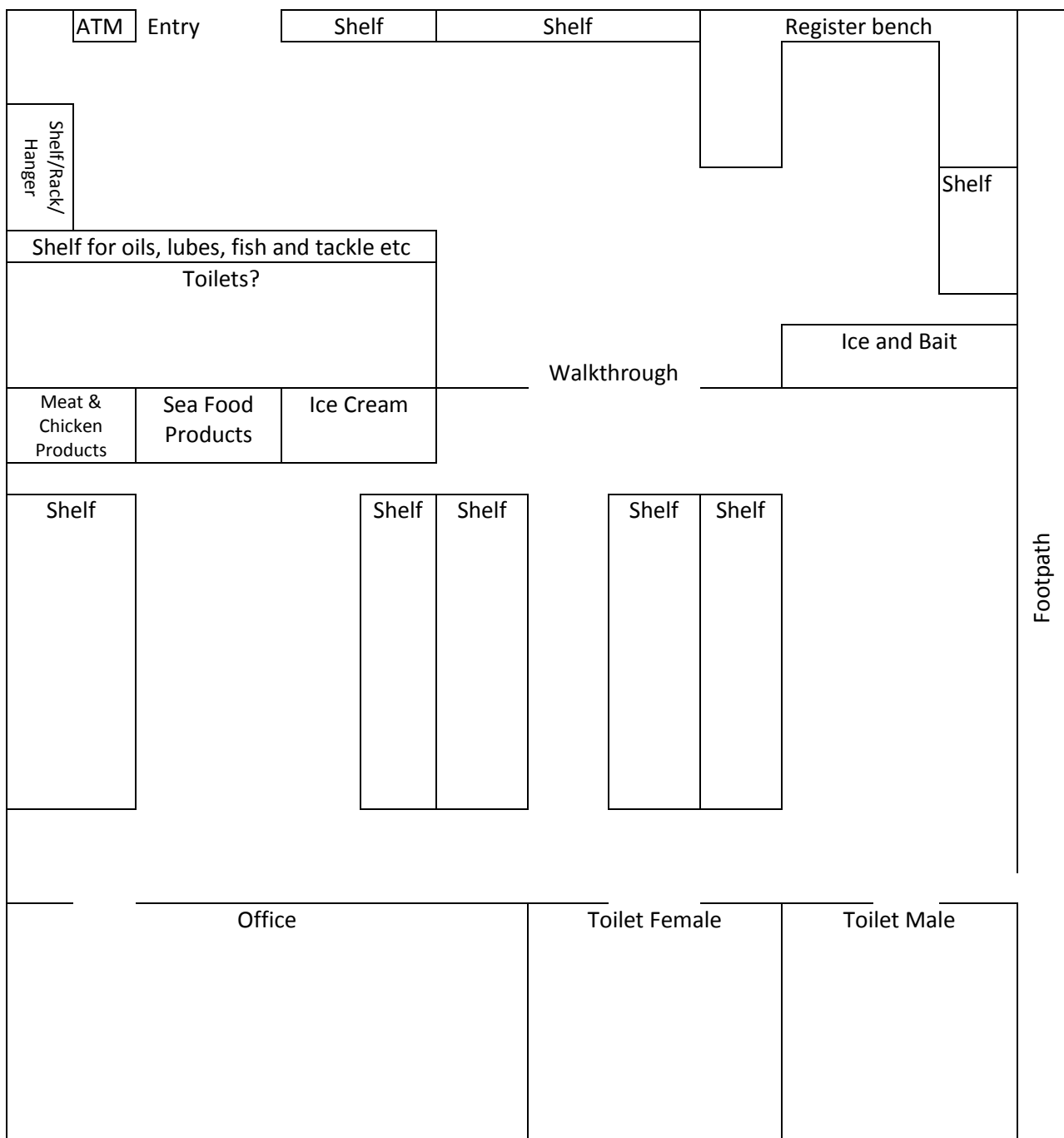
Item No	Duties	Business Plan Reference
14.	Review of the minutes of weekly team meeting.	8.3
15.	Attend monthly Board of Advice Meeting.	8.4
16.	Review monthly financial accounts with the Executive Manager – Finance, then discuss with the Service Station Manager the overall financial accounts for the previous month.	8.7
17.	Co-ordinate reconciliation between the fortnightly Performance Estimate Reports and the monthly financial accounts.	8.7
18.	Advise the Executive Manager – Finance the stock on hand figure at the end of the month – for inclusion in monthly financial accounts.	8.7
19.	Review with the Service Station Manager the professional development reading schedule.	8.8
20.	Review outline plans for the next few months prepared by the Service Station manager	8.10
21.	Receive from Executive Manager – Finance each fortnight the salaries/wages gross amount for each enterprise.	8.12
22.	Prepare report for Board of Advice meeting.	9



## Addendum ISS15 - Sketch of Proposed Renovations

### INJINOO SERVICE STATION SKETCH OF PROPOSED RENOVATIONS

#### INJINOO SERVICE STATION SKETCH OF PROPOSED RENOVATIONS







**Title of Report:** NPA Rural Master Plan

**Agenda Item:** 12.2

**Classification:** For Decision

**Author** Executive Manager, Operations

**Attachments** (1) Reel Planning Briefing Report

## Officers Recommendation:

### That Council:

- (1) Resolved to adopt the NPA Rural Master Plan
- (2) Requests that the CEO and EMO advise Remote Indigenous Land and Infrastructure Program Office (RILIPO) of the Department of Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships (DSDSATSIP) in writing that the Rural Master Plan has been adopted
- (3) Manager Corporate Affairs includes the Rural Master plan onto Councils Web page for assess by the Community and interested parties.

## PURPOSE OF REPORT

To seek Council adoption of the NPA Rural Master Plan as prepared for Council by Remote Indigenous Land and Infrastructure Program Office (RILIPO) of the Department of Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships (DSDSATSIP) and REEL Planning

## BACKGROUND AND CONTEXT

### Background

Northern Peninsula Area Regional Council (NPARC), with the support of the Remote Indigenous Land and Infrastructure Program Office (RILIPO) of the Department of Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships (DSDSATSIP), is developing the Northern Peninsula Rural Master Plan. The Rural Master Plan is a policy document intended to be used by NPARC and key stakeholders to inform planning decisions in relation to future development within the region.

The Northern Peninsula Rural Master Plan seeks to guide future land use in rural areas of the NPARC area in an orderly, efficient and effective way that is reflective of community needs, demands and aspirations. The Rural Master Plan will identify future economic initiatives such as agricultural opportunities, tourism activities, renewable and alternative energy production and other land based projects that can be implemented in the rural area to provide employment opportunities, economic stimulation and support an ongoing cultural connection with Country for the community.

The Rural Master Plan seeks to coordinate the actions of a range of different stakeholders to maximise the benefits of new development projects to the community. The Rural Master Plan is a living document, intended to be progressively updated as new development occurs to reflect the changing community needs and aspirations.

The Rural Master Plan applies to all land within the Northern Peninsula of Cape York that is beyond the spatial extent of the five (5) township areas of Seisia, New Mapoon, Bamaga, Umagico and Injinoo. Specifically, this includes rural and agricultural areas, conservation zones, wetlands, waterways, coastal environments and islands within the NPARC local government area and mainland areas of Torres Shire Council. The Rural Master Plan does not, however, include land within the Cook Shire Council local government area.

### **Project stages and methodology**

The project is currently in its final stages, with the draft Rural Master Plan and supporting documentation awaiting Council review, feedback and endorsement. To date, the development of the Rural Master Plan has included the following key stages:

1. Project Inception
2. Preliminary Consultation
3. Gap and Options Analysis
4. Concept and Options Development and Further Stakeholder Consultation
5. Draft Rural Master Plan and Draft Technical Report
6. Community Consultation
7. Final Rural Master Plan and Final Technical Report

### **Consultation**

Consultation associated with the preparation of the Rural Master Plan has involved:

- preliminary stakeholder consultation in **Stage 2** (6<sup>th</sup> and 7<sup>th</sup> May 2021);
- further stakeholder consultation in **Stage 4** (28<sup>th</sup> and 29<sup>th</sup> September 2021); and
- detailed community consultation in **Stage 6** (1<sup>st</sup> and 2<sup>nd</sup> November 2021).

### **Additional Consultation**

The Rural Master Plan project commenced with a focus on land exclusively within the limits of NPARC Local Government Area. However, through consultation activities undertaken as part of the master planning process including ongoing liaison with key project stakeholders, the need to consider additional land beyond this extent was identified. Accordingly, the scope of Rural Master Plan was expanded as the project progressed, and now incorporates mainland areas of Cape York Peninsula under the jurisdiction of Torres Shire Council (TSC).

On 31 March 2022, email correspondence was sent to the CEO of Torres Shire Council to :

- a) inform TSC of the project as it has been developed to date, and
- b) request that TSC undertake a review of the Rural Master Plan documentation (Map and reports) prior to the finalisation of the project.

A copy of the following Northern Peninsula Rural Master Plan documents were provided:

- Northern Peninsula Rural Master Plan Map;
- Northern Peninsula Rural Master Plan Report; and
- Northern Peninsula Rural Master Plan Technical Report.

Feedback and comments on the Rural Master Plan material were requested by 30<sup>th</sup> April, 2022. No feedback from Torres Shire Council has been received to date

### **The next stage – Finalising the Rural Master Plan project**

Once endorsed, with any amendments, the draft Rural Master Plan will become the final document which can be utilised by Council. The final Rural Master Plan is a strategic document that culminates project ideas, supporting technical information and community feedback from all 7 stages of the project.

## **CRITICAL DATES**

N/A.

## **OTHER OPTIONS CONSIDERED**

N/A.

## **LEGAL AND LEGISLATION CONSIDERATIONS**

N/A

## **POLICY CONSIDERATIONS**

N/A.

## **CORPORATE AND OPERATIONAL PLAN CONSIDERATIONS**

## **FINANCIAL AND RESOURCE CONSIDERATIONS**

Nil

## **CONSULTATION**

- Apudthama Land Trust (ALT)
- Ipima Ikaya Aboriginal Corporation (PBC)
- Gudang/Yadhaykenu Aboriginal Corporation
- NPA Community
- Torres Shire Council
- Remote Indigenous Land and Infrastructure Program Office (RILIPO) of the Department of Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships (DSDSATSIP)

## **Document Information**

<b>Title</b>	Project update – Draft NPA Rural Master Plan
<b>Author</b>	This report has been prepared with the assistance of Reel Planning
<b>Date</b>	20 July 2022

## **Project background**

Northern Peninsula Area Regional Council (NPARC), with the support of the Remote Indigenous Land and Infrastructure Program Office (RILIPO) of the Department of Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships (DSDSATSIP), is developing the Northern Peninsula Rural Master Plan. The Rural Master Plan is a policy document intended to be used by NPARC and key stakeholders to inform planning decisions in relation to future development within the region.

The Northern Peninsula Rural Master Plan seeks to guide future land use in rural areas of the NPARC area in an orderly, efficient and effective way that is reflective of community needs, demands and aspirations. The Rural Master Plan will identify future economic initiatives such as agricultural opportunities, tourism activities, renewable and alternative energy production and other land based projects that can be implemented in the rural area to provide employment opportunities, economic stimulation and support an ongoing cultural connection with Country for the community.

The Rural Master Plan seeks to coordinate the actions of a range of different stakeholders to maximise the benefits of new development projects to the community. The Rural Master Plan is a living document, intended to be progressively updated as new development occurs to reflect the changing community needs and aspirations.

The Rural Master Plan applies to all land within the Northern Peninsula of Cape York that is beyond the spatial extent of the five (5) township areas of Seisia, New Mapoon, Bamaga, Umagico and Injinoo. Specifically, this includes rural and agricultural areas, conservation zones, wetlands, waterways, coastal environments and islands within the NPARC local government area and mainland areas of Torres Shire Council. The Rural Master Plan does not, however, include land within the Cook Shire Council local government area.

## **Project stages and methodology**

The project is currently in its final stages, with the draft Rural Master Plan and supporting documentation awaiting Council review, feedback and endorsement. To date, the development of the Rural Master Plan has included the following key stages:

1. Project Inception
2. Preliminary Consultation
3. Gap and Options Analysis
4. Concept and Options Development and Further Stakeholder Consultation
5. Draft Rural Master Plan and Draft Technical Report
6. Community Consultation
7. Final Rural Master Plan and Final Technical Report – **We are here!**

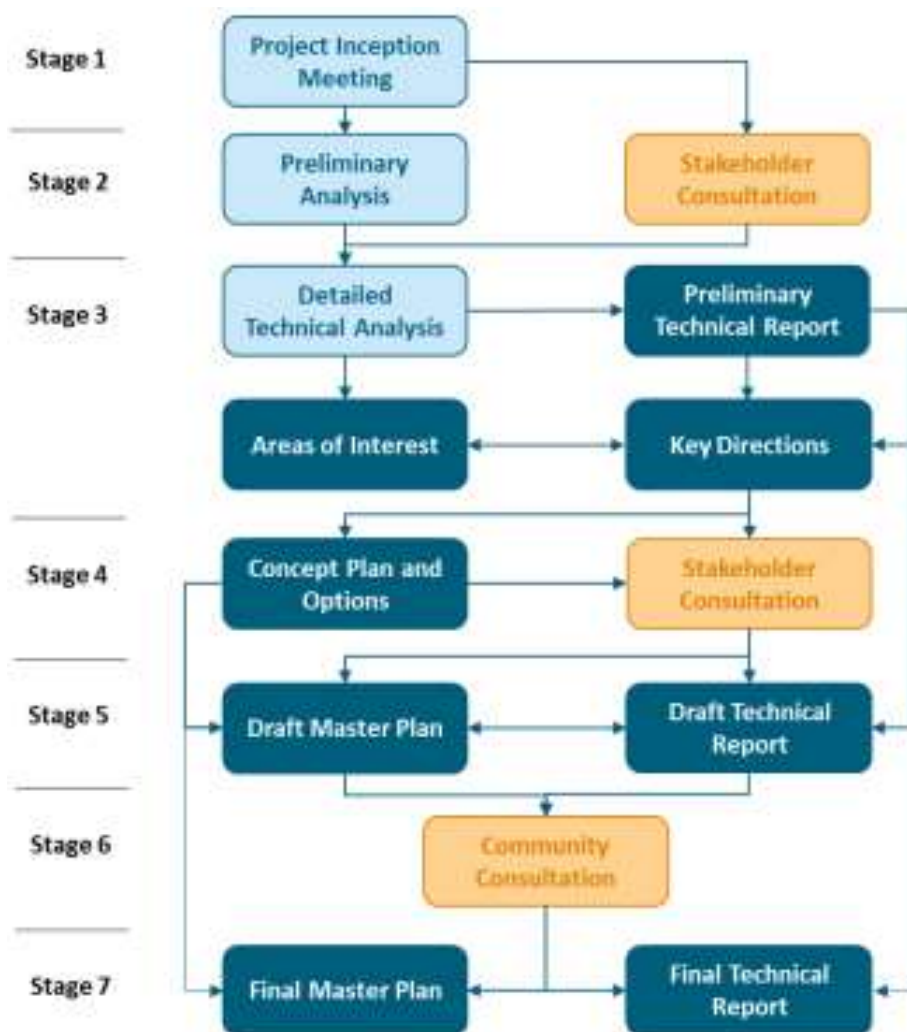


Figure 3-1 Rural Master Plan Methodology

The project stages are summarised in Figure 3-1 above and described in greater detail below.

### Stage 1 – Project Inception

The project team developed a clear methodology and structure for the Rural Master Plan.

### Stage 2 – Preliminary Stakeholder Consultation

Stage 2 included face to face meetings with key stakeholders, including directors and members of the ALT and the PBC, and elected and administrative representatives from NPARC. The purpose of the preliminary stakeholder meetings were to capture stakeholder and community aspirations for the broader region of the Northern Peninsula to guide the direction of the detailed analysis undertaken in Stage 3.

### Stage 3 – Gap and Options Analysis

A detailed technical analysis of the rural area of the Northern Peninsula was undertaken. The analysis completed includes consideration of:

- community aspirations identified in Stage 2;
- existing physical features and facilities;
- the relevant town planning framework, including State and local considerations;
- publicly available literature and spatial datasets;

- the natural environment and resources;
- areas of cultural significance;
- carbon offsetting and alternative energy opportunities;
- current economic initiatives; and
- existing planning and policy documents including Queensland Government strategies and Council plans.

Key project directions were identified as part of Stage 3, which formed the development of project ideas and key actions for the Rural Master Plan.

#### **Stage 4 – Concept and Options Development and Further Stakeholder Consultation**

Following preliminary stakeholder consultation in Stage 2 and the preparation of the Technical Report, the key directions and project ideas were documented as part of a preliminary concept plan.

Further Stakeholder Consultation was also undertaken as part of Stage 4, which included separate face-to-face meetings with directors and members of the ALT and the PBC, and directors and members of the GYAC. The purpose of these meetings was to present draft concepts and capture additional aspirations of Traditional Owners and land managers.

#### **Stage 5 – Draft Rural Master Plan and Draft Technical Report**

Following the development of the final concept plan in Stage 4, a draft of the Rural Master Plan and Technical Report were prepared.

#### **Stage 6 – Community Consultation**

The draft Rural Master Plan and Technical Report were used as the basis for community consultation. The project team undertook engagement activities with the NPA community on **Monday 1st and Tuesday 2nd November 2021**. Engagement activities consisted of meetings with relevant stakeholders, community information sessions and site inspections.

#### **Stage 7 – Final Rural Master Plan and Draft Technical Report**

The project is currently in its final stages, with the draft Rural Master Plan and supporting documentation awaiting Council review, feedback and endorsement. Once endorsed, with any amendments, the draft Rural Master Plan will become the final document which can be utilised by Council.

## Consultation

Consultation associated with the preparation of the Rural Master Plan has involved:

- preliminary stakeholder consultation in **Stage 2** (6<sup>th</sup> and 7<sup>th</sup> May 2021);
- further stakeholder consultation in **Stage 4** (28<sup>th</sup> and 29<sup>th</sup> September 2021); and
- detailed community consultation in **Stage 6** (1<sup>st</sup> and 2<sup>nd</sup> November 2021).

Key details regarding stakeholder consultation and feedback are summarised in **Table 1**:

**Table 1: Consultation Summary**

Consultation	Consultation activities	Stakeholders consulted	Identified needs	Opportunities	Constraints
<b>Stage 2</b> Preliminary Stakeholder Consultation – 6 <sup>th</sup> and 7 <sup>th</sup> May 2021	Face-to-face meetings with directors, members and representatives	<ul style="list-style-type: none"> <li>• Apudthama Land Trust (ALT)</li> <li>• Ipima Ikaya Aboriginal Corporation (PBC)</li> <li>• Northern Peninsula Area Regional Council</li> </ul>	<ul style="list-style-type: none"> <li>• Provide improved <b>tourist facilities</b> such as toilets and designated camping areas.</li> <li>• <b>Improve specific transport infrastructure</b>, including the Jardine Ferry, Northern Peninsula airport and vehicular tracks within sensitive environments.</li> <li>• Undertake a <b>comprehensive cultural survey</b> of the whole Northern Peninsula Area</li> <li>• <b>Improve food security</b> within the region and reduce the cost of fresh produce to the community.</li> <li>• <b>Improve water security</b> in the context of current per capita water utilisations and population growth.</li> <li>• <b>Consult with Traditional Owners</b> on the construction of a bridge over the Jardine River</li> </ul>	<ul style="list-style-type: none"> <li>• Desire to <b>monitor incoming tourist numbers</b> to facilitate improved resource allocation</li> <li>• Consensus to increase the capacity and capabilities of the <b>Apudthama Ranger Program</b> to: <ul style="list-style-type: none"> <li>- Enforce of local laws regarding illegal camping and dumping;</li> <li>- Further educate rangers;</li> <li>- Improve and implement specialised land management practices;</li> <li>- Facilitate transfer of indigenous knowledge to with respect to land management practices;</li> <li>- Create employment opportunities for the community;</li> <li>- Protect sensitive environments and vulnerable species.</li> </ul> </li> <li>• Exploration of commercial industries and specific opportunities including: <ul style="list-style-type: none"> <li>- <b>Agricultural industries</b> such as coconut palm plantations, mixed produce farms, cattle grazing and bush tucker;</li> <li>- <b>Aquacultural industries</b> such as oyster and barramundi farms and associated storage infrastructure;</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Adequate funding for projects and salary packages for workers to facilitate sustained momentum of projects (particularly farming ventures).</li> <li>• Limited rainfall throughout the dry season to irrigate crops.</li> </ul>



Consultation	Consultation activities	Stakeholders consulted	Identified needs	Opportunities	Constraints
			and undertake further investigations into potential bridge siting and design.	<ul style="list-style-type: none"> <li>- <b>Natural resource extraction</b> opportunities such as spring water and gravel;</li> <li>- <b>Tourism opportunities</b> such as a tourism precinct at the Jardine Ferry, outdoor amphitheatre, a crocodile farm and organised camping areas;</li> <li>- <b>Carbon opportunities</b> including renewable energy initiatives (such as the Cape York Renewable), carbon farming and sequestration;</li> <li>- <b>Environmental opportunities</b> such as a turtle hatching / development centre on Crab Island.</li> </ul>	
Stage 4 – Further stakeholder consultation – 28 <sup>th</sup> and 29 <sup>th</sup> September 2021	Face-to-face meetings with directors, members and representatives	<ul style="list-style-type: none"> <li>• Gudang/Yadhaykenu Aboriginal Corporation</li> <li>• Apudthama Land Trust</li> <li>• Ipima Ikaya Aboriginal Corporation</li> </ul>	<ul style="list-style-type: none"> <li>• Need for <b>cultural inductions</b> to be provided for tourists and new visitors at the Jardine River crossing and Northern Peninsula airport;</li> <li>• <b>General support</b> for identified Rural Master Plan projects, specifically tourism at Pajinka and redevelopment of the lodge, ranger program expansion and remote stations, aquaculture, designated vehicle tracks, and environmental and carbon projects; and</li> <li>• <b>Support for the development of tourism nodes</b>, each offering a unique experience, as part of a coordinated tourism strategy.</li> </ul>	<ul style="list-style-type: none"> <li>• Opportunity to secure funding for the development of <b>key strategic precincts</b>, specifically Pajinka and the Jardine River crossing;</li> <li>• Desire to establish a <b>cultural heritage precinct at Somerset</b>;</li> <li>• Multiple opportunities at the <b>Croc Tent</b>, including <b>additional tourism activities and a need for a heavy vehicle stop-point and caravan storage</b> (to prevent environmental damage near Pajinka); and</li> <li>• Aspiration to provide <b>additional community living</b> as part of future development near Pajinka.</li> </ul>	N/A

Consultation	Consultation activities	Stakeholders consulted	Identified needs	Opportunities	Constraints
Stage 6 – Community consultation – 1 <sup>st</sup> and 2 <sup>nd</sup> November 2021		General community	<ul style="list-style-type: none"> <li>• Need for <b>resilient industries</b> that support the community and provide ongoing employment opportunities, despite potential future lockdowns due to COVID-19 government restrictions.</li> <li>• <b>Improved food security</b>, particularly during the peak tourist season</li> <li>• Provide greater <b>social, recreational and employment opportunities for youth</b>.</li> </ul>	<ul style="list-style-type: none"> <li>• Consensus within the general community for the <b>construction of a bridge across the Jardine River</b>.</li> <li>• Opportunity to establish an <b>integrated COVID testing</b> facility as part of the Jardine Ferry Crossing precinct - greater protection to community members from infection.</li> <li>• Desire to <b>increase the product and service capacity of the service station</b> at the Jardine River to benefit incoming and outgoing vehicles.</li> <li>• Interest in <b>regenerating native plants</b> within an area generally identified as west of the Croc Tent to improve the environmental conditions for native fauna species.</li> <li>• Opportunity to <b>cultivate and harvest native plants / bush tucker</b></li> <li>• Desire to <b>increase the sale of locally produced art</b> – through any existing or future tourism-orientated establishment. Developing art centres at key tourist locations (such as Pajinka and Punsand Bay)</li> <li>• Potential opportunity to <b>establish an offshore oyster and pearl farm</b>, based on Red Island (immediately west of Seisia).</li> <li>• Desire for <b>more flight operators</b> to service the Bamaga Airport.</li> <li>• Desire for a <b>food and drink outlet as part of the Bamaga Airport upgrade</b>.</li> <li>• Opportunity to provide <b>lookout infrastructure at the Tip</b>.</li> </ul>	<ul style="list-style-type: none"> <li>• Threat of COVID entering and spreading within the community</li> <li>• Future lockdowns</li> <li>• Managing staffing/ workforce and ongoing maintenance of proposed tourism projects may be challenging, especially during the low tourist season.</li> <li>• Crime rates may impact on the success of a number of projects, particularly within major tourism precincts.</li> <li>• Land tied up under Native Title - uncertainty regarding tenure and slow processing of EOIs preventing people from effectively using land within NPA.</li> </ul>

**Additional consultation:**

The Rural Master Plan project commenced with a focus on land exclusively within the limits of NPARC Local Government Area. However, through consultation activities undertaken as part of the master planning process including ongoing liaison with key project stakeholders, the need to consider additional land beyond this extent was identified. Accordingly, the scope of Rural Master Plan was expanded as the project progressed, and now incorporates mainland areas of Cape York Peninsula under the jurisdiction of Torres Shire Council (TSC).

On 31 March 2022, email correspondence was sent to the CEO of Torres Shire Council to :

- a) inform TSC of the project as it has been developed to date, and
- b) request that TSC undertake a review of the Rural Master Plan documentation (Map and reports) prior to the finalisation of the project.

A copy of the following Northern Peninsula Rural Master Plan documents were provided:

- Northern Peninsula Rural Master Plan Map;
- Northern Peninsula Rural Master Plan Report; and
- Northern Peninsula Rural Master Plan Technical Report.

Feedback and comments on the Rural Master Plan material were requested by 30<sup>th</sup> April, 2022. No feedback from Torres Shire Council has been received to date.

Input from the community and key stakeholders has played a critical role in the development of the NPA Rural Master Plan. Meaningful consultation activities have been integrated throughout the life of the project to build community ownership in the planning process and build mutual respect and trust between the project team, stakeholders and the community.

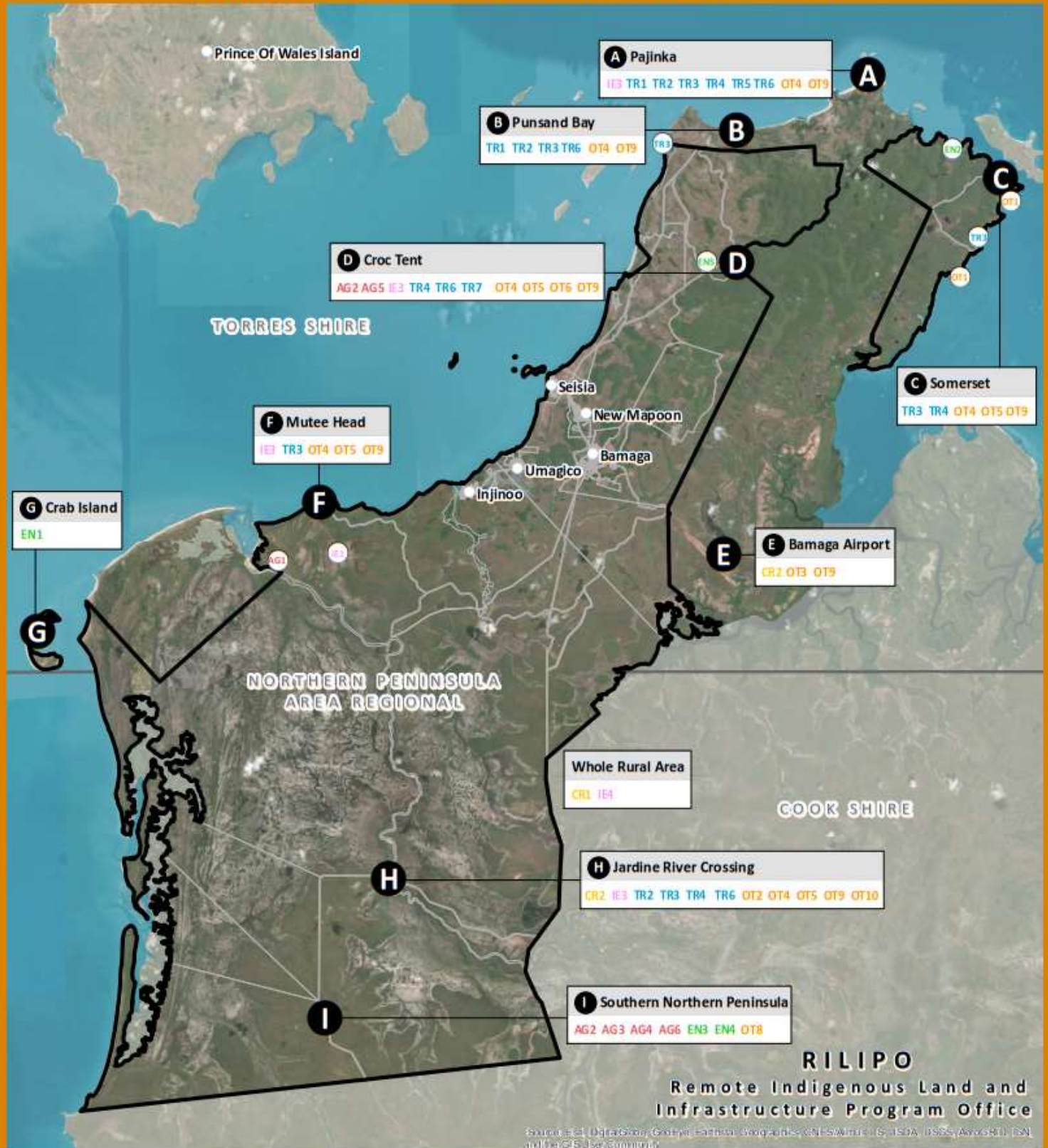
The project concept plan, including project ideas and their preferred locations have been refined based on community feedback received during Stages 2, 4 and 6 and new content has been prepared where required. The draft Rural Master Plan currently with Council for review brings together all feedback received during community and key stakeholder consultation.

### **The next stage – Finalising the Rural Master Plan project**

Once endorsed, with any amendments, the draft Rural Master Plan will become the final document which can be utilised by Council. The final Rural Master Plan is a strategic document that culminates project ideas, supporting technical information and community feedback from all 7 stages of the project. The Rural Master Plan will be a single document comprising the following key components:

- Vision – The overarching community vision for the development of the rural area
- Aspirations – A listing of clear directions for the rural area, as articulated by the community, to achieve the vision.
- Projects – A listing of interlinked, although distinctly separate actionable development projects or initiatives that can assist in achieving community aspirations. These projects can be actioned by relevant stakeholders when time, resourcing and funding permits.
- Action Plan – A list of future actions that key stakeholders such as Council can undertake as part of the preliminary steps for each rural area precinct and Rural Master Plan project.
- Master Plan Map – A clear visual representation of the physical layout of proposed projects. The Master Plan Map is the key resource that summarises the Master Plan as a whole (refer **Figure 1**).

# NORTHERN PENINSULA RURAL MASTER PLAN



## AGRICULTURE

- AG1 Onshore Aquaculture
- AG2 Bush Food
- AG3 Pine Plantation
- AG4 Coconut Palm Plantation
- AG5 Broadacre Cropping
- AG6 Pongamia Plantation

## ENVIRONMENTAL

- EN1 Turtle Protection Zone
- EN2 Blue Carbon
- EN3 Savannah Burning
- EN4 Carbon Farming
- EN5 Native Plant Regeneration

## TOURISM

- TR1 Resort
- TR2 Cabins
- TR3 Camping Area
- TR4 Cultural / Information Centre
- TR5 Art Centre
- TR6 Food and Beverage Outlet
- TR7 Crocodile Farm

## INDUSTRY / EMPLOYMENT

- IE1 Sand Extraction
- IE2 Gravel Pits
- IE3 Ranger Station
- IE4 Ranger Program Expansion

## OTHER / INFRASTRUCTURE

- OT1 Designated Vehicular Tracks
- OT2 Jardine River Crossing Upgrade
- OT3 Airport Expansion
- OT4 Public Amenities
- OT5 Waste Dump Points
- OT6 Caravan Parking Area
- OT7 Hydrogen Electricity Plant
- OT8 Renewable Energy
- OT9 Location and Wayfinding Signage
- OT10 Hydrological / Engineering Study

## COMMUNITY / RECREATION

- CR1 Cultural Areas Protection
- CR2 Cultural Awareness

## LEGEND

- Precincts
- Projects outside of precincts
- Townships
- Northern Peninsula Area Regional Council boundary
- Surrounding Local Government boundary
- Cadastral boundary

## NOTE:

Projects IE2 and OT7 are not shown on the Rural Master Plan Map. Refer to the Rural Master Plan for further detail.

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**Title of Report:** Management Arrangement for Alau Campgrounds

**Agenda Item:** 12.3

**Classification:** For Decision

**Author:** Executive Manager, Operations

**Attachments:** Attachment A. Contract with Robert Carmody

Attachment B. Extension Letter

## Officers Recommendation:

### That Council:

- (1) Resolves to exercise the extension clause for the current contract with Robert Carmody for the Operations of Alau Beach Budget Lodge and Campgrounds for a further 5 years
- (2) Set the year 1 fee as \$26497 subject to 2% increase each year

## PURPOSE OF REPORT

To seek Council endorsement of the extension of the contract for the Operations of Alau Beach Budget Lodge and Campgrounds.

## BACKGROUND AND CONTEXT

In 2017, Council ran a tender for the Operation of Alau Beach Budget Lodge and Campgrounds. Robert Carmody was the only applicant for the tender, and a contract was entered into. This contract expires on 30 November 2022, with the possible extension of this term for a period of five (5) years.

Robert Carmody has written to council to exercise this extension period as per clause 2.2 of the contract on current terms. It should be noted that Council would be unable to provide an additional extension past this term as per the wishes of Mr Carmody.

Currently Mr Carmody pays \$24,000 pa to Council. There is meant to be a 2% increase each year, however this has not been exercised by council resulting in loss income of \$4896.96. There is an opportunity to review this fee prior to entering into the contract extension. Current CPI value is \$26497 for year 1 of the extension.

## CRITICAL DATES

The current contract expired 30 November 2022, and a decision should be made prior to this date.

## OTHER OPTIONS CONSIDERED

Another tender for Management Services could be run.

## LEGAL AND LEGISLATION CONSIDERATIONS

N/A



## **POLICY CONSIDERATIONS**

N/A.

## **CORPORATE AND OPERATIONAL PLAN CONSIDERATIONS**

NA

## **FINANCIAL AND RESOURCE CONSIDERATIONS**

Nil

## **CONSULTATION**

Robert Carmody  
Commercial Leasing Manager



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## **CONTRACT**

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### **FOR THE OPERATION OF ALAU BEACH BUDGET LODGE AND CAMPGROUNDS**

**PARTIES:**

**NORTHERN PENINSULA AREA REGIONAL COUNCIL**

**AND:**

**THE CONTRACTOR – Robert Carmody**



## ALAU BEACH BUDGET LODGE AND CAMPGROUNDS

### SCHEDULE

#### Description of Facility

Alau Beach Budget Lodge and Campgrounds is located at Umagico. The Facility presently contains:

- The Budget Lodge contains:
  - Commercial kitchen and mess area that has previously been used for in house catering and take away meals;
  - 12 single unit rooms, air conditioned, partly furnished, with communal ablutions;
  - 1 family unit with 8 single beds, has own laundry and 2 bathrooms;
  - 2 by 2-bedroom dongas, both temporarily let out;
  - 1 by 1 bedroom donga, temporarily let out;
  - Manager's Office and laundry.

NOTE: Existing 2 bedroom Donga onsite staff accommodation and 2 bedroom house are excluded from the Facility and remain the property and under the management of Council.

- The Campgrounds contains:
  - Kiosk for operation of campgrounds, collection of fees, selling of goods and services;
  - 2 by refurbished amenities blocks, with coin operated washing machines, used by camping patrons;
  - Approximately 10000 square metres of camping area and beachfront;
  - 1 permanent beachfront tenant;
  - 1 temporary beachfront tenant;
  - Various BBQ areas and gazebos along the beachfront with sinks/washing up areas.

#### Annual agreed contract fee

The sum of \$24,000 with 2% increase yearly

#### Security Deposit

The sum of \$11,500.00.

#### Licence Fee for Residence

One hundred and twenty dollars (\$120.00) per week.

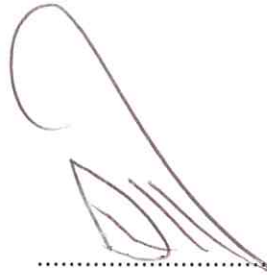
DATED THIS

day of


2017

## EXECUTED AS AN AGREEMENT.


Signed by the CHIEF EXECUTIVE )  
 OFFICER for and on behalf of the )  
 NORTHERN PENINSULA REGIONAL )  
 COUNCIL in the presence of: )



Chief Executive Officer

  
 .....  
 Lien Wise

SIGNED by the CONTRACTOR )  
 ..... )  
 in the presence of: )

  
 .....

  
 .....  
 Signature of Witness

AMANDA SMAU  
 .....  
 Name of Witness

# *Alau Beach Lodge and Campgrounds*

Robbie Carmody  
ABN 26 151 898 458  
Namok Road Umagico 4876  
0400 693012  
[robccarmody@hotmail.com](mailto:robccarmody@hotmail.com)

2<sup>nd</sup> August 2, 2022

To whom it may concern,

I'm writing regarding my lease at Alau Beach Lodge and Campgrounds.

I wish to extend my existing lease for 5 years. I would also like to add 2 x 5 year options on top of this. I would appreciate this added option of a more secure lease so I can continue to improve the campgrounds to the utmost of my ability.

Thank you for your consideration.

Kind Regards

**Rob Carmody**

# Northern Peninsula Area Regional Council

## Agenda Report

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### COUNCIL ORDINARY MEETING

**DATE:** August 17<sup>th</sup> 2022

**SUBJECT:** Development Application –  
Injinoo Health and Wellbeing Centre – NPAFCS –  
Material Change of Use and Reconfiguration of a Lot –  
(Lease A), Injinoo QLD 4876

**PRESENTER:** Acting CEO

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**PROPOSAL:** Material Change of Use and Reconfiguring a Lot development to facilitate the establishment of the Injinoo Health and Wellbeing Centre and attendant non-resident workforce accommodation. and Reconfiguration of a Lot (Lease A SP319528)

**APPLICANT:** NPA Family and Community Services Aboriginal and Torres Strait Islander Corporation (NPAFCS)

**OWNER/TRUSTEE:** Northern Peninsula Area Regional Council (Injinoo DOGIT).

**CONSULTANT TEAM:** People Oriented Design (POD)  
wildPLAN Pty Ltd

**SITE LOCATION:** 57 McDonnell Street, Injinoo

**PROPERTY :** Propose Lease A SP319528 being part of Lot 306 on SP273363

**REFERENCE:** DA MCU & ROL

**ZONE:** TOWNSHIP

**PLANNING SCHEME:** CAIRNSPLAN 2016

**REFERRAL AGENCIES:** NONE

**NUMBER OF SUBMITTERS or PETITIONS** Two (2)  
Opposition Petition signed by 36 persons  
Supporting Petition signed by 58 persons.

**APPLICATION DATE:** 15 September 2020

#### APPENDIX:

App 1 - Approved Plans- Concept.pdf

App 2 - Approved plans - Survey lease Plan SP319528.pdf

## LOCALITY PLAN



Figure 1 Proposed Injinoo Health Centre (QldGlobe 2018)

## OFFICERS RECOMMENDATION

***That Council issue a Development Permit for 'Material Change of Use and Reconfiguration of a Lot' with the inclusion of the conditions set out in the Agenda Report for Injinoo Health and Wellbeing Centre Material Change of Use (Health Care Services and Non-Resident Workforce Accommodation) and Reconfiguration of a Lot (Lease A), at 57 McDonnell Street, Injinoo QLD 4876.***

## PURPOSE OF REPORT

To consider the Development Application lodged with Council by wildPlan Pty Ltd on behalf of NPA Family and Community Services Aboriginal and Torres Strait Islander Corporation (NPAFCS) for:

- Development Permit for:
  - Material Change of Use (Health Care Services and Non-resident Workforce Accommodation); and
  - Reconfiguring a Lot (Lease A)



## **BACKGROUND AND CONTEXT**

**Northern Peninsula Area Family and Community Services Aboriginal and Torres Strait Islander Corporation (NPAFCS)** seeks development approval for the establishment of the Injinoo Health and Wellbeing Centre and a proposed Lease Area.

The site located at 57 McDonnell Street, Injinoo, is contained within proposed Lease A SP319528 being part of Lot 306 on SP273363 held by Northern Peninsula Area Regional Council (Injinoo DOGIT). The site is located adjacent to the existing Council building on McDonnell Street.

NPAFCS is a community-controlled health organisation that also operates a neighbourhood community centre. NPAFCS is a registered non-government organisation (NGO), a charity and a not for profit organisation that seeks to provide quality social support services to Northern peninsula Area communities.

## **PROPOSED DEVELOPMENT**

NPAFCS has received funding from the Commonwealth Government - Department of Health, to facilitate the design and construction of a new, purpose built primary health care facility in Injinoo.

The proposed Injinoo Health and Wellbeing Centre ('Health Care Services') comprises:

- A Clinic Building
  - The Health and Wellbeing Centre (Health Care Services) is proposed to be established toward the McDonnell Street road frontage of the site. It is intended that the Clinic provide a 'family health' service, with a focus on community wellbeing. Comprising 475m<sup>2</sup> of fully enclosed undercover area, the Clinic will be setback approximately 8.5 metres from the McDonnell Street road frontage .
  - The Clinic will provide for administration and clinical space, with the development incorporating public, shared and staff accessible areas. Children's play areas will be provided in the frontage of the site and attending certain consulting rooms.
- Non-resident Workforce Accommodation
  - is proposed in the form of two (2) buildings, each comprising two (2) Dwellings.
  - Non-resident workforce accommodation (in the form of two (2) duplex-style buildings (four (4) Dwellings) One x 3-bedroom, One x 2-bedroom, Two x 3-bedroom).

Fencing will be provided to the development for security purposes, with gates providing access to the car parking area (for after-hours security) and to the adjoining Council building.

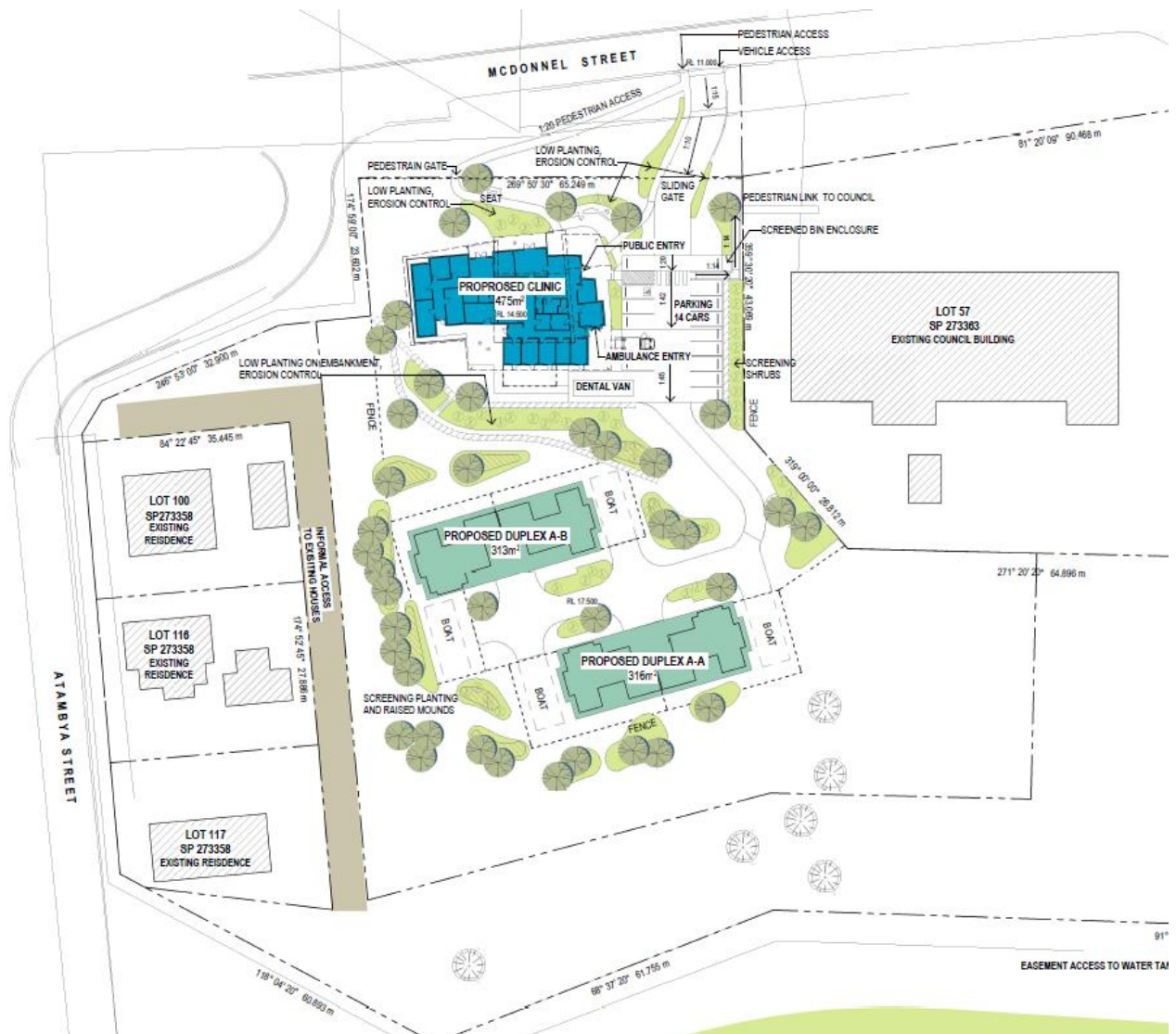
A car parking and hardstand area, providing 14 car parking spaces, ambulance entry, turnaround bay and hardstand (future dental van parking space) is proposed with access via McDonnell Street. A pedestrian footpath is proposed to be constructed within the McDonnell Street road reserve

The Clinic will be connected to all reticulated services, with stormwater directed to a lawful point of discharge.

A retaining wall will be required to be established to adjoining Council boundary, of approximately 1.2 metres in height.

Landscaping will be provided to screen the Council building and the existing residential development located to the west on Atambya Street.

The proposed development is shown on Attachment 1 – Approved Plans,



**Figure 2 Extract from Landscaping Plan**

### Reconfiguration of a Lot Component

The Applicant seeks to provide for the separate occupation of part of Lot 306, via creation of a lease area (i.e. divide the subject land into parts by agreement).

As the proposed lease area will exceed 10 years, the proposed lease constitutes Reconfiguring a Lot development.

Lease A has an area of 1.004 hectares and is shown as Lease A on SP319528.

The proposed lease boundary is setback approximately 6m from the rear fences on Atambya Street to not affect the rear access by residents to the rear of their houses.

## **PLANNING SCHEME ASSESSMENT**

The relevant mapping and overlays are reflected below:

Map or Overlay	Mapped Designation	Applicable (yes/no)
Strategic Mapping	Urban	
Zoning	Township	
Precinct	McDonnell St Front portion - no precinct, Rear Portion Open Space/recreation precinct	
Biodiversity	MSES – High Ecological Significance	No
	Wildlife Habitat	No
	Regulated Vegetation	No
Bushfire	Very High Potential Intensity	No
	High Potential Intensity	No
	Medium Potential Intensity	No
	Potential Bushfire Impact Buffer	No
Coastal Hazards Overlay	High Coastal hazard zone	No
	Medium Coastal hazard zone	No
	Erosion Prone Area	No
Natural Hazard (Flood)	Flood Hazard Area	No
	Interim Floodplain Assessment	No
Landslide Hazard	Slope greater than 15%	No
Airport Overlay	3klm wildlife buffer	No
	8klm wildlife buffer	No
	13klm wildlife buffer	Yes
	6klm lighting buffer	No

Within the NPARC Planning Scheme, the proposed development is located within the Township Zone and is subject to Impact Assessment.

The proposed development has been assessed against the applicable Codes:

- Relevant parts of the Strategic Framework
- Township Zone Code:
- Reconfiguration of a Lot Code

NPARC Scheme	Code Applicability	Compliance
Strategic Framework	✓	Complies
Township Zone Code	✓	Complies
Reconfiguration of a Lot Code	✓	Complies

## **Public Notification & Submissions**

Public Notification of the development was undertaken by the applicant, by

- A notice was published in the Cape & Torres News Public Notices section on 26 November 2020;
- Notice was placed on the land as prescribed within the Development Assessment Rules on 25 November 2020; and



- The owners of all land adjoining the site were notified by mail on 23 November 2020

Council has received 2 Petitions

Without considering the validity of whether or not these petitions were “properly-made” in accordance with the Planning Act, the planning matters raised in the submissions were considered and are summarised below:

Petition 1 (Opposition) signed by 36 persons 17 Dec 2020

*Issue 1 - The community residents and traditional native title holders have concerns that there has not been a proper consultation meeting without intimidation and bullying.*

Officer Comment: Public Notification has been undertaken in accordance with the Planning Act and Public Notification procedures. The applicant has advised that they have continued to undertake informal ‘consultation activities’ within the Community and with key stakeholders, which has maintained knowledge of the development application within the community during 2021 and 2022.

Consultation with the Ipima Ikaya Aboriginal Corporation RNTBC has led to a resolution of Native Title matters.

The Applicant advised that a Community Meeting was held on 15 March 2022 by NPAWS to update to community members on status of the project and that “*Prior objectors and concerned members of the PBC committed to supporting the project in that meeting.*”

*“Public awareness of the proposed development is considered to be high, relevant to the extensive public notification activities undertaken to date (both formal and informal).”*

*Issue 2 - Injinoo already has two Health Clinics.*

Officer Comment:

One of the two existing clinics is owned by Queensland Health and will continue to be used for other health care services post-construction of the proposed clinic, including family wellbeing and counselling sessions

There is a demonstrated need within the community for additional clinical space for allied health services, such as podiatry and physiotherapy

Relevantly, NPAFCS is currently providing night clinics (until 8pm on Wednesdays) to service growing demand for health care services

The second of the existing clinics provides for additional social wellbeing services such as men’s health, child and maternal health and hearing health. This building is owned by NPAWS and leased from Council. The funding available cannot be used to extend or upgrade this facility.

Neither of the existing clinics has sufficient area on-site to accommodate staff accommodation. The proposed development is for a clinic and attendant staff accommodation.

In summary, the proposed clinic will facilitate the provision of additional health care services within the community and also provide additional space for existing services, in seeking to meet growing demand for health services in the community.

*Issue 3 - The Injinoo Master plan for the site allocated a commercial and open space. The expectation was that the commercial area be for a shop and the open space be a park for our children to play in.*

Officer Comment: The Master Plan is a non-statutory document developed by DATSIP and indicated the site was available for shops at the front and Open Space at the rear. The Planning Act requires the proposed development to be assessed against the relevant benchmarks in the Planning Scheme.

The proposed development, within the Township Zone, represents 'infill' development. Therefore, development of the site is logical, in terms of sequencing, and provides for appropriate and efficient servicing.

Development is proposed on land within the:

- Township Zone (no precinct); and
- partly on land within the Township Zone (Open Space / Recreation Precinct).

Relevantly, the clinic is not proposed on land within the 'Business Precinct', which supports the establishment of various non-residential uses, including retail and commercial development (such as Shop development). Therefore, development is not proposed on land for which the highest and best use may include Shop development (Shop development would also be subject to impact assessment in this location).

The proposed Non-resident Workers Accommodation is proposed only partially on land within the Open Space / Recreation Precinct, retaining the balance of the Open Space / Recreation Precinct (which includes the adjoining parcel to the east) for recreation purposes. Therefore, the siting of the clinic maintains the ability of the balance of the site to provide for open space and recreation, in conjunction with the adjoining land parcel (which does not form part of the subject application)

Notwithstanding the petition reference to the Injinoo Master Plan, the Master Plan is not a statutory document and has not formally been adopted by Council as a local planning instrument, including in the form of a 'Local Plan' or other. Therefore, the Master Plan is not a relevant benchmark applicable to the assessment of the proposed development.

In essence, the development does not compromise the ability of the township to accommodate Shop development (on land or in a building within an appropriate zone and precinct), and/or land for open space and recreational purposes.

*Issue 4 - Injinoo needs a supermarket where residents can buy fresh fruit and vegetables especially on weekdays as the Injinoo service station on supplies basic items.*

Officer Comment: Large Supermarket facilities are already available at Umagico, Bamaga and Seisia. Council is not aware of any proposals to expand shops or supermarkets in the Injinoo area and due to the small population size of Injinoo it may be unlikely that a supermarket is ever constructed. Any "land banking" of the site for future shops may lead to the site remaining undeveloped for many years.

*Issue 5 - The submitters did not agree with staff accommodation being built on the site.*

Officer Comment: There were no grounds submitted to support this issue.

The proposed clinic and duplex buildings are single-storey with the closest part of the duplex building being 18metres from the rear boundary of the lots fronting Atambya Street.

This setback as well as the proposed landscaping is considered to provide a development that does not impact on the noise or amenity of those residents.

Petition 2 (Supporting) Signed by 58 persons 17 Dec 2020

Officer Comment

The Supporting Petition offered general support for the proposal but did not indicate any planning grounds for support.

**ENGINEERING**

The applicant is required to satisfy the provision of all services to the development, including connection to water, power, sewer and stormwater services.

**NATIVE TITLE**

At the time of the application in 2020 a refusal was been issued by the native title holders under the ILUA Native Title PAN process.

Council's solicitors have now advised in 2022 that Native Title has been resolved by way of a Concurrence Notice issued by Ipima Ikaya Aboriginal Corporation and as such Council as Assessment manager can now decide the Planning Application.

**Recommendations**

Based on the above, the recommendation is as follows:

That Council issue a Development Permit for with the inclusion of the following conditions:

## SCHEDULE OF CONDITIONS

Applicable to the following Section 63 of the Planning Act 2016, approvals:

- Development Permit for:
  - Material Change of Use (Health Care Services and Non-resident Workforce Accommodation); and
  - Reconfiguring a Lot (Lease A)

CONDITIONS OF APPROVAL	TIMING
<p>(1) <b>Administration</b></p> <p>1.1 The developer is responsible to carry out the approved development and comply with relevant requirements in accordance with:</p> <p>1.2 The specifications, facts and circumstances as set out in the application submitted to Council, including recommendations and findings confirmed within relevant technical reports;</p> <p>1.3 The development must unless stated, be designed, constructed, and maintained in accordance with relevant Council policies, guidelines, and standards and with the relevant design guidelines in the Far North Queensland Regional Organisation of Councils (FNQROC) Development Manual;</p> <p>1.4 The conditions of approval, the requirements of Council's Planning Scheme and best practice engineering;</p>	At all times
<p>(2) <b>Currency Period</b></p> <p>2.1 <b>Material Change of Use</b> (Health Care Services and Non-resident Workforce Accommodation) <b>6 years</b></p> <p>2.2 <b>Reconfiguring a Lot</b> (lease A) <b>6 Years</b> ;</p>	As per condition
<p>3 <b>Approved Site Drawings/Plans</b></p> <p>3.1 The development of the site is to be generally in accordance with the following plans that are to be the approved Plans of Development, except as altered by any other condition of this approval:</p>	At all times

Plan	Ref	Drawing Issue	Date
PROPOSED SITE PLAN AND SITE ANALYSIS	Project Number 1915-1	DA01 B	15/05/2020
PROPOSED LANDSCAPE SITE PLAN	Project Number 1915-1	DA02 B	15/05/2020
PROPOSED CLINIC FLOOR PLAN	Project Number 1915-1	DA03 B	15/05/2020
PROPOSED CLINIC ELEVATIONS	Project Number 1915-1	DA04 B	15/05/2020
DUPLEX TYPE A-A	Project Number 1915-1	DA05 A	15/05/2020
DUPLEX TYPE A-B	Project Number 1915-1	DA06 B	15/05/2020
Plan of Lease A in lot 306 SP273363	SP319528		2/09/2020

- 3.2 Where there is any conflict between the conditions of this approval and the details shown on the approved plans and documents, the conditions of approval must prevail.
- 3.3 Where conditions require the above plans or documents to be amended, the revised document(s) must be submitted for endorsement by Council.

CONDITIONS OF APPROVAL	TIMING
<b>4 Construction</b>	At all times
<ul style="list-style-type: none"> <li>4.1 Any construction work associated with this development shall be carried out in accordance with sound engineering practice.</li> <li>4.2 No nuisance is to be caused to adjoining properties by way of smoke, dust, stormwater discharge or siltation of drains, at any time, including non-working hours.</li> <li>4.3 Where material is to be carted to or from the site, loads are to be covered to prevent dust or spillage.</li> <li>4.4 Where material is spilled or carried on to existing roads, it is to be removed forthwith so as to restrict dust nuisance and ensure traffic safety.</li> <li>4.5 Stormwater will be managed during construction in accordance with FNQROC Development Manual standards and a Soil and Erosion management plan.</li> <li>4.6 A Traffic Management Plan is to be completed prior to commencement of construction and to the satisfaction of the Chief Executive Officer.</li> </ul>	Prior to commencement of construction.
<b>5 Damage to Infrastructure</b>	At all times
<ul style="list-style-type: none"> <li>5.1 In the event that any part of Council's infrastructure is damaged as a result of work associated with the development, Council must be notified immediately of the affected infrastructure and have it repaired or replaced, at no cost to Council.</li> </ul>	
<b>6 Drainage</b>	Prior to commencement of work.
<ul style="list-style-type: none"> <li>6.1 The surface drainage must be catered for in a manner that lessens possible impacts in receiving areas.</li> <li>6.2 A Drainage Management Plan must be provided, compliant with FNQROC Development Manual standards, Council's standard engineering specifications and to the satisfaction of the Chief Executive Officer.</li> </ul>	
<b>7 Infrastructure Services</b>	Prior to Commencement of use
<ul style="list-style-type: none"> <li>7.1 All works are to be provided in accordance with FNQROC Development Manual standards and sound engineering practice.</li> <li>7.2 Water Supply connection or suitable alternative adequate water supply must be provided to sites in accordance with FNQROC Development Manual standards or demonstrate that such is already in existence.</li> <li>7.3 Sewer connection or suitable alternative on-site treatment in accordance with FNQROC Development Manual standards must be provided to sites or demonstrate that such is already in existence.</li> <li>7.4 Electricity provision certificate must be provided to the Local Authority.</li> <li>7.5 Street lighting is to be provided in accordance with FNQROC Development Manual standards and sound engineering practice.</li> <li>7.6 Telecommunications provision certificate or declaration of exemption must be provided to the Local Authority.</li> </ul>	
<b>8 Fire Hydrants, Fire Management and Emergency Access</b>	Prior to Commencement of use
<ul style="list-style-type: none"> <li>8.1 Fire Hydrants are to be installed and located to enable fire services to access water safely, effectively, and efficiently.</li> <li>8.2 Road widths, and construction within the development are to be adequate for fire emergency vehicles to gain access to a safe working area.</li> <li>8.3 Fire Hydrants are to be suitably identified so that fire services can locate them at all hours.</li> <li>8.4 Fire Services are to be provided in accordance with FNQROC Development Manual standards and the water supply must be reliable and have sufficient</li> </ul>	At all times

CONDITIONS OF APPROVAL	TIMING
flow and pressure requirements for fire-fighting purposes.	
<p><b>9 Water &amp; Sewerage Works External</b></p> <p>9.1 Undertake the following water supply and sewerage works external to the site to connect the site to existing water supply infrastructure:</p> <p>9.2 Extend water and sewer infrastructure to connect the site to Council's existing water and sewer infrastructure at a point that has sufficient capacity to service the development.</p>	Prior to Commencement of use
<p><b>10 Drainage</b></p> <p>10.1 The proposed development must not create ponding nuisances and/or a concentration of stormwater flows to adjoining properties.</p> <p>10.2 All stormwater from the property must be directed to a lawful point of discharge such that it does not adversely affect surrounding properties or properties downstream, in accordance with the Queensland Urban Drainage Manual.</p>	At all times
<p><b>11 Damage to Infrastructure</b></p> <p>11.1 In the event that any part of Council's existing infrastructure is damaged as a result of construction activities occurring on the site, including but not limited to, mobilisation of heavy earthmoving equipment, stripping and grubbing, the applicant/owner must notify Council immediately of the affected infrastructure and have it repaired or replaced at developers cost, prior to the Commencement of Use</p>	Prior to Commencement of use
<p><b>12 Notice of Intention to Commence Use</b></p> <p>12.1 Prior to commencement of the use on the site, written notice must be given to Council that the development fully complies with this Development Permit.</p>	Prior to Commencement of use

## STATEMENT OF REASONS

The following information is provided in accordance with Section 63 of the *Planning Act 2016*.

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Development application:	DA2020-1 Injinoo Health
Property Address:	57 McDonnel Street, Injinoo
Property Description:	Propose Lease A SP319528 being part Lot 306 SP273363
Application proposal:	Material Change of Use (Health Care Services and Non-resident Workforce Accommodation); Reconfiguring a Lot (Lease A)
Approved:	Council meeting
Approved on:	
Planning Scheme:	Northern Peninsula Area Regional Council Planning Scheme.

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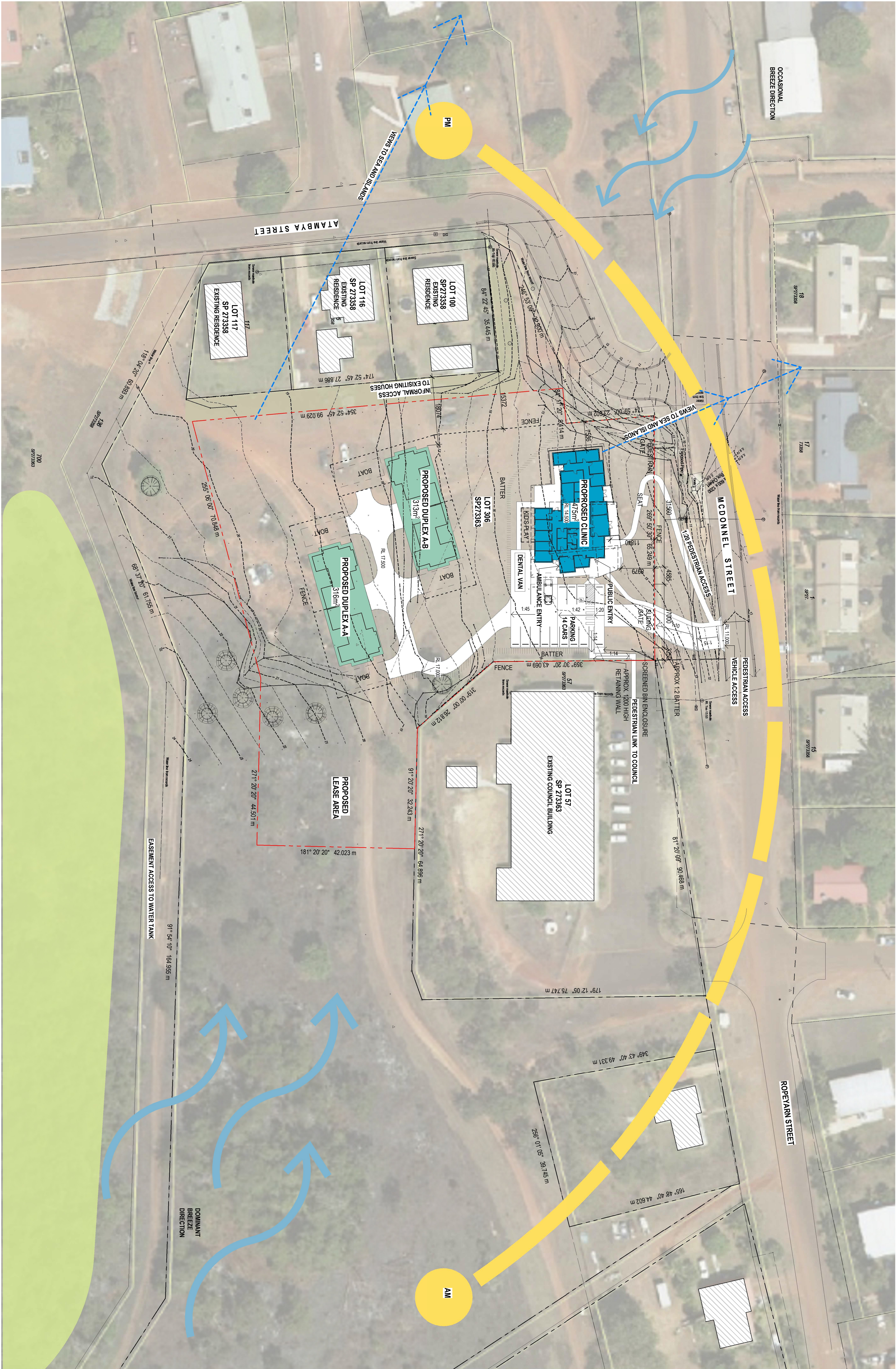
## REASONS FOR DECISION

The reasons for this decision are:

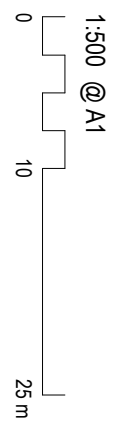
- The proposal is consistent with the Northern Peninsula Area Regional Council Planning Scheme 27 August, 2018.
- The subject site has is clear of remnant vegetation and is outside of the Coastal management District
- The proposed lease has access to an existing sealed road (McDonnel Street, Injinoo), existing Watermain and Electricity lines exist in the Street. The site can connect to nearby sewer services
- The development represents a wellbeing service that will directly respond to the health needs of the community (pursuant to Theme 2: Community Wellbeing); and
- The development will contribute to improved health, wellbeing and community safety services for the community (pursuant to Theme 2: Community Wellbeing).
- The proposed development has been designed to maintain the natural qualities of the landscape, including via siting (which retains the rear of the site in its current state) and building height (by maintaining a low-rise form). Further, representing infill development, the proposed development is able to be efficiently connected to existing infrastructure.
- The development is appropriately located adjacent to the existing Council building and provides a footpath to enhance pedestrian connectivity to the site. The proposed development is consistent with strategic outcomes sought in respect of 'Pattern of development'.
- The proposed development is appropriately located within the Township Zone and does not require the clearing of regulated vegetation or vegetation mapped as being 'environmentally significant'. Significant earthworks also are not required in respect of the development.
- The design of the proposed development will be aesthetically pleasing and low set (single storey), contributing positively to visual amenity and retaining views to surrounding landscape features. Erosion and sediment controls will be adopted during construction to minimise impacts on water quality.

- The proposed development is consistent with strategic outcomes sought in respect of 'Natural environment, resources and landscape'.
- The proposed development, within the Township Zone, represents 'infill' development. Therefore, development of the site is logical, in terms of sequencing, and provides for appropriate and efficient servicing.

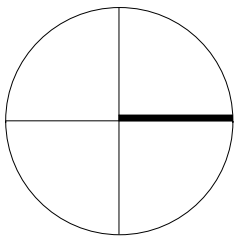




1 SITE ANALYSIS - SKETCH PLAN  
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North



PRELIMINARY  
NOT TO BE USED DURING CONSTRUCTION

8. REVISED ISSUE	15/05/2020	HB	AC
9. DA ISSUE	14/05/2020	AC	AC
Issue Description	Date	Drawn	Checked
Authorised	POD & Coburn Architecture		

Project  
NPA HEALTH CARE FACILITIES  
INJINOO

Location  
57 McDonnell Street  
Injinoo QLD 4876

Client  
NPAFCS

Drawing  
PROPOSED SITE PLAN AND SITE ANALYSIS

Scale  
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Project Number  
1915-I

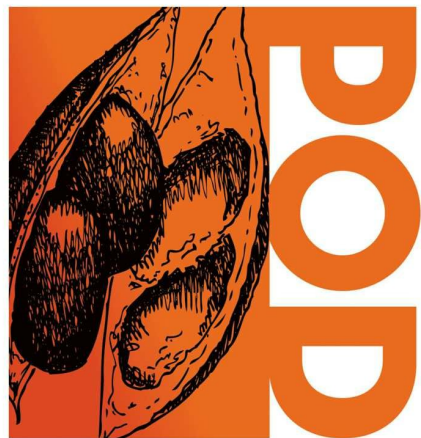
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DA01

Issue  
B

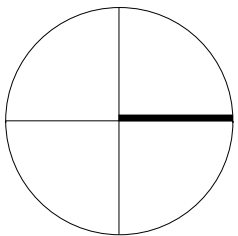


NPA FAMILY  
& COMMUNITY SERVICES  
Aboriginal and Torres Strait Islander Corporation

COBURN  
architecture







**PRELIMINARY**  
NOT TO BE USED DURING CONSTRUCTION

8	REVISED PLAN	15/05/2020	HB	AC
A	DA ISSUE	14/05/2020	AC	AC
Issue	Description	Date	Drawn	Checked
POD & Coburn Architecture				

**Project**  
NPA HEALTH CARE FACILITIES  
INJINOO

**Location**  
57 McDonnell Street  
Injinoo QLD 4876

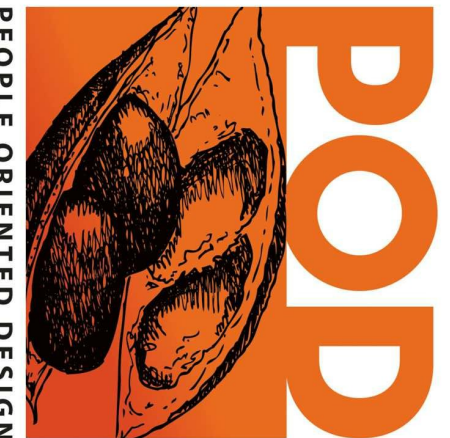
**Client**  
NPAFCS

**Drawing**  
PROPOSED LANDSCAPE SITE PLAN

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Project Number	Drawing Number
1915-I	DA02
B	B



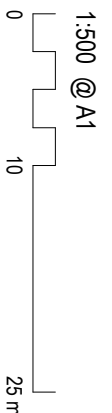
**COBURN**  
architecture



PEOPLE ORIENTED DESIGN



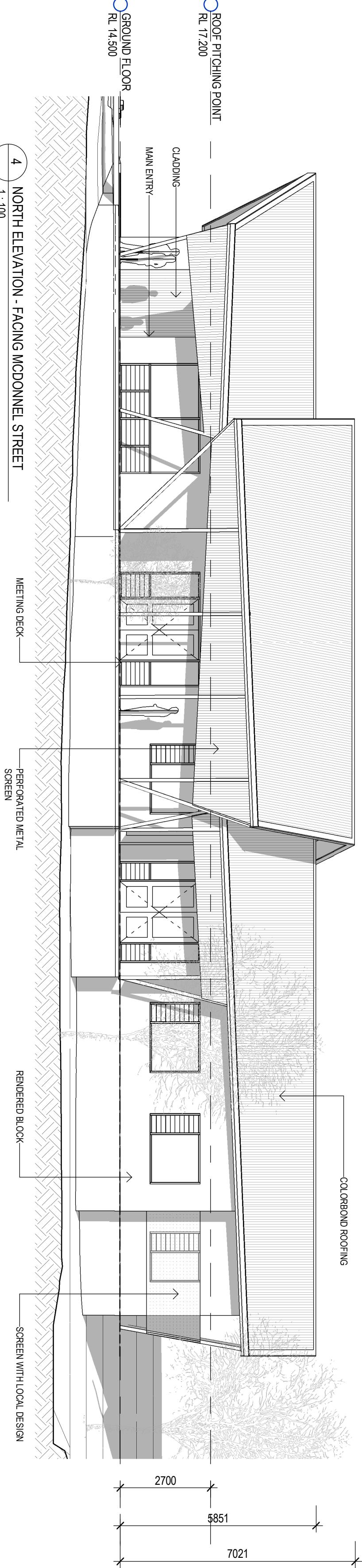
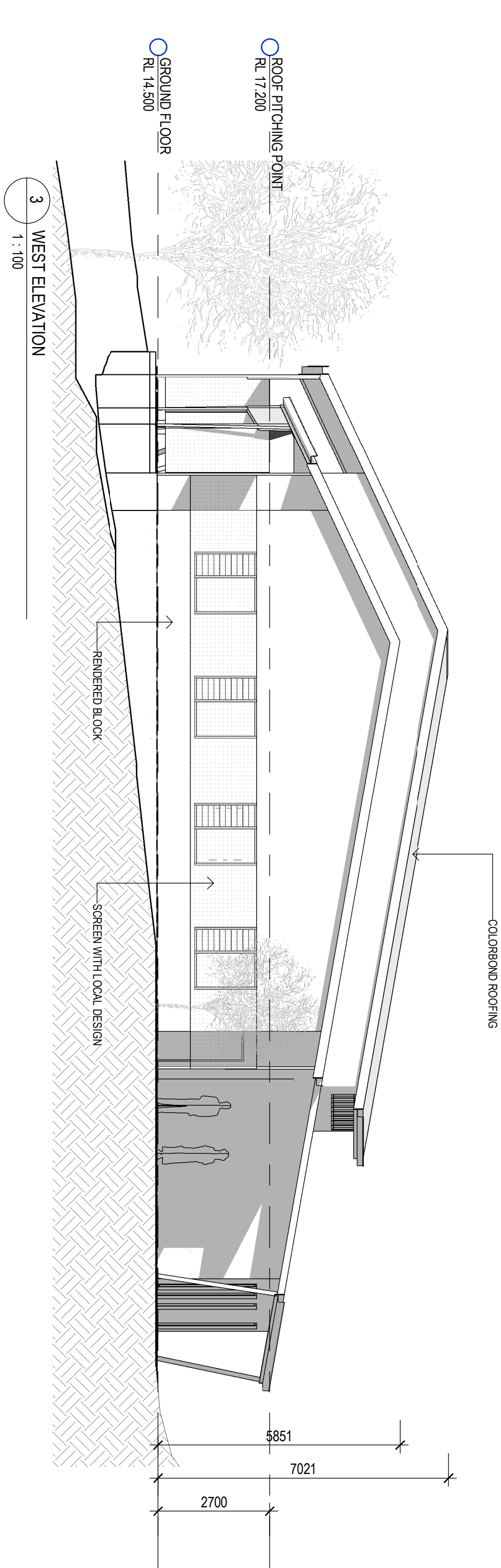
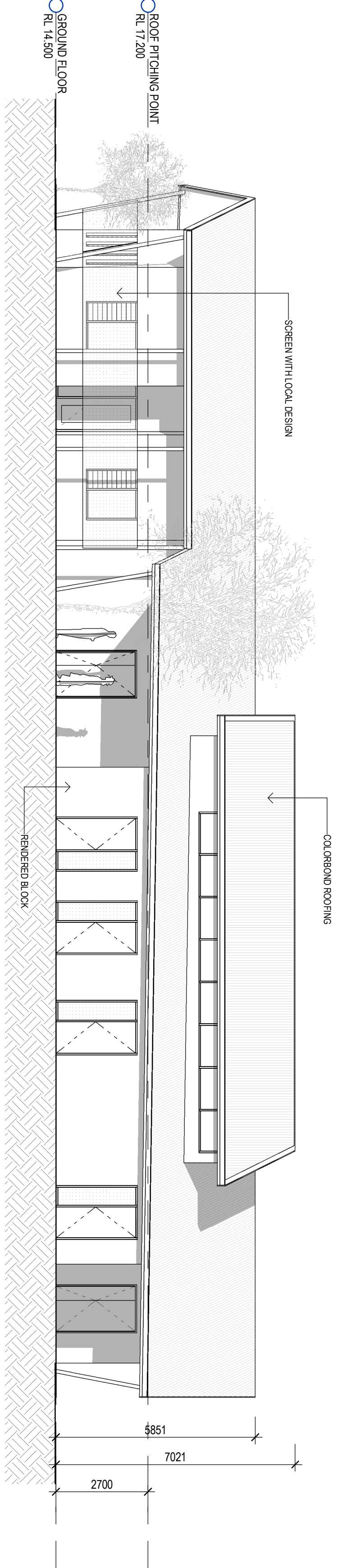
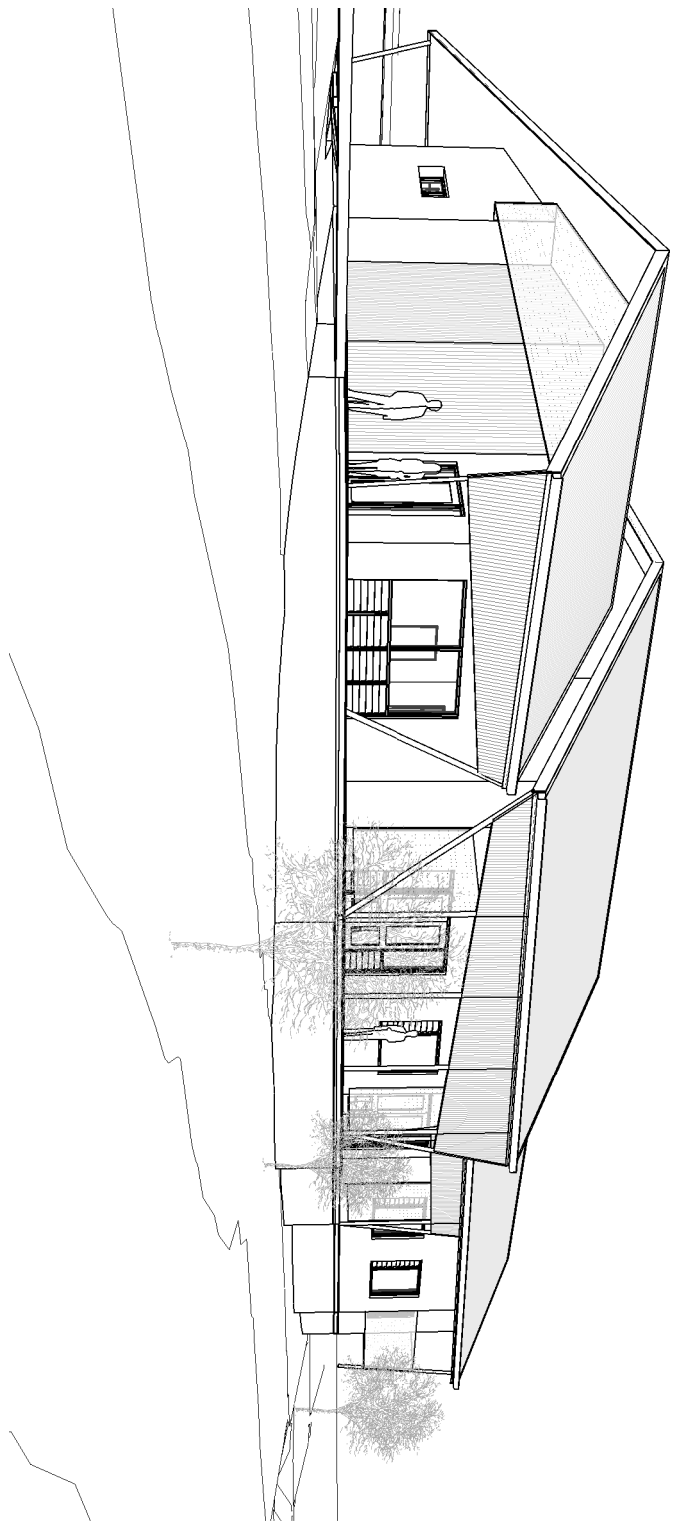
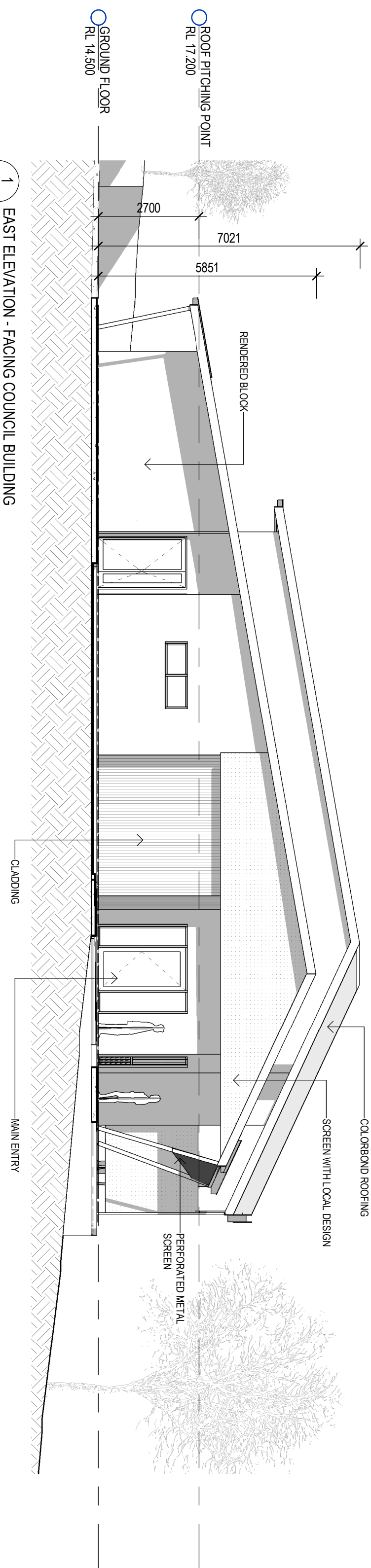
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**PRELIMINARY**  
NOT TO BE USED DURING CONSTRUCTION

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1	DA ISSUE	14/05/20	AC	AC

**Project**  
NPA HEALTH CARE FACILITIES  
INJINOO

**Location**  
57 McDonnell Street  
Injinoo QLD 4876

**Client**  
NPAFCS

**Drawing**  
PROPOSED CLINIC ELEVATIONS

**Scale**  
As indicated @ A1

**Project Number**  
1915-I

**DA04**

**B**



**COBURN**  
architecture







North

TYPE A: 3 BEDROOM, 1 BATHROOM



3 DUPLEX A-A LEFT ELEVATION  
DA05 1:100



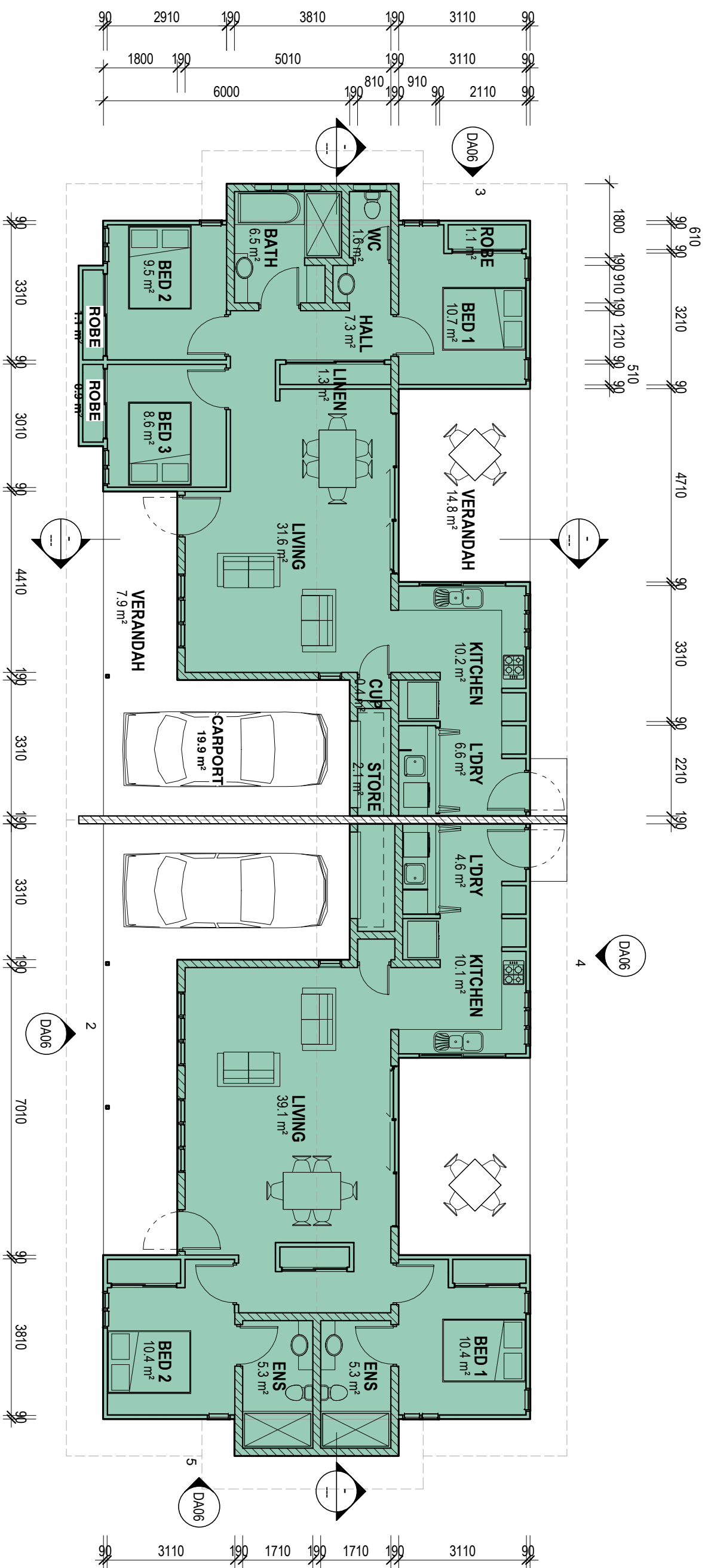
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DA05	1 : 100



3	DUPLEX A-A LEFT ELEVATION
DA05	1 : 100



5	DUPLEX A-A RIGHT ELEVATION
DA05	1 : 100

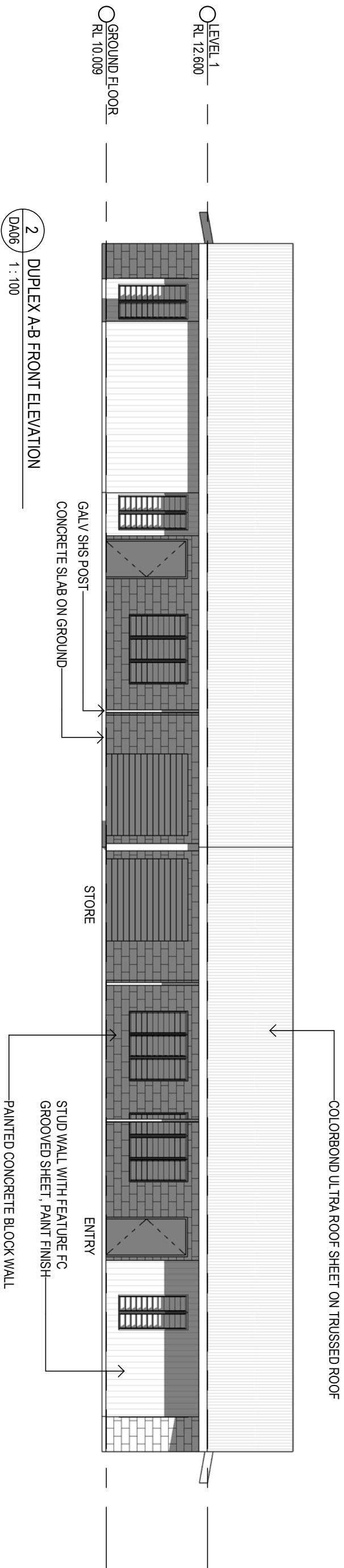


TYPE A: 3 BEDROOM, 1 BATHROOM

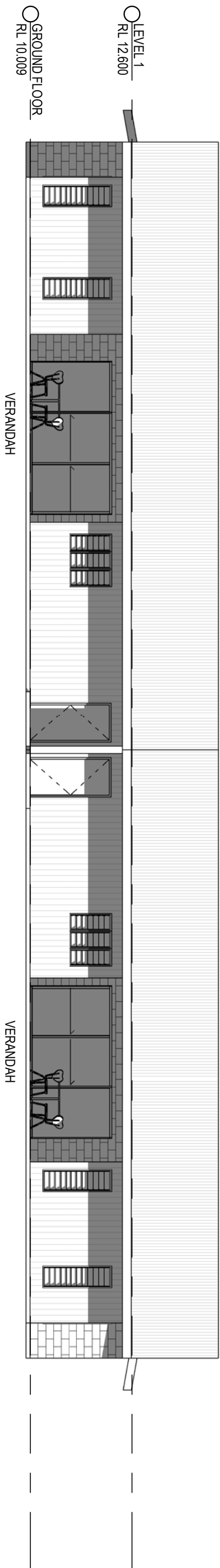
TYPE B: 2 BEDROOM, 2 BATHROOM

1 DUPLEX TYPE A-B FLOOR PLAN

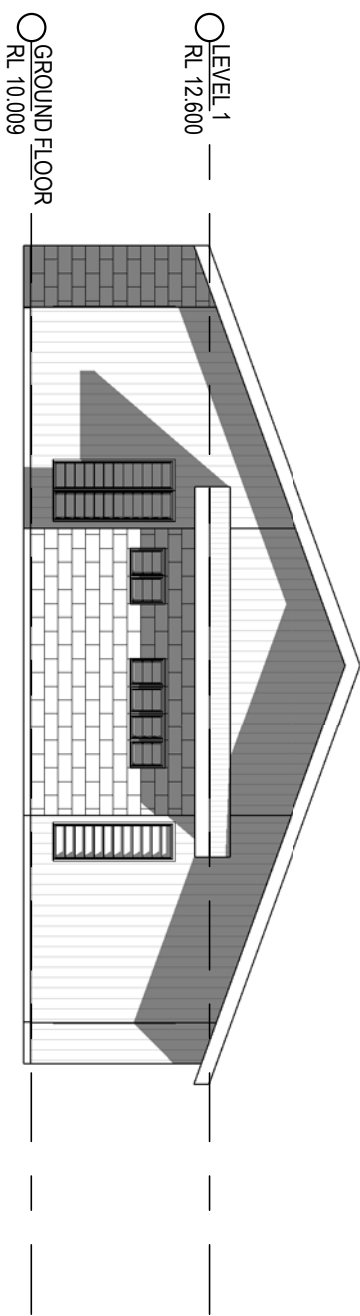
2 DUPLEX TYPE A-B FLOOR PLAN



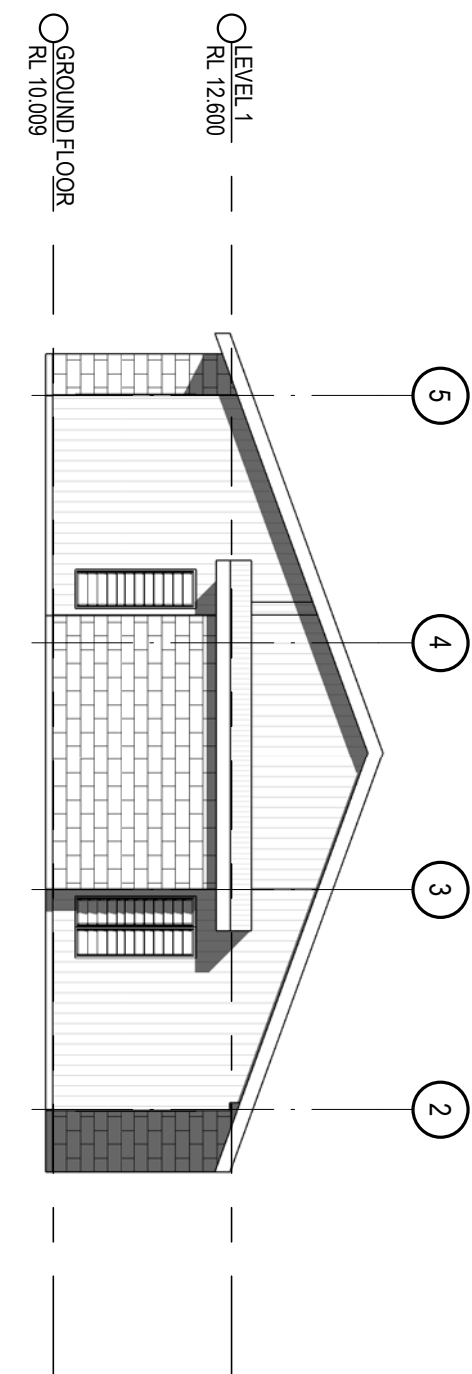
2 DUPLEX A-B FRONT ELEVATION



4 DUPLEX A-B REAR ELEVATION



3 DUPLEX A-B LEFT ELEVATION



5 DUPLEX A-B RIGHT ELEVATION

**PRELIMINARY**  
NOT TO BE USED DURING CONSTRUCTION

North

A. DA05/06  
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Project Number: 51142003-00411 PA1  
Date: 14/03/2020  
Author: NPA  
Drawn: NPA  
Checked: NPA  
POD & Coburn Architecture

Project: NPA HEALTH CARE FACILITIES  
STAFF ACCOMMODATION  
Location: INJUNDO

Client: NPA/FCFS  
Drawing: DUPLEX TYPE A-B

Scale: 1:100 @ A1  
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Drawing Number: 1915\_S DA06  
Sheet: A

NPA FAMILY & COMMUNITY SERVICES  
Aboriginal and Torres Strait Islander Corporation

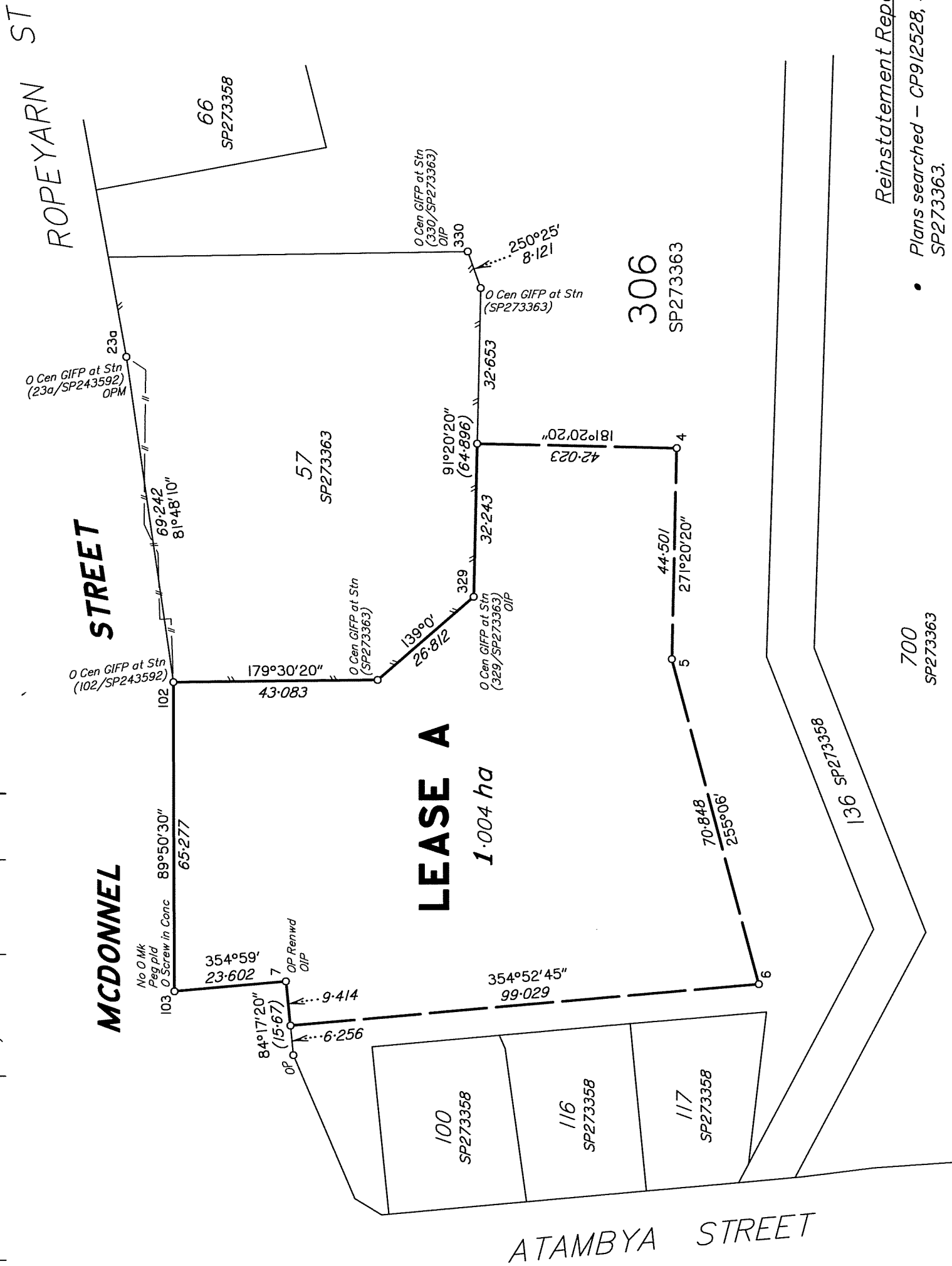
COBURN  
architecture



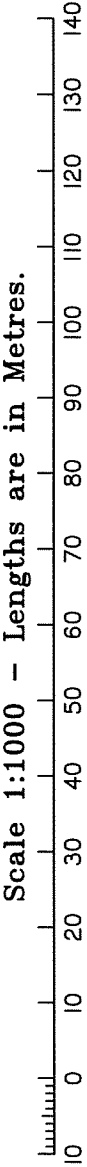


PERMANENT MARKS				
PM	ORIGIN	BEARING	DIST	TYPE
23a-OPM	23a/SP273363	42°59'10"	32.06	183279

REFERENCE MARKS			
STN	TO	ORIGIN	BEARING
4	Pin	CP912528	25°11'45"
5	Pin	103/SP243592	177°0'
6	Pin	329/SP273363	188°28'
7	Pin	330/SP273363	269°47'
103	O Screw in Conc	103/SP243592	73°16'40"
329	OIP	329/SP273363	270°45'
330	OIP	330/SP273363	136°30'



- Reinstatement Report
- Plans searched – CP912528, SP243592 & SP273363.
  - All original boundaries have been reinstated from original monuments shown on SP243592 & SP273363.
  - Measured dimensions are in agreement with the above surveys.



Peg placed at all new corners, unless otherwise stated.

RPS Australia East Pty Ltd (ACN 140 292 762) hereby certify that the land comprised in this plan was surveyed by the corporation, by Victor SERE, surveying associate, for whose work the corporation accepts responsibility, under the supervision of Adrian Edward SOLOMON, cadastral surveyor, and that the plan is accurate, that the said survey was performed in accordance with the Survey and Mapping Infrastructure Act 2003 and Surveyors Act 2003 and associated Regulations and Standards and that the said survey was completed on 13/08/2020.

*Solomon*  
Authorised Delegate  
2/09/2020  
Date

050100150State copyright reserved.

Plan of Lease A  
in Lot 306 on SP273363

NORTHERN  
PENINSULA AREA  
LOCAL GOVERNMENT: REGIONAL  
LOCALITY: INJINOO  
Meridian: SP273363

Survey Records: No

Scale: 1:1000  
Format: STANDARD

SP319528

5. Lodged by

(Include address, phone number, reference, and Lodger Code)

6. Existing		Created		
Title Reference	Description	New Lots	Road	Secondary Interests
51095876	Lot 306 on SP273363	_____	_____	Lease A

(Names in full)

\*as Registered Owners of this land agree to this plan and dedicate the Public Use Land as shown hereon in accordance with Section 50 of the Land Title Act 1994.

~~\*as Lessees of this land agree to this plan.~~

Signature of \*Registered Owners \*~~Lessees~~

\* Rule out whichever is inapplicable

## 2. Planning Body Approval.

\*  
.....  
hereby approves this plan in accordance with the :  
%

Dated this ..... day of .....

.....#

.....#

\* Insert the name of the Planning Body.

# Insert designation of signatory or delegation

% Insert applicable approving legislation.

### 3.Plans with Community Management Statement :

CMS Number :

Name :

#### 4. References :

Dept File :

Local Govt :

Surveyor : PRI45523

By: RPS Australia East Pty Ltd

Date :

Signed :

Designation : Cadastral Surveyor

9. Building Format Plans only.

I certify that :

\* As far as it is practical to determine, no part of the building shown on this plan encroaches onto adjoining lots or road;

\* Part of the building shown on this plan encroaches onto adjoining \* lots and road

Cadastral Surveyor/Director\* Date

\*delete words not required

10. Lodgement Fees :

Survey Deposit \$ .....

Lodgement \$\_\_\_\_\_

.....New Titles \$

Photocopy \$

Postage \$

TOTAL \$

II. Insert Plan Number	
------------------------	--

SP319528



**Title of Report:** NPARC Camping Policy

**Agenda Item:** 12.5

**Classification:** For Decision

**Author:** Acting CEO

**Attachments:** Draft Camping Policy

Draft Camping Process

Draft Camping Application Form

## Officers Recommendation:

**That Council**

- 1. note the report**

## PURPOSE OF REPORT

To provide an update to Council on the development of an NPARC Camping Policy and Application Process.

## BACKGROUND AND CONTEXT

The regulation of local camping sites has been a previous issue for NPARC. There is opportunity for this to be regulated and managed under the local laws of council.

To support this a draft policy, process and application form has been created. To enable finalisation the following is required

- Designation of the area of land for the purposes of camping through resolution
- Setting of a fee (if applicable)
- Consultation with the RNTBC on the proposed process for feedback

It would be proposed the areas of the New Mapoon, Injinoo and Umagico foreshore where campsites are currently located be designated. Advice can then be sought regarding Native Title implications. Once this has been determined, a meeting will be held with the RNTBC (at the same time as discussing home ownership) to discuss the process for feedback. This should provide the opportunity for the necessary resolutions to be made at the September Council Meeting to adopt the policy and designate land under the local laws.

Following this, all campers will be invited to submit an application form and undertake the process.

## OPTIONS CONSIDERED

It would be in the interests of Council to formalise and document the camping process under our Local Laws to prevent future disputes.



## **CRITICAL DATES**

N/A.

## **LEGAL AND LEGISLATION CONSIDERATIONS**

NA

## **POLICY CONSIDERATIONS**

NA

## **CORPORATE AND OPERATIONAL PLAN CONSIDERATIONS**

NA

## **FINANCIAL AND RESOURCE CONSIDERATIONS**

NA

## **CONSULTATION**

Preston Law



## NORTHERN PENINSULA AREA REGIONAL COUNCIL

### CAMPING POLICY

#### Purpose and Scope of Policy

1. The purpose of this Policy is to ensure that any persons wishing to camp in areas within the Northern Peninsula Area Regional Council ("Council") local government area that are controlled by Council do so in a manner that is consistent with relevant laws, including Council's Local Laws.
2. This Policy applies to all persons seeking to camp on local government-controlled areas.

#### Legal Position

3. For areas that fall within the Council Deed of Grant in Trust ("DOGIT"), Council has an obligation, in its capacity as Trustee, to hold the said land in trust for the benefit of indigenous inhabitants and for no other purpose whatsoever.
4. As a matter of general law, that obligation on Council as Trustee involves managing the land effectively, including for third party uses such as camping.
5. Council's Local Laws are relevant to campers seeking to camp on local government-controlled areas in the Northern Peninsula Area ("NPA") and may regulate camping and aspects of camping more effectively. For example, Council's Local Laws currently state that:

(a) Council can designate, by resolution, a part of the trust area for the purposes of camping (section 8 of Local Law No. 7 (Indigenous Community Land Management) 2021);

~~(a)~~(b) A person must obtain an approval to camp within a camping site in a trust area (Schedule 33, Subordinate Local Law No. 1 (Administration) 2011 ("SLL1"));

~~(b)~~(c) A person must obtain an approval to make an alteration or improvement to a local government-controlled area (Schedule 7, SLL1);

A person is prohibited from sleeping or inhabiting a public place (Schedule 1, Item 6, Subordinate Local Law No. 4 (Local Government Controlled Areas, Facilities and Roads) 2010). However, a person with an approval to camp may do so consistently with that approval.

6. An approval to camp within a camping site must be applied for under Local Law No. 1 (Administration) 2011 ("LL1"). Under section 9(2) of LL1, Council may:
  - (a) grant the approval unconditionally;
  - (b) grant the approval subject to conditions;

This was the basis upon which Council sought to regulate the activities at New Mapoon – ie, an unauthorised structure in a Council controlled area. However, most instances of camping will not give rise to this issue as well.

This is no longer contained in Council's 2021 Local Laws.



(c) refuse to grant the approval.

7. Council may prescribe a fee for making applications under LL1.

8. Section 6(2) of LL1 provides that it is an offence to carry out a prescribed activity – including camping within a camping site or making an alteration or improvement to a local government-controlled area – without an approval. If Council identifies that the activity is being carried out without approval, Council can prosecute offenders in the Magistrates Court, issue a Penalty Infringement Notice (ie, an “on the spot fine”), or issue a Compliance Notice directing the person to cease the activity.

9. Council only permits camping at designated camping sites in the NPA DOGIT. Those camping sites are:

(a) [Council to advise]

#### Camping in the NPA

10. Consistently with Council’s general law rights as the Trustee of the NPA DOGIT, and Council’s enforcement rights under its Local Laws, Council:

- (a) requires any persons camping at a camping site to obtain an approval under LL1 before camping;
- (b) prohibits camping on any local government-controlled areas in the NPA that are not designated camping sites.

11. Schedule 33 of SLL1 provides that:

(a) A person seeking to apply for an approval to camp at a camping site must provide the following information with their application for approval:

(i) the prescribed fee;

~~(ii)~~ (ii) details about whether the applicant is a resident of the local government area;

~~(iii)~~ (iii) the period of time for which the approval is sought;

~~(iv)~~ (iv) details about any vehicles associated with the approval, such as registration number, vehicle make and type; and

~~(v)~~ (v) any other documentation or materials requested by the local government in writing.

(b) The criteria that Council must consider under LL1 when deciding whether to grant an approval are whether:

- (i) if the activity requires a separate approval under an Act, a law of the Commonwealth or the local government’s planning scheme—the separate approval has been granted;

We recommend a resolution is adopted designating camping sites (as outlined in 5(a) above.

Each of these subparagraphs reflect the Local Laws.



- (ii) the proposed operation and management of the activity is adequate to protect public health, safety and amenity and prevent environmental harm;
- (iii) the grant of the approval would be consistent with the purpose of any relevant local law;
- ~~(iii)~~(iv) the proposed operation and management of the prescribed activity would be consistent with any additional criteria prescribed for the activity under a subordinate local law;
- ~~(iv)~~(v) if the application relates to trust land – the grant of the approval would be consistent with the terms and conditions of the trust; the grant of the approval would be consistent with the terms and conditions of the DOGIT; and
- (vi) if the application relates to a prescribed activity mentioned in section 5(b) – the grant of the approval would be consistent with any requirements or criteria specified in the relevant Local Government Act in relation to the approval.
- (c) the additional criteria that Council must consider are whether –
  - (i) the approval would not cause nuisance, inconvenience or annoyance of the residents of the trust area;
  - ~~(v)~~(ii) the approval would not adversely affect the amenity of the surrounding area;
  - ~~(vi)~~(iii) there will be enough toilets and sanitary conveniences, complying with standards and requirements imposed by the local government, for the use by approval holders;
  - ~~(vii)~~(iv) adequate provision will exist for the disposal of refuse by approval holders.
- (d) The conditions Council will ordinarily impose on an approval to camp at a camping site, including those specified in section 7 of Subordinate Local Law No. 7 (Indigenous Community Land Management) 2021 are that the approval holder must:
  - ~~(viii)~~(i) ensure all rubbish must be removed by the camper or placed in receptacles provided;
  - ~~(ix)~~(ii) ensure camping sites must be kept in a clean and tidy state;
  - ~~(x)~~(iii) ensure fires must not be lit other than in the fireplaces provided and in accordance with Local Law No. 3 (Community and Environmental Management) 2021;
  - ~~(xi)~~(iv) ensure compliance with total fire bans imposed by authorised persons;
  - ~~(xii)~~(v) ensure plants, animals and natural and cultural resources must not be disturbed or damaged;



- ~~(xiii)~~(vi) ensure wildlife is not fed, and food must not be left in a place where it can be scavenged;
- ~~(xiv)~~(vii) ensure watercourses are not be polluted with shampoos, soaps, detergents, sunscreens or other harmful substances;
- ~~(xv)~~(viii) comply with any lawful directions given by an authorised person;
- (ix) ensure noise is not made as to disturb other visitors, particularly between 10pm and 7am;
- ~~(xvi)~~(x) camping permit holders must not disturb, remove or damage any natural or cultural resources;
- ~~(xvii)~~(xi) ensure electric generating equipment and compressors must not be used without approval; ~~and~~
- (xii) if camping in an area without toilet facilities, all human waste, organic waste, including waste water, generated as a result of the undertaking, must be buried at least 45cm deep, at least 50 metres from any lakes, watercourses, walking tracks, campsites or public facilities;
- (xiii) adhere with principles of Ailan Kastom and Ailan Lore or Aboriginal Tradition; and
- ~~(xviii)~~(xiv) where Native Title exists over the camping site, consent must be obtained from a duly authorised officer of the Native Title Prescribed Body Corporate for the island area upon which the camping site traverses is located.

#### Procedure

12. This Policy has been prepared by reference to, and should be read along with:
- (a) The *Local Government Act 2009* and *Local Government Regulation 2012*;
  - (b) Council's Local Laws;
  - (c) Any specific forms, including application forms, prepared by Council which persons must use to obtain approvals.

#### Authorisation

13. This Policy is duly authorised by Council as the Northern Peninsula Area Regional Council Camping Policy on **[Insert date]**, and shall hereby supersede any previous policies of the same intent.

## NORTHERN PENINSULA AREA REGIONAL COUNCIL

### CAMPING APPLICATION PROCESS

#### Purpose

1. Under Council's Local Laws, a person may apply to Council for approval to camp at a camping site within a trust area.
2. The purpose of this process is to assist Council Officers responsible for assessing applications for camping and providing conditions of approval.

#### Application Process

3. An application must be submitted to Council in writing by the applicant and the prescribed fee paid (if any).
4. When the application is received, the application should be reviewed to check that all of the information is completed.
5. If further information is required, a written notice should be sent to the applicant asking them to provide further reasonable information or clarification of information, documents or materials included in the application.
6. The application should be considered against all the criteria listed in Council's Camping Policy under clause 11 and with reference to Council's *Local Law No. 1 (Administration) 2021 ("LL1")*, *Subordinate Local Law No. 1 (Administration) 2021 ("SLL1")*, *Local Law No. 7 (Indigenous Community Land Management) 2021 ("LL7")*, and *Subordinate Local Law No. 7 (Indigenous Community Land Management) 2021 ("SLL7")*.
7. The proposed location of the camping activity listed on the application should be checked to confirm that it is within a part of the trust area that has been designated by Council for the purposes of camping. If not, the applicant should be advised of the permitted areas and advise if they want to amend the location of the activity.
8. If the area is subject to Native Title, the Applicant needs to provide consent of the Prescribed Body Corporate ("**the PBC**") on the application form. However, if there are any doubts about this consent or the PBC's consideration of any potential conditions are necessary, Council should consult with the PBC first.

#### Approval

9. After assessing the application, if satisfied it meets the criteria listed in LL1 and SLL1, a permit can be issued to the applicant that outlines all of the conditions Council intends to impose.
10. The permit should be in writing and signed by Council's delegated officer and a copy retained on Council's records for future reference.

11. An expiry date should be noted on the permit. SLL1 allows the Term of the approval to be what is stated on the permit. Therefore, the term should end following the end of the 'duration of stay' indicated on the application form.

### **Refusal**

12. If, after assessing the application, Council is not satisfied that the permit should be issued, a written notice should be sent to the applicant advising of Council's refusal of the application.
13. An "Information Notice" will also need to be given to the applicant, and this can form part of the written notice in clause 12. It needs to provide the decision, the reasons for the decision and advise that the applicant may apply for review of Council's decision within 14 days after the notice is given and provide information on how to apply for a review.

### **Authorisation**

1. This Policy is duly authorised by Council as the Northern Peninsula Area Regional Council Camping Application Process on [Insert date], and shall hereby supersede any previous processes of the same intent.





## APPLICATION FOR PRESCRIBED ACTIVITY CAMPING

*Local Law No. 1 (Administration) 2019*

**Please note prior to lodgement:**

1. The lodgement of this form and payment of the application fee does not guarantee an approval.
2. Application fees (if applicable) must be paid prior to this application being assessed.
3. Assessment of this application is made pursuant to *Local Law No. 1 (Administration) 2021, Subordinate Local Law No. 1 (Administration) 2021, Local Law No. 7 (Indigenous Community Land Management) 2021 and Subordinate Local Law No. 7 (Indigenous Community Land Management) 2021*.

<b>Application Type</b>	<input type="checkbox"/> New application <input type="checkbox"/> Renewal application <input type="checkbox"/> Change of information <input type="checkbox"/> Other	
<b>Applicant Details</b>	Full Name(s):	
	Company/Business Name(s):	
	Residential address:	
	Postal address:	
	Telephone:	
	Email:	
<b>Site/ Campground Details</b>	Location:	
	Description (Lot/Plan):	
	Area / No. of Sites:	
	* Provide additional information separately where necessary	
<b>Duration of Stay</b>	Date/s:	
	Nights per Visit:	
<b>Prescribed Body Corporate's Consent (if Native Title exists)</b>	I, ....., consent to the undertaking of the Prescribed activity being undertaken on the land mentioned above.  Duly Authorised Officer's Signature: ..... Date: .....	
<b>Applicant Declaration</b>	I declare that: <ol style="list-style-type: none"> <li>1. I am applying for a Permit under <i>Local Law No. 1 (Administration) 2021, Subordinate Local Law No. 1 (Administration) 2021, Local Law No. 7 (Indigenous Community Land Management) 2021 and Subordinate Local Law No. 7 (Indigenous Community Land Management) 2021</i>, which I have read and understood in full;</li> <li>2. The information provided in this application is true and correct; and</li> <li>3. I consent to the making of enquiries and exchange of information with the Prescribed Body Corporate for the land and authorities of any Local, State/Territory or Commonwealth department in regards to any matters relevant to this application;</li> <li>4. I understand that the application assessment and conditions attached to any Permit are borne from the Local Laws listed above.</li> </ol>	
	Applicant(s) Signature .....Date.....	

If Council wants to charge a fee for the assessment of the application and to allow people to camp, it will need to resolve the amount by Council resolution, if it hasn't already done so.

**Phone:** 07 4090 4100  
**Location:** 181 Adidi Street, Bamaga Qld 4876  
**Postal Address:** PO Box 200, Bamaga, Qld 4876

The information collected on this form will be used by the Northern Peninsula Area Regional Council for the purpose of processing and assessment of your application/request. Your personal details will not be disclosed for a purpose outside of Council protocol, except where required by legislation (including the Right to Information Act 2009 and Information Privacy Act 2009). This information will be stored on Council's database. The information collected will be retained as required by the Public Records Act 2002.



**AGENDA ITEM 12.6**  
**ORDINARY COUNCIL MEETING #28**  
**Wednesday 17<sup>th</sup> August 2022**  
**Umagico Boardroom**

**12.6 In Committee – NPA Regional Council Structure**

This matter is considered to be confidential under s.254J(3)(g) of the *Local Government Regulations 2012*, and the Council is satisfied that the discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals staffing matters which a public discussion would be likely to prejudice the interests of the Local Government.

**13. General Discussion**

**14. Close of Meeting**