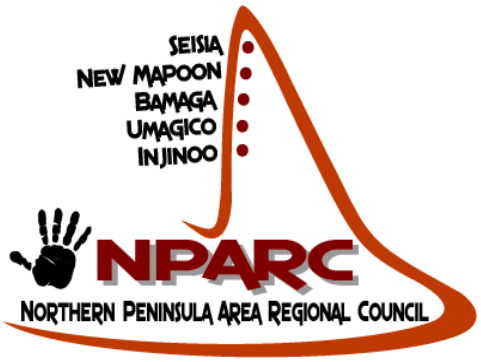


MEETING BOOK

Northern Peninsula Area Regional Council

Ordinary Council Meeting #25

To commence at 9.00am

On

Wednesday, 25th May 2022

SEISIA

AGENDA

1. Welcome and Opening of Meeting

2. Acknowledgement of Traditional Owners

3. Present

4. Apologies

Resolution:

That Council moves to accept apology from Mayor Yusia, who is away on personal leave.

Moved: **Seconded:**
Vote: **Resolution:**

5. Declarations of Conflicts of Interest

Agenda Item 1. Welcome and Opening of Meeting

Mayor Yusia welcomed attendees and opened the meeting at 10:08am, with a prayer by Cr Whap.

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 Eric Cottis	Division 4
Cr Mabelene Whap	Division 5

Other Attendees

Susan Law	CEO
Gus Yates	Executive Manager of Operations
Gary Pemberton	Executive Manager Corporate Services
Michael Booth	Acting Finance Manager
David Tyson	Acting Executive Manager – Business Enterprises
Rachel Yusia	Executive Assistant

Agenda Item 4. Apologies

Councillor Robert Tamwoy

That Council accepts Cr Tamwoy's apologies.

Moved: Cr Cottis **Seconded: Cr Gebadi**
Vote: 4/0 **Resolution: C4.1 – 20042022**

Agenda Item 5. Declarations of Conflicts of Interest

Nil

Agenda Item 6. Confirmation of Minutes of Previous Meeting

Resolution:

That Council notes and confirms the minutes from the Ordinary Council Meeting #23, held Wednesday, 16th March 2022.

Moved: Cr Whap **Seconded: Cr Nona**
Vote: 4/0 **Resolution: C6 – 20042022**

Agenda Item 7. Business Arising from Previous Meeting

Agenda Item 8. Mayoral Report

Resolution:

1. **That Council note and accept the Mayor's verbal report held Wednesday, 20th April 2022.**

Moved: Cr Whap **Seconded: Cr Gebadi**
Vote: 4/0 **Resolution: C8 – 20042022**

Mayor left the meeting at 10:28am
Deputy Mayor to Chair in the interim.
Mayor returned into meeting 10:31am

Agenda Item 9 - Executive Reports

Agenda Item 9.1 Chief Executive Officer

Resolution:

That Council: Note the Chief Executive Officer's verbal report held Wednesday, 20th April 2022.

Moved: Cr Gebadi **Seconded: Cr Nona**
Vote: 4/0 **Resolution: C9.1 – 20042022**

Cr Whap left the meeting at 10:48am
Cr Whap returned into meeting 10:50am

Agenda Item 9.2 Executive Manager – Operations

Resolution:

That Council: Note the Executive Manager Operations Report

Moved: Cr Cottis **Seconded: Cr Whap**
Vote: 4/0 **Resolution: C9.2 – 20042022**

Council Suspend for lunch at 11:57am
Moved: Cr Gebadi
Seconded: Cr Whap
4/0

Meeting re-commenced in session at 12:48pm
Moved: Cr Gebadi
Seconded: Cr Whap
4/0

Agenda Item 10 - Finance Reports

Agenda Item 10.1 Acting Executive Manager – Finance

1. Officers Recommendation:

That Council note and accept the Acting Manager Finance Report for the period ending 31st March 2022.

Moved: Cr Cottis **Seconded: Cr Whap**
Vote: 4 /0 **Resolution: C10.1– 20042022**

Agenda Item 11 – Reports

Agenda Item 11.1 - Leave of Absence Mayor & Deputy for Council Meeting 18th May 2022

Officers Recommendation:

That Council:

1. **Grant to the Mayor and Deputy Mayor leave of absence for the Council meeting of 18th May 2022.**
2. **Agree to their attendance at the meeting through Audio Visual means if that is possible.**

Moved: Cr **Seconded: Cr**
Vote: / **Resolution: C11.1 – 20042022**

Withdrawn

Propose that this council postpones the May council meeting until Wednesday 25th May 2022 and notify the public accordingly.

Moved: Cr Whap **Seconded: Cr Gebadi**
Vote: 4/0 **Resolution: C11.1 – 20042022**

Agenda Item 11.3 Proposed "Public Housing" Development for Government Employee Accommodation at Northern Peninsula Area State College

Officers Recommendation:

That Council:

(a) Receive and note the report; and

(b) Instruct the Chief Executive Officer to respond to the Queensland Government Department of Energy and Public Works, noting the following conditions:

1. **Approved Building Plans to be submitted to NPARC within 10 business days of approval by a Building Certifier.**
2. **Street numbering to be allocated to the new and existing dwellings as per the Street Numbering plans for NPARC.**
3. **When constructed relevant Certification (inclusive of Cyclone certification) be submitted to NPARC prior to occupation.**
4. **Relevant Plumbing and Drainage Certification be submitted to NPARC prior to occupation**
5. **Sewer and Water connection applications showing connection points and design detail of connections (FNQROC standards/design compliant) for each dwelling unit (4) be submitted to NPARC for approval.**
6. **Relevant connection fees are applicable for each connection.**
7. **Driveways to be constructed connecting the dwelling with the pavement (Bitumen) of the road or to a point identified by NPARC if no bitumen exist.**
8. **Driveway access to be compliant with FNQROC standards**
   - **Driveway designs to be submitted to NPARC for approval prior to construction, Pdf and Dwg format, as Construction drawings and survey to be submitted to NPARC on completion of the project (within 60 days) for Council records, inclusive of Electricity and Telecoms connections.**
9. **A Bushfire management plan or setback plan must be submitted to NPARC prior to occupation of the structures.**
10. **The recommendations of the approved bushfire management plan to be implemented prior to occupation of the structures.**

Moved: Cr Gebadi **Seconded: Cr Whap**
Vote: 4/0 **Resolution: C11.3 – 20042022**

Agenda Item 11.4 Report on Operations of the Council Store (Bamaga)

Officers Recommendation:

That Council

1. **note the report**
2. **endorse in principle the transition of the store to servicing "Council Only" Operations**
3. **seek business interest in running the commercial component of Stores operations through an EOI process.**

Subject to

4. **full assessment of the requirements for the continued provision of hardware products and other materials to the community, local trade suppliers and the Council; and, ensuring that other options for uninterrupted supply to the community are available**

Moved: Cr Gebadi **Seconded: Cr Nona**
Vote: 4/0 **Resolution: C11.4 – 20042022**

Agenda Item 12. Other Business

Cr Cottis & Mayor Yusia left the meeting at 2:34pm
Cr Cottis returned into meeting 2:36pm
Mayor Yusia returned into meeting 2:37pm

Mayor Yusia left the meeting at 2:50pm
Mayor Yusia returned into meeting 2:56pm

Agenda Item 11.2 Interim CEO

The CEO, Executive Managers and Minute taker left the meeting at 3:02pm for Closed Council Session.

Resolution:

That Council closes the meeting at 3:03pm under *Local Government Regulation 2012 Section 254J (3)(b)* to deliberate on confidential reports.

Moved: Cr Gebadi **Seconded: Cr Nona**
Vote: 4/0 **Resolution: 11.2 – 20042022**

The CEO returned in to Closed Session at 3:41pm.

Resolution:

That Council open the meeting to the public at 4.04pm

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

Declarations of Interest by:
Mayor Yusia (as Director of NPA FACS)
Deputy Mayor (as Director Bamagau Kazil TSI Corporation
Councillor Nona (as Director of NPA FACS)
Councillor Whap (as Director of NPA FACS)

One of the candidates is CEO of NPA FACS and supports Bamagau Kazil TSI Corporation

The conflicts of interest were such that the Councillors did not believe their conflict to be material as to prevent them from participating in the discussion or voting on the matter.

Officers Recommendation:
That Council:

1. Note the Report
2. Establish a CEO appointments committee of Council and appoint the Mayor and Deputy Mayor to it.
3. Delegate to the Mayor and Deputy Mayor authority to develop the appointment criteria and terms of appointment (including term) for an Interim CEO; such appointment criteria and terms to be ratified by Council
4.Delegate to the Mayor and Deputy Mayor the authority to recommend to Council a preferred candidate list for appointment.
5. **Delegates to the Mayor the appointment of an Acting CEO should the Interim CEO not be available during her term**
6. **Appoints as Interim CEO Kate Gallaway for the term of 12 months**

Moved: Cr Whap **Seconded: Cr Gebadi**
Vote: 4 /0 **Resolution: C11.2 – 20042022**

Agenda Item 13. Close of Meeting

Meeting Closed at 4.34pm with a prayer by Cr Whap

7. Business Arising From Previous Minutes

Title of Report: Update on NPARC Business Enterprises
Agenda Item: 8.1
Classification: For Noting
Author: Acting Executive Manager - Business Enterprises
Attachments: N/A

Officers Recommendation:

That Council notes the information provided below.

PURPOSE OF REPORT

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

UPDATE

General

A review of small business operational requirements for Point-of-Sale systems and EFTPOS facilities is being undertaken for some of our units (e.g Pool, Ferry, store). This has identified several shortcomings with our current systems. We are identifying and reviewing various options which will assist these operations into the future.

Umagico Supermarket:

- Various staffing/HR issues are being addressed, especially identifying internal staff who may be capable of overseeing Store Operations into the future.
- Training is being planned for those persons identified, including Recognised Certificate Training and internal operational training.
- Continued meetings with ALPA to identify weaknesses is being undertaken
- To note: the current onsite ALPA Manager has resigned and will be replaced

Injinoo Fuel Station:

- The Fuel Station infrastructure (IT) requirements has failed for the second time within 6 months. The replacement of the POS system is being actively pursued
- Price fluctuations are considerable due to current world circumstances.

General Stores Bamaga:

- EFTPOS failure and waiting for a replacement from Merchant Banking supplies has had a minor effect on operations for the last few weeks

Airport:

- Continual damage to runway and operational areas due to seasonal conditions are being undertaken as required.
- Issues with the Fuel pumps (mainly JetA1) are being addressed
- Possible theft of fuel from the Airport has been reported and is being investigated
- Staffing – the advertisement for ARO's is being finalised
- Airport Manager position advertisement has now closed

Title of Report	**Operations Information Report -April 2022**
Agenda Item	**8.2**
Classification	**For information**
Author	**Executive Manager Operations**
Attachments	**Nil**

Officers Recommendation:

That Council notes the information provided below.

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 April are as follows:

Building Construction and Maintenance

Housing and Council Maintenance tasks are being undertaken as per QBuild response times.

- Averaging 15 jobs per day
- 319 active job cards
    - Works being undertaken by various contractors
- NPARC carpenters working on various vacant maintenance upgrades.
- Interim Capital Works Housing
    - Bamaga
        - wall cladding completed
        - electrical fit out completed
    - Mapoon Plumbing and electrical rough ins
        - Vandalism occurs intermittently
    - Umagico slab set up completed
        - Pour programmed for May
    - Injinoo
        - electrical fit out completed
- Injinoo Lookout Project
    - Works programmed to commence in May and to be completed by the end of June
- Bamaga Staff room kitchen works still awaiting some materials
    - Some materials lost in transit between Cairns & Bamaga

Roads

- Vegetation removal around signs, guideposts and culverts
- Collecting surrendered vehicles
- Patching Potholes
- Pavement repairs in the runway strip

Parks & Gardens

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

Water

- Simmonds and Bristow continue to operate the water treatment plant in a relief capacity
- A separate report will be presented to Council recommending a company to take on the Operations and Maintenance of the NPARC water supply system
- Seven (7) water leaks were repaired during April
    - Ranging from water meter leaks through to burst mains

Workshop

- Continuing with servicing and repairs of Council fleet as problems arise
    - Services completed on 13 vehicles
    - Minor – major repairs to 12 fleet items
    - Small plant repairs 25
    - Tyre repairs 12
- Recruitment of a Workshop Controller is ongoing

Rangers

- Maintenance on remote sites
    - Cutting grass at campgrounds
    - Emptying bins
    - Cleaning campground and grave sites
    - Coconut planting at Muttee Heads
- Road Check & clean
    - Pajinka, Somerset, Muttee Head, and Pundsand Bay Road
- Engagement with tourists
- Assisted TV crews at Pajinka
- Attended Weed identification training
- Biosecurity
    - Light trap (Seisia Meat Works) – set, collect, and send off
    - Coastal Surveillance (along beaches from Injinoo to Patterson)
    - Plant health monitoring
    - Marine Debris trail transect setup – beach clean-up
    - Ghost net survey
- Continued with garden beds and cleaning around the Ranger Base

Regulatory Services

Animal Control

- Vector (mosquito) trapping in the NPA, sites are located at
    - Cape York Peninsula Lodge
    - Transfer Station
    - Gregory Bonds Piggery
- The team have administered many tick and flea treatments.
- During April the Animal Management Team rehomed two (2) adults dogs and three (3) to Maranoa, South East Queensland.
- A male dog was declared dangerous after biting a child, the dog was surrendered by the owner and euthanised in May when the vets visited.
- SKYDOG Vets did not visit the NPA in April
- Feed hay was brought into horses housed in the Umagico holding Paddock during the month of April as the horses were losing condition.
- Fencing materials to refence the farm area arrived in NPARC during April, works are programmed to commence in May
- A complaint was received that a pig was being kept in the Poi Poi Street area. The owner of the pig was visited and advised Local Law No. 2 and advised that under that local law it is prohibited to keep a pig in a designated area.
    - The pig has since been removed from the area and butchered for a cultural event

Illegal dumping

- One car was stopped from illegally dumping green waste near the Bamaga farm area. The driver was advised to comply with model local law No. 2 and to dispose of the waste at the transfer station.

Food licencing

- No vendor inspections were undertaken in April
- Tropical Public Health unit next visit from Cairns is still to be confirmed.

Wastewater

- Scheduled servicing and maintenance activities have been undertaken.
- Ongoing issues have been experienced at the New Mapoon and Bamaga pump stations contract trades have been engaged to assist with these repairs.
- Council staff and contractors are investigating alternative pump options to improve efficiency and reliability

Solid Waste

- Kerbside collections have experienced some delays due to break downs, the kerbside collection truck is in poor condition and will continue to break down until it is replaced.
- Operations staff are looking into options to buy or hire a kerbside collection truck until a new replacement truck can be purchased and delivered to the NPA
- Transfer station and landfill operations are operating normally

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 environment
- 2.1 Animal Management
- 2.2 Clean and tidy public areas in each Community

FINANCIAL AND RESOURCE CONSIDERATIONS

N/A.

CONSULTATION

Building Construction and Maintenance Manager
Works Overseer
A/ Ranger Coordinator
A/ Workshop Manager
Manager Regulatory Services

Title of Report	**April Finance Report**
Agenda Item	**9**
Classification	**For Noting**
Author	**Acting Manager Finance**
Attachments	A. **Statement of Comprehensive Income** B. **Enterprise Financial Summary** C. **Cash Position Summary** D. **Statement of Financial Position** E. **Debtors and Creditors Outstanding**

Officer Recommendation:

That Council note and accept the Acting Manager Finance Report for the period ending 30 April 2022

PURPOSE OF REPORT

To provide Councillors with a status update on the Council's financial position in accordance with the requirements of the Local Government Act 2009 and s204 of the Local Government Regulations 2012.

BACKGROUND AND CONTEXT

Overall position

The Council's financial position as at the end of April remains challenging but manageable.

Revenue

Operational Revenue for the period to April 2022 is generally tracking in accord with the 2021-22 budget. The major increase over the previous month is recognition of grant payments received.

Expenses

Expenditure is also tracking generally in line with budget. Materials and Services is higher than expected but reflects additional contractor costs which offset Employee Costs.

Cash Position

The Council has a tight cash position although additional grant payments recognised in the previous month has eased the position.

Enterprises

As highlighted in Attachment B, Council's Enterprises continue to be a drain on Council funds. Detailed Business Analysis of all Council Enterprises has been prioritised with key recommendations

expected to be provided progressively to the Council in the first half of 2022. In line with this strategy, a report on Council's Batching Plant is included in the meeting papers. Papers on the Post Office and Store have previously been presented to the Council.
Budget Review and Management Reporting.

Work is continuing on developing operational financial reports in conjunction with detailed budget discussion with line managers although financial staff availability is impacting on this. A draft 22-23 Budget is being developed for workshopping with the Council in June.

OTHER OPTIONS CONSIDERED

N/A

LEGAL AND LEGISLATION CONSIDERATIONS

N/A

POLICY CONSIDERATIONS

N/A

CORPORATE AND OPERATIONAL PLAN CONSIDERATIONS

Operation Plan -2. FISCAL MANAGEMENT

FINANCIAL AND RESOURCE CONSIDERATIONS

N/A

CONSULTATION

This report is prepared from information supplied from the Team Leaders and staff of the Finance Department

Statement of Comprehensive Income

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

Northern Peninsula Area Regional Council
Statement of Comprehensive Income
For the period ended 30 April 2022

	Period End 30/04/2022	Period End 30/04/2021	Annual Budget 2021-22	% Actual vs Budget
Income				
Recurrent Revenue				
Rates, levies and charges	2,241,610	2,136,378	3,000,000	75%
Fees and charges	253,611	349,697	500,000	51%
Rental income	1,191,595	639,209	900,000	132%
Interest received	13,324	26,855	70,000	19%
Sales revenue	5,428,384	4,007,021	7,000,000	78%
Enterprise revenue	7,372,592	6,632,026	10,000,000	74%
Other income	378,865	1,933,542	2,500,000	15%
Grants, subsidies, contributions and donations	16,146,066	9,343,556	13,000,000	124%
Total recurrent revenue	**33,026,047**	**25,068,284**	**36,970,000**	89%
Capital revenue				
Grants, subsidies, contributions and donations	4,727,191	2,936,527	7,000,000	68%
Loss on sale Assets	-	-	-	
Total capital revenue	**4,727,191**	**2,936,527**	**7,000,000**	68%
Total revenue	**37,753,238**	**28,004,811**	**43,970,000**	86%
Expenses				
Recurrent expenses				
Employee benefits	(11,220,376)	(11,052,031)	(16,000,000)	70%
Materials and services	(18,428,478)	(14,891,344)	(19,000,000)	97%
Finance costs	(48,182)	(68,936)	(60,000)	80%
Depreciation and amortisation	(8,920,770)	(8,732,465)	(9,000,000)	99%
Total recurrent expenses	**(38,617,806)**	**(34,744,776)**	**(44,060,000)**	88%
Capital Expenses	0	0	(850,000)	0%
Total Capital Expenses	**0**	**0**	(850,000)	0%
Total expenses	**(38,617,806)**	**(34,744,776)**	**(44,910,000)**	86%
Result from ordinary activities	(864,568)	(6,739,965)	(940,000)	92%
OPERATIG RESULT				
Operating Revenue	33,026,047	25,068,284	36,970,000	89%
Operating Expenses	(38,617,806)	(34,744,776)	(44,060,000)	88%
Operating Surplus/(Deficit)	**(5,591,759)**	**(9,676,492)**	**(7,090,000)**	79%

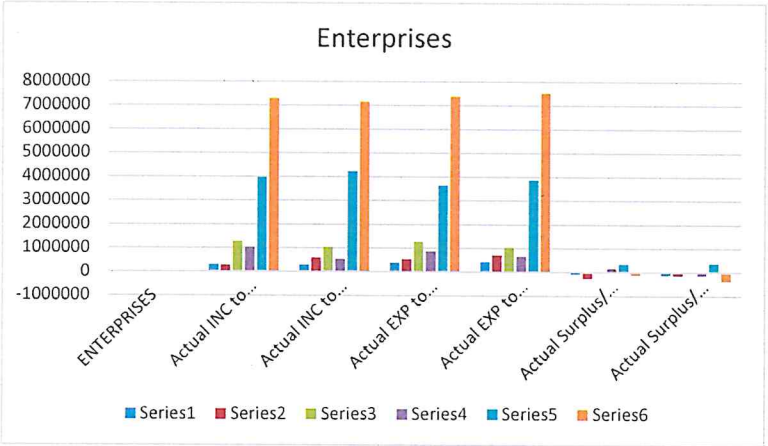
Attachment B

Northern Peninsula Area Regional Council

Enterprise Financial Summary

As of 30 April 2022

ENTERPRISES	Actual INC to 30-04-2022	Actual INC to 30-04-2021	Actual EXP to 30-04-2022	Actual EXP to 30-04-2021	Actual Surplus/ (Deficit) to 30-04-2022	Actual Surplus/ (Deficit) to 30-04-2021	Actual Surplus/ (Deficit) to 30-04-2020
BAMAGA PO	296,183	281,126	375,071	411,519	(78,888)	(130,393)	(46,528)
INJINOO READYMIX	274,914	586,456	537,933	715,141	(263,019)	(128,685)	140,271
INJINOO SERVICE STATION	1,272,847	1,030,086	1,273,287	1,037,657	(440)	(7,571)	93,111
JARDINE FERRY, ROADHOUSE & CAMPGROUND	1,038,500	527,854	875,896	653,645	162,604	(125,791)	(2,381)
NPARC STORES	418,635	510,070	683,443	847,040	(264,808)	(336,970)	(318,962)
UMAGICO STORE	3,972,235	4,216,942	3,633,693	3,857,115	338,542	359,827	395,948
	7,273,314	7,152,534	7,379,323	7,522,117	(106,009)	(369,583)	261,459



Cash Position Summary

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

The estimated net cash position of $2.32M as of 30 April 2022. This now takes account of grants received and posted to revenue. The working capital position (unrestricted cash) is estimated at $2.8M which represents just over 1 month of Council expenditure. QTC recommend a level of between 3 and 4 months, ie between $8M and $11M in NPARC terms.

Cash Available at 30 April 2022 was **$ 8,327,655**

Of this

$3.46M is invested at QTC at 0.87%
$0.56M is in trust Account for 5 new Houses
$6.245M is in trading a/c

Est. Net Cash at 30 April 2022 was **$2.32M**

Northern Peninsula Area Regional Council Statement of Cash Position As at 30 April 2022		
CASH		$
NPARC CBA General Account		6,317,898
NPARC CBA Grant Funds		0
NPARC Cash Floats		11,455
NPARC Cash on hand-ATM Umagico Store		13,200
DHPW Trust Account		557,284
NPARC QTC Investment		3,467,046
	Cash Available	**10,366,883**
ADD RECEIVABLES		
Accounts Receivable (Debtors)		4,813,072
Contract Assets		220,254
Add GST Control (Receivable)		148,292
Less Provision for Doubtful debts (Impairment)		(2,801,442)
		2,380,176
Estimated Cash Position		**12,747,059**
LESS		
Contract Liabilitites		4,459,927
Grants in Advance		3,115,073
Accounts Payable and Accruals		588,613
Other Payables and Suspense		(23,483)
Provision for LSL (Current)		590,348
Provision for LSL (Non-Current)		163,647
Provision for Rehabilitation Tip		1,065,496
Annual Leave Liability		458,970
		10,418,591
Estimated Net Cash Position excluding Commitments		**$2,328,468**
Working Capital (Unrestricted Cash)		**$2,791,883**

Statement of Financial Position

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

Northern Peninsula Area Regional Council
Statement of Financial Position

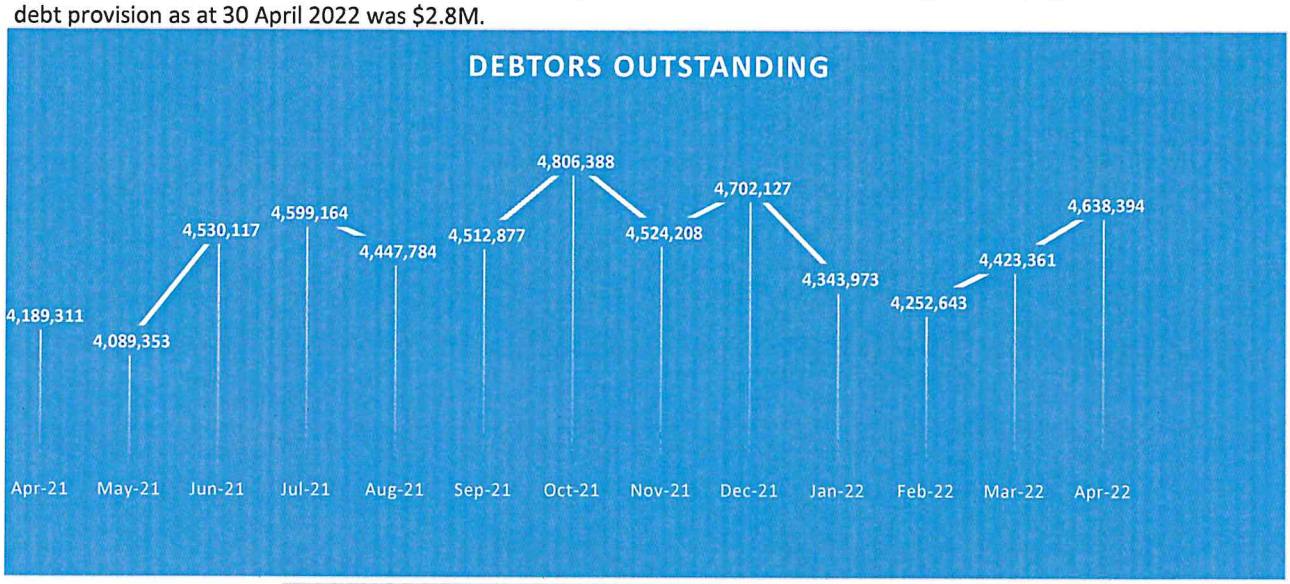
As at 30 April 2022

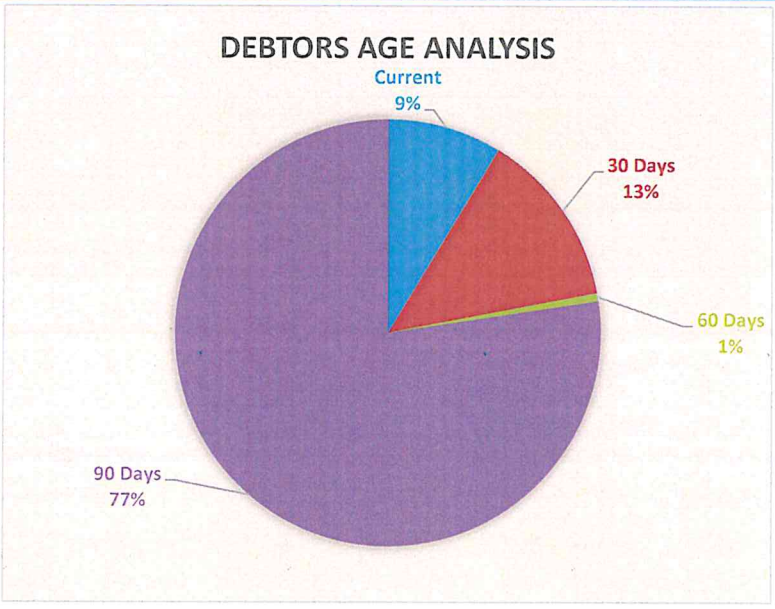
	As at 30 June 2021 Actual	As at 30 April 2022 Actual
	$	$
Current Assets		
Cash and cash equivalents	11,255,465	10,366,883
Trade and other receivables	1,968,967	2,011,630
Inventories	1,154,258	1,190,991
Other financial assets	220,254	888,000
	14,598,944	14,457,504
Non-current assets classified as held for sale	-	-
Total current assets	14,598,944	14,457,504
Non-current Assets		
Trade and other receivables	-	-
Other financial assets	15,367,280	15,367,280
Property, plant and equipment	194,059,424	191,348,272
Work in progress	7,695,226	6,620,915
	217,121,930	213,336,467
TOTAL ASSETS	**231,720,874**	**227,793,971**
Current liabilities		
Trade and other payables	3,808,507	424,833
Borrowings	-	-
Provisions	1,255,473	1,049,318
Other	5,778,209	7,715,298
Total Current liabilities	10,842,189	9,189,449
Non-current liabilities		
Provisions	564,018	1,229,143
	564,018	1,229,143
TOTAL LIABILITIES	11,406,207	10,418,592
NET COMMUNITY ASSETS	**220,314,667**	**217,375,379**
Community Equity		
Asset revaluation reserve	62,006,652	62,006,652
Retained surplus/(deficiency)	158,308,015	155,368,727
Reserves	-	-
TOTAL COMMUNITY EQUITY	**220,314,667**	**217,375,379**

Northern Peninsula Area Regional Council
Analysis of Debtors and Creditors Outstanding

Debtors Outstanding and Recovery

Total debtors outstanding as of April 2022 was $4.6M of which 77% is outstanding over 90 days. The Council is continuing to make efforts to recover debts with legal action being commenced on a number of long outstanding items. The total bad debt provision as at 30 April 2022 was $2.8M.





Creditors Outstanding

The total Creditors outstanding as of 30 April 2022 was $488,086.00 the age analysis of the creditors is as follows.

Northern Peninsula Area Regional Council					
Aged Creditors Analysis					
As of 30 April 2022					
Description	Current	30 Days	60 Days	90 Days	Total
Creditors outstanding	278,106	34,178	10,890	164,912	488,086
Number of Creditor					71

Title of Report: Airport Master Plan
Agenda Item: 10.1
Classification: For Decision
Author Executive Manager Corporate Services
Attachments A – Airport Masterplan

Officers Recommendation:

That Council

1. **note the report**
2. **formally adopt the Airport Masterplan, "YEPE08 Northern Peninsula Area Masterplan 2022"**

PURPOSE OF REPORT

The purpose of this report is to provide for Northern Peninsula Regional Council the Airport Masterplan, "YEPE08 Northern Peninsula Area Masterplan 2022" for formal adoption.

BACKGROUND AND CONTEXT

Northern Peninsula Area Regional Council (NPARC) requested the development of an Airport Master Plan and supporting Business Plan, to understand and articulate current and future demand for the Northern Peninsula Airport (NPA) and provide flexibility to facilitate business opportunities within the NPARC local government area (LGA).

NPARC intends to ensure that the Northern Peninsula Airport is appropriately positioned to deliver the positive social and economic benefits associated with the region.

This will be achieved by operating the airport in compliance with relevant aviation legislative requirements, in line with community expectations regarding level of service and according to a user pays methodology.

Council will ensure operational expenses can be met as and when they fall due, that safety is not compromised, and that capital works are appropriately planned and budgeted for in response to demonstrated demand.

Purpose of master planning study

The purpose of the Master Plan is to establish a framework for the future planning and development of Northern Peninsula Airport to ensure NPARC achieves its strategic objectives and capitalises on the aeronautical and commercial opportunities provided by the airport.

The Master Plan is intended to establish the basis for more detailed studies of design, infrastructure planning, and land use planning required to achieve the strategic direction

Master planning outcomes

The Master Plan provides a direction for the airport in terms of future infrastructure development to service the economic and social requirements and aspirations of the local community.

Vision

The vision that has been developed as a result of the master planning study is as follows:

> *Provide an airport for the Northern Peninsula Area community that allows the achievement of economic, social, health and wellbeing, resilience, aeronautical and commercial opportunities now and in the future.*

This airport will:

1. Comply with applicable civil aviation safety regulations and standards
2. Be on land controlled by NPARC
3. Be resilient to natural disasters and climate change
4. Have minimal impact on the environment
5. Meet community expectations in respect of level of service
6. Be future proofed to respond to new opportunities and technologies that will emerge over time.

Options

Options available for the achievement of this vision are listed below:

1. Maintain the status quo
2. Sustain the current site
3. Sustain and develop the current site over the long term
4. Sustain and develop the current site and protect the preferred alternative site for subsequent development in the longer term
5. Develop the current site in the short term and develop the preferred alternative site in the longer term.
6. Sustain the current site (do minimum) while developing the preferred alternative site

Councillors may recall that Mr Keith Tonkin coordinated a presentation and workshop to Council on 8 February 2022 in relation to the Draft report.

After careful consideration of the various options at that workshop, NPARC has decided to proceed with Option 6 – Maintain current site while developing an alternative site.

Council has identified Site 1 as the preferred alternative (detailed at Annexure 4).

A cost estimate for development of the new site, and estimated costs for maintaining the current site have been prepared.

A business plan for Option 6 has been prepared.

CRITICAL DATES

None noted.

LEGAL AND LEGISLATION CONSIDERATIONS

Overarching Governance Principles

Consistent with the following overarching governance principles:

- Pursuing innovation and continuous improvement.
- Seeking collaboration with other Councils and Governments and statutory bodies.
- Regional, state and national plans and policies are taken into account in strategic planning and decision making.
- The transparency of Council decisions, actions and information is to be ensured.

Public Transparency

Bringing this matter to the Council meeting for resolution in open session ensures decision making is transparent and the public are appropriately informed.

POLICY CONSIDERATIONS

Policies and Relevant Law

Bringing this report to Council is consistent with Council and Governance Rules.

CORPORATE AND OPERATIONAL PLAN CONSIDERATIONS

The *NPARC Corporate Plan 2018-2022* captures the thoughts and ideas of the NPA community and identifies the strategies and outcomes that will work towards achieving these goals and contribute to the community's vision

> **'With respect and pride we will build a future for our children based on unity, equitable self-governance, education and culture'.**

Infrastructure Services is one of 6 themes supporting the NPARC Corporate Plan. Under this plan, Theme 1 (Infrastructure Services) defines the relevant strategies as:

- To provide and maintain appropriate infrastructure to service the NPARC existing and future service levels
- To maintain infrastructure to ensure an adequate and continued service to the community
- To plan for future upgrades, expansion or replacement of infrastructure
- Undertake regulatory and advisory inspection programs to maintain and improve health and environmental standards within the community such as animal control vector control programs
- To deliver service at a least cost basis
- Develop and implement a robust Asset Management strategy / framework and policy to ensure optimal decisions on asset creation, operation, maintenance, restoration or replacement, disposal and performance based on agreed service levels
- To meet regulatory requirements for sustainable service delivery
- Ensure a preparedness to respond to natural disasters and other emergencies and engage in planning activities aimed at minimising the impact of such disasters on the community.
- Represent NPARC interests by developing and strengthening working relations with Australian, State and Local government, industry including regional bodies.
- Provide, maintain and enhance parks, foreshores and open-space facilities
- Promote and support initiatives designed to enhance and increase local employment and training opportunities.

FINANCIAL AND RESOURCE CONSIDERATIONS

As provided in the Attachment to the report.

CONSULTATION

No officer declared an interest under the *Local Government Act 2020* in the preparation of this report.

Mayor & Councillors
Chief Executive Officer
Executive Management
Community Consultation
Keith Tonkin – Consultant: Aviation Projects

Prepared for: Northern Peninsula Area Regional Council

DOCUMENT CONTROL

Document Title: Master Plan 2022 – Northern Peninsula Airport

Activity ID: YNPE08

Prepared by: C Abela/K Tonkin

Reviewed by: K Tonkin

Released by:

Revision History

Version	*Description*	*Transmitted*	*Reviewed by*	*Date*
0.1	Draft	29 April 2022		

ACKNOWLEDGEMENT OF TRADITIONAL OWNERS

NPA Regional Council acknowledges the Traditional Owners of our region who hold the unique position of being the First Peoples of this country. We also acknowledge the historical people who have helped to make the NPA a diverse and culturally rich region. We recognise and respect your cultural heritage, values, beliefs and continuing relationship and responsibility to your land and sea country. We honour and respect your Elders past, present and future. We commit to maintaining and strengthening our partnerships and respectful relationships with you in the spirit of reconciliation so that together we can increase the opportunities for successful and positive outcomes to the advantage of everyone in our communities. NPA Regional Council would like to acknowledge and thank all Traditional Owners who have contributed to the development of this Master Plan and who have attended the various community consultation sessions that have been used to formulate this significant community strategic document.

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TABLE OF CONTENTS

LIST OF FIGURES

LIST OF TABLES

1. PLANNING CONTEXT

1.1. Background

Northern Peninsula Airport is a community asset owned and operated by the Northern Peninsula Area Regional Council (NPARC) located 10 km south-east of the Bamaga community. As a Certified aerodrome, NPARC is obliged to maintain compliance of the Airport with the Civil Aviation Safety Authority (CASA) Manual of Standards Part 139 (MOS 139).

The Torres Strait and Northern Peninsula Area of Queensland covers a wide geographic area of approximately 48,000 sq km and includes three Council areas. There are 18 islands with established communities, comprising the Torres Strait, and a further five communities located on the Western Cape area known as the Northern Peninsula Area (NPA). NPARCs jurisdiction comprises the Aboriginal Communities of Umagico, Injinoo, and New Mapoon, and the Torres Strait Islander Communities of Seisia and Bamaga.

The Australian Bureau of Statistics develops the Remoteness Area (RA) classification each Census period using the University of Adelaide's Accessibility/Remoteness Index of Australia classification (ARIA+) mean scores. The Northern Peninsula Area Regional Local Government Area has been classified as very remote. With a population of 2,952 (2016), NPARC has one of the lowest population densities.

The environment and cultural significance of the NPA are a significant part of its heritage, values and identity. The NPA is located 1000 km north-west of Cairns and is accessible by road primarily in the dry season.

Its remoteness and isolation underpin the importance played by key community infrastructure assets like the Northern Peninsula Airport. The airport provides critical connectivity to regional facilities in Cairns. The airport also plays a key role in enabling local and regional economic development opportunities and provides connectivity to the many islands which make up the Torres Strait surrounds.

The natural beauty of the Northern Peninsula, its history, climate, isolation and lifestyle continue to attract tourists to the region.

The location of Northern Peninsula Airport in relation to Cairns is shown in the map at Figure 1. The Northern Peninsula Airport is unique as it is located within the Torres Shire Local Government Area (LGA) yet is administered by NPARC.

Figure 1 Location map

The location of Northern Peninsula Airport in relation to applicable LGAs, and the communities of the NPA is provided in Figure 2 (source: QLD Globe, Google Earth 2020).

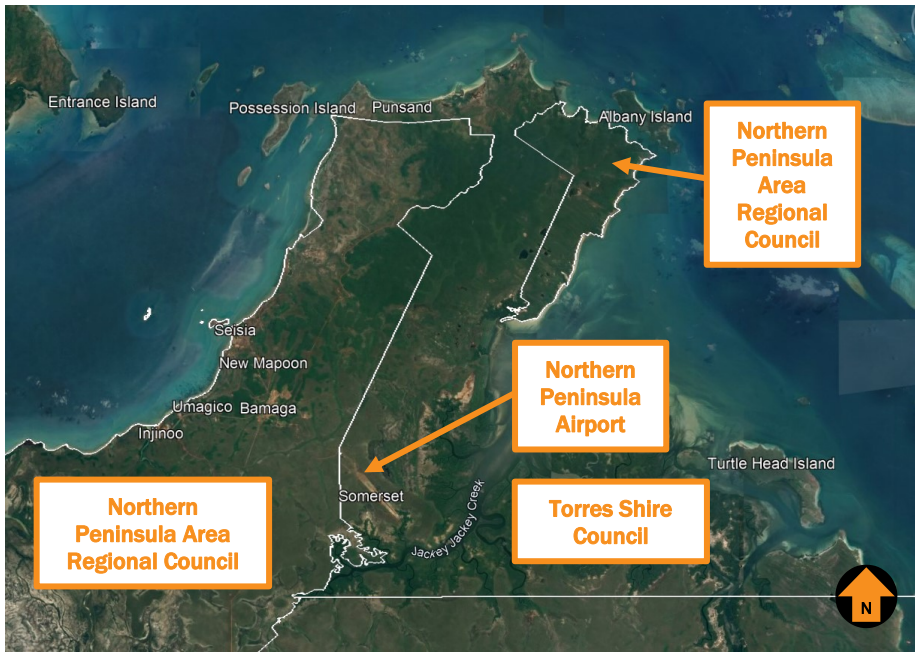

Figure 2 Northern Peninsula Airport location and LGAs

1.2. Site description

Northern Peninsula Airport is a Code 3 certified aerodrome with a sealed runway 13/31 that is 1834 m long and 30 m wide.

Currently Regional Express Airlines (REX) operates one service each day to Cairns, using a SAAB 340, 34 seat aircraft. Skytrans also operates weekday services to Northern Peninsula Airport (with stopovers at Horn Island as part of the service). Skytrans utilises the De Havilland Canada Dash 8-100 for these services.

A satellite image of the site is provided at Figure 3 (source: Google Earth).

Figure 3 Site overview

1.3. Regional characteristics

Characteristics of the region are set out in this section.

1.3.1. Population

The Northern Peninsula Area has a population of 2,773 people, a median age of 22, and a median household income of $1,257 per week (all figures per 2016 Census). The population of Northern Peninsula Area Regional LGA increased by 489 persons between 30 June 2011 and 2016, which was a population annual growth rate of 3.7 percent, compared with 1.6 percent increase for Queensland. This annual growth rate has grown considerably when compared to the previous 5-year period when the annual growth rate was 1.2 percent.

1.3.2. Economy

The Torres Strait covers a region stretching from Cape York, the most northerly point of the Australian mainland, to the small islands just off the southern coast of PNG. Approximately 200 km across and over 20,000 square kilometres in area, the channel links the Coral Sea, in the east, to the Arafura Sea, in the west, and has been an important point of contact between cultures for thousands of years. The region lies across a major shipping route between south-east Asia and the east coast of Australia and southern PNG.

The Torres Strait area is of vital strategic interest to Australia as it is in direct contact with both Indonesia and PNG, with cross border treaties and isolation permitting relatively free movement between countries. The closest Australian provincial city of Cairns is over 1,000 kilometres away from the Torres Strait, so the area assumes a regional importance far in excess of its relatively small total population.

The government is the region's major employer, directly at Local, State and Commonwealth levels in areas such as governance, education, health, and oversight, and indirectly through social service employment schemes such as the Community Development Employment Program (CDEP). The entire region is largely dependent on marine transport to obtain almost all the requirements of daily life.

Seisia is the closest seaport to Bamaga and accepts large scale freight carriage. The port services Port Kennedy and NPA communities and transhipping to Outer Torres Strait Island communities.

1.3.3. Climate and meteorology

The climate is typical of coastal wet tropical areas, with average temperatures ranging between <22°C in July to >31°C in December, and annual rainfall is in the range 1.5 to 1.8 metres. Being in the tropics, regional wind patterns are highly seasonal. Between November and April, north-westerly monsoonal winds less than 17 knots are interspersed with squalls of over 35 knots. Between May and October strong south-easterly trade winds can often last for extended periods of time and hamper safe small boat travel. The area is generally considered to lie just outside the cyclone belt.

1.3.4. Regional aviation

Regular Public Transport (RPT) services are offered by Rex and Skytrans airlines, with flights to Cairns occurring daily.

An extract of the World Aeronautical Chart showing aerodromes in the vicinity of Northern Peninsula Airport is provided in Figure 4 (source: OzRunways, 250k Topo).

Figure 4 Nearby heliports and airports

1.4. Role and history

Northern Peninsula Airport is a main transit point for Northern Peninsula Area residents and tourists. Cape York is a popular destination for the tourists. The airport also facilitates Royal Flying Doctor Service (RFDS) services for medical transport. Light aircraft charters also use Northern Peninsula Airport.

Northern Peninsula Airport was built in late 1942 (Figure 5 refers - source: www.ozatwar.com) and has been known under various names:

- Jacky Jacky Field
- Higgins Field (re-named in 1943 after Flight Lieutenant Brian Hartley Higgins)
- Bamaga Airfield (re-named in 2007 to Northern Peninsula Airport).

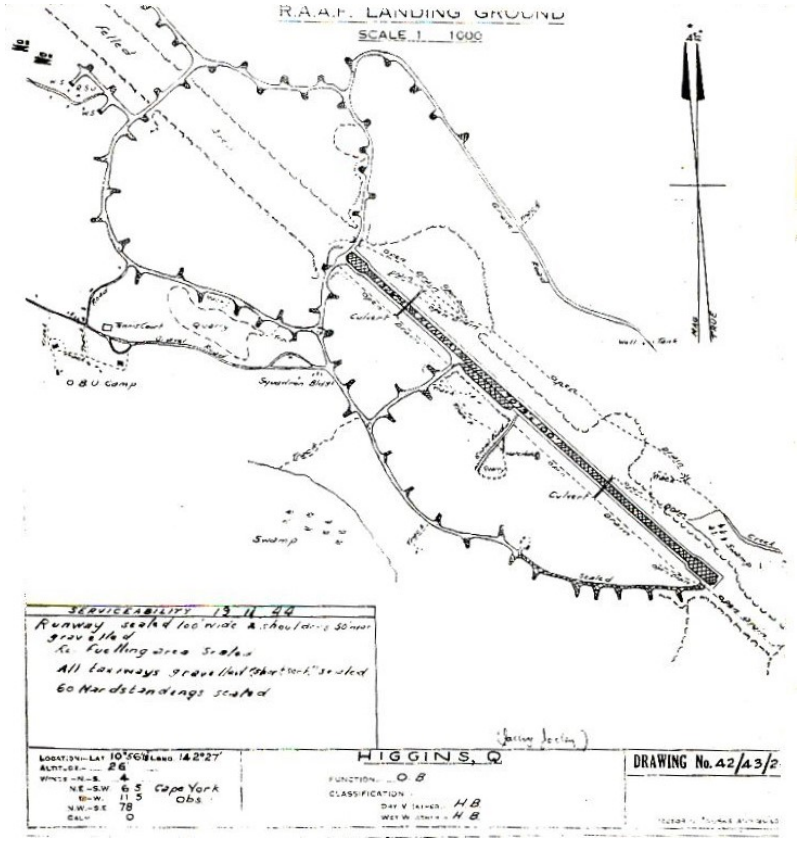

Figure 5 Higgins Field 1942 plans

1.5. Current operations

Current aircraft operations include:

- Saab 340B aircraft operated by Regional Express to/from Cairns
- De Havilland Dash 8-100 operated by Skytrans to/from Cairns
- Light general aviation fixed and rotary wing aircraft operate private and charter flights to various destinations.

A map showing the route is provided at Figure 6 (source: Great Circle Mapper).

Figure 6 Scheduled destination map – Cairns – Northern Peninsula

1.6. Strategic intent

NPARC intends to ensure that the Northern Peninsula Airport is appropriately positioned to deliver the positive social and economic benefits associated with the region.

This will be achieved by operating the airport in compliance with relevant aviation legislative requirements, in line with community expectations regarding level of service and according to a user pays methodology.

Council will ensure operational expenses can be met as and when they fall due, that safety is not compromised, and that capital works are appropriately planned and budgeted for in response to demonstrated demand.

1.7. Purpose of master planning study

The purpose of the Master Plan is to establish a framework for the future planning and development of Northern Peninsula Airport to ensure NPARC achieves its strategic objectives and capitalises on the aeronautical and commercial opportunities provided by the airport.

The Master Plan is intended to establish the basis for more detailed studies of design, infrastructure planning, and land use planning required to achieve the strategic direction.

1.8. Master planning outcomes

The Master Plan will provide a direction for the airport in terms of future infrastructure development to service the economic and social requirements and aspirations of the local community.

1.9. Strategic alignment

The *NPARC Corporate Plan 2018-2022* captures the thoughts and ideas of the NPA community and identifies the strategies and outcomes that will work towards achieving these goals and contribute to the community's vision 'With respect and pride we will build a future for our children based on unity, equitable self-governance, education and culture'.

Infrastructure Services is one of 6 themes supporting the NPARC Corporate Plan. Under this plan, Theme 1 (Infrastructure Services) defines the relevant strategies as:

- To provide and maintain appropriate infrastructure to service the NPARC existing and future service levels
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- Represent NPARC interests by developing and strengthening working relations with Australian, State and Local government, industry including regional bodies.
- Provide, maintain and enhance parks, foreshores and open-space facilities
- Promote and support initiatives designed to enhance and increase local employment and training opportunities

- Encourage, promote and support innovation and learning within the community
- Support and advocate for opportunities for education and training providers and business within the region
- Implement, maintain and monitor effective financial and controls systems within department budget.
- Develop the Northern Peninsula Airport terminal redevelopment and runway extension

Northern Peninsula Airport is nominated as a 'Priority Service' asset of the region.

1.10. Planning horizons

The Master Plan nominally considers a planning horizon of 20 years, comprised of short term and longer-term timeframes.

The short term is defined as 5 years.

The longer term extends from the end of the first 5-year period through to the end of the 20-year master planning horizon.

1.11. State Planning Policy (July 2017)

The State Planning Policy (SPP) is a key component of Queensland's planning system. The SPP expresses the state's interests in land use planning and development. Promoting these state interests through plan making and development decisions of state and local government, will help to secure a liveable, sustainable and prosperous Queensland.

> *A state interest is defined under the Planning Act 2016 (the Act) as an interest that the Planning Minister considers:*
>
> - *affects an economic or environmental interest of the state or a part of the state*
> - *affects the interest of ensuring that the purpose of the Act is achieved*

The SPP lists Northern Peninsula Airport as a 'strategic airport and aviation facility'. It further defines this as –

- *the operation of strategic airports and aviation facilities is protected, and the growth and development of Queensland's aviation industry is supported, and*
- *the strategic airports and aviation facilities, to which the SPP applies, are essential elements of the national and state air transport network and the national defence system. Ensuring development does not impact on the safe and efficient operation of these facilities will support continued growth of the state's economy, regional communities and national defence.*

All policies developed by Regional Councils must integrate SPP to the following extent -

1. *Strategic airports and aviation facilities are identified, including the associated Australian Noise Exposure Forecast (ANEF) contours, obstacle limitation surfaces or height restriction zones, public safety areas, lighting area buffers, light restriction zones, wildlife hazard buffer zones, and building restricted areas.*
2. *The safety, efficiency and operational integrity of strategic airports are protected.*

   Development and associated activities:

   a) *do not create incompatible intrusions, or compromise aircraft safety, in operational airspace*

   b) *avoid increasing risk to public safety in a public safety area*

   c) *are compatible with forecast levels of aircraft noise within the 20 ANEF contour or greater [as defined by Australian Standard 2021–2015: Acoustics—Aircraft noise intrusion—Building siting and*

construction (AS 2021), adopted 12 February 2015] and mitigate adverse impacts of aircraft noise.

3. *Development complements the role of a strategic airport as an economic, freight and logistics hub, and enhances the economic opportunities that are available in proximity to a strategic airport.*
4. *Aviation facilities are protected by avoiding development and associated activities within building restricted areas that may affect the functioning of the aviation facilities.*
5. *Key transport corridors (passenger and freight) linking strategic airports to the broader transport network are identified and protected.*

1.12. NPARC 2010-2020 Transport and Drainage Asset Management Plan

The NPARC 2010-2020 Transport and Drainage Asset Management Plan describes NPARCs oversight of the 4 types of transport and drainage services;

- Road network
- Drainage network
- Northern Peninsula Airport
- Jardine River Ferry

NPARC targets a level of service for each element. These are -

- **Adequacy** Council endeavours to maintain the airport such that it allows its ongoing operation.
- **Safety** Council endeavours to maintain the airport such that it does not pose a safety risk to people.
- **Quality** Council endeavours to carry out work in accordance with Australian Standards.

NPARC classify NPARC Airport demand - The airport currently operates significantly fewer flights than its capacity. There is currently one incoming and one outgoing flight per day to and from Cairns, as well as other flights to other regional destinations. The airport is predominantly used for government related business, and therefore demand is not significantly driven by the population of the NPA, although anecdotal evidence suggests flights are becoming fuller. The Royal Flying Doctor Service also uses the airport when necessary. The community use of the airport declined significantly after the Lockhart River Air Disaster tragedy in 2005, when all fifteen on board a flight from Bamaga to Cairns died.

Future - The airport can accommodate a significant increase in the number of flights that it currently does, although the size of airplanes that can be accommodated is limited. If larger airplanes were desired to be accommodated, for instance if the NPA became a regional hub for international tourism, then the airport would need to be expanded.

In 2010, NPARC Airport replacement cost was assessed as $4,707,674, while the 2009 fair value was $2,490,905. The airport was also assessed (on average) to be in a good to fair condition and are expected to last beyond the 10-year planning horizon.

It was noted in the report significant renewals costs are expected towards the end of the planning horizon of 10 years. Figure 7 refers.

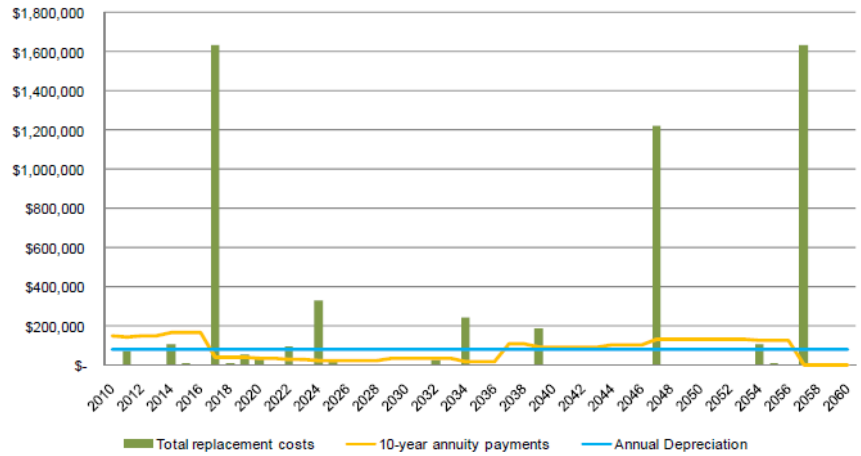


Figure 7 50-year renewals profile for Northern Peninsula Airport (2009 projection)

Under the capital works program - *(2010) NPARC has secured $864,000 for renewal work of the NPA Airport. This breaks down as $480,000 for the resealing of the runway, $90,000 for renewal of the apron, and $294,000 for drainage works. Funding for these works comes from RADS and RASP, the State and Commonwealth airport funding authorities, respectively. NPARC also wishes to establish a new terminal building for the airport, which may cost $1.5 million.*

There was no intention (2010) to privatise Northern Peninsula Airport.

Operations and Maintenance costs were forecast to stay consistently at approximately $280,000 per year for the decade from 2009. There were acknowledgement Key Performance indicators (KPIs) for operations and maintenance have not been set at this stage, due to a lack of operational data to base them upon and a lack of resources to record and monitor such KPIs.

1.13. Torres Strait and NPA Regional Plan – Planning for our future (2009-2029)

This Plan has been developed to address the need for a whole-of-region plan that will guide the development of the Torres Strait and Northern Peninsula Area into the future. The idea for such a plan originated collectively from the Torres Strait Regional Authority (TSRA), the Torres Strait Island Regional Council (TSIRC), the Torres Shire Council (TSC) and the Northern Peninsula Area Regional Council (NPARC), with support from the Queensland Government. Collectively the organisations have agreed to undertake integrated regional planning to ensure that opportunities and resources are maximized to secure the future of the region and provide adequate, appropriate and coordinated service delivery. The purpose of this Plan is to outline our vision for the future of the region, specify the goals that will need to be attained to secure it, and outline at a high level how this will be achieved. The Plan has a twenty-year timeframe and acknowledges that many of our challenges require long-term development initiatives.

The plan's Goals and Objectives primarily focussed on:

- *Economic Development*
- *Housing*
- *Governance and Leadership*
- *Environmental Management*
- *Public Health*
- *Communities*
- *Art Culture and Heritage*
- *Native Title*
- *Schooling*
- *Social Services and*
- *Early Childhood.*

There is no mention of Infrastructure or specifically of Northern Peninsula Airport in the Torres Strait and NPA Regional Plan.

1.14. NPARC Planning Scheme (July 2018)

The Northern Peninsula Area Regional Council Planning Scheme (planning scheme) has been prepared in accordance with the Sustainable Planning Act 2009 (the Act) as a framework for managing development in a way that advances the purpose of the Act.

In seeking to achieve this purpose, the planning scheme sets out the Northern Peninsula Area Regional Council intention for the future development in the planning scheme area, over the next 20 years.

The planning scheme seeks to advance state and regional policies through more detailed responses, taking into account the local context.

Specifically, Northern Peninsula Airport is mentioned in the following context –

3.2 Strategic intent: While there are many challenges, there are also plenty of opportunities for the future, and to take full advantage of the opportunities will require: Improving transport connections (such as formal crossing over Jardine River, flood proofing roads and airport upgrades) to and from and between communities, recognising the low proportion of car ownership;

3.5.5.1 Specific Outcomes

Historically significant military sites, such as surrounding Bamaga Airport (outside of the NPARC LGA); DC 3 Crash site, Muttee Heads and other places, once discovered, are protected from development and appropriately promoted to encourage greater awareness of the role of Northern Peninsula Area in World War 2;

Improved access conditions to and from the community, including improved road conditions, upgraded airport facilities and construction of Jardine River Bridge are undertaken as a priority.

8.1 NPA Airport overlay - The purpose of the NPA Airport code is to ensure development protects the safety and efficiency of the NPA Airport operations. The purpose of the code will be achieved through the following overall outcomes:

a) conflicts between the NPA Airport and surrounding uses are avoided unless, where practicable, adequate mitigation measures are incorporated into the development;

b) the safe and efficient airport operations are protected.

Performance outcomes include:

PO1 Lighting and reflective surfaces - Development does not include external lighting or reflective surfaces that could distract or confuse pilots.

PO2 Wildlife hazards - Development does not cause wildlife to create a hazard for the safe operation of the NPA Airport.

PO17 Lot design and amenity - Development is separated from any incompatible use having regard to:

a) The location of existing facilities and established development;

b) The health and safety of people;

c) The safe and efficient operation of the major infrastructure; and

d) The amenity of the locality.

The Airport Overlay Map is provided at Annexure 5.

1.15. NPARC Corporate Plan 2018-2022

Councils are required to develop, adopt and report on a 5-year corporate plan. The plan is used to direct the annual operations and the annual budget. The contents of the plan must include the strategic direction of council and outline how performance against the plan will be measured.

> *NPARC Corporate Plan 2018-2022 has been developed having regard to the community engagement activities, information, themes and community aspirations provided through the community planning process.*

Specifically, Northern Peninsula Airport is mentioned in the following context (under Engineering / Operations)–

> *Theme 1: Infrastructure Services (Key Corporate Strategies) - Develop the NPA Airport terminal redevelopment and runway extension*

Northern Peninsula Airport is also listed under 'Priority Services' in the NPARC Corporate Plan 2018-2022.

Also of note, the plan describes the resources that will be utilised by Council to achieve the key priorities. The resources (for all Council priorities) include:

- 200 FTE Council staff;
- Council assets valued at $216m;
- Revenue from charges, rentals, grants and subsidies amounting to $21.5m p.a.

No other specific mention of Northern Peninsula Airport was made except that under the Corporate Structure 2018, Northern Peninsula Airport falls under the 'Executive Manager – Operations'.

1.16. NPARC Master Plan – DSDSATSIP

QLD Government Department of Aboriginal and Torres Strait Island Partnerships prepared a Master Plan for the NPA Regional Council for the purposes of planning the practical, long-term delivery of new housing, tourism, industry and other employment generating land uses to provide a clear indication of future growth and development within the community.

The Master Plan was finalised in May 2020, however the community had not endorsed it at the time of writing this Airport Master Plan.

Importantly, the NPARC Master Plan does not encompass the Northern Peninsula Airport.

1.17. Local Fare Scheme

The Local Fare Scheme is an airfare subsidy that aims to improve the standard of living of local residents in regional and remote Far North Queensland communities, by making air travel to neighbouring communities more affordable.

The airfare subsidy is available until 30 June 2022 for local residents who can demonstrate they currently live, and have lived for the last 3 years, in a Local Fare Scheme region. Residents may receive a discount of up to $400 for return airfare bookings when travelling between:

- Cape York and Cairns: Aurukun, Coen, Kowanyama, Lockhart River, Northern Peninsula, Pormpuraaw and Weipa (Figure 8 refers)
- Gulf of Carpentaria and Cairns or Mount Isa: Doomadgee and Mornington Island
- Horn (Ngurupai) Island and Cairns
- Outer Torres Strait Islands and Horn (Ngurupai) Island: Badu, Talbot (Boigu), Coconut (Poruma), Darnley (Erub), Mabuiag, Kubin, Murray (Mer), Saibai, Sue (Warraber), Yam (Iama) and Yorke (Masig) Islands.

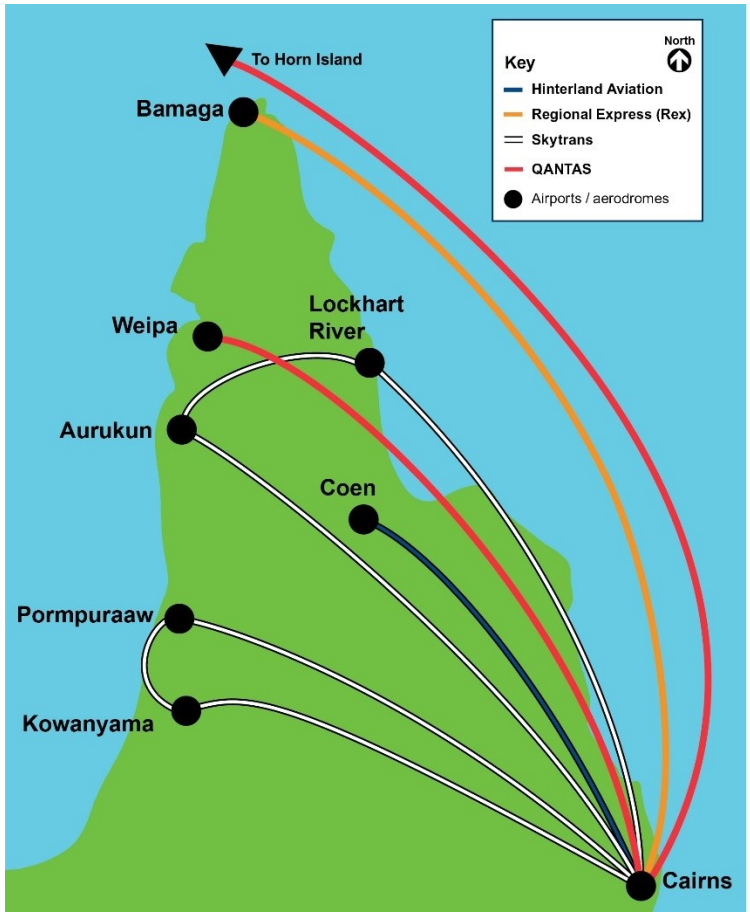


Figure 8 Local Fare Scheme (source: Queensland Government)

1.18. Scope and Limitations

The scope of work for the master planning study involved the following requirements:

- Assessment of the airport's current facilities, land use and operations including both aviation and non-aviation usage
- Analysis the trends affecting the present and future use of the aerodrome with consideration to the social, demographic, and economic opportunities
- Identify aviation and non-aviation opportunities to increase revenue and improve the financial viability of the aerodrome
- Assessment of the current regulatory requirements and their implications on future operations, land use and development
- Through consultation with key stakeholders establish a strategic vision and objectives for the airport
- Approaches to prevent the potential encroachment of incompatible activities and development in the vicinity of the airport.
- Provide recommendations and plans for scheduled future infrastructure requirements (airside and landside) based on expected future growth through to 2040

1.19. Methodology

The master planning study was conducted generally in accordance with the Australian Airports Association Airport Practice Note 4 - Regional Airport Master Planning Guideline and modified according to the Scope of Work.

The following key activities were conducted during the course of the study:

- Inception meeting and site orientation
- Stakeholder consultation activities including site visit
- Consolidation of stakeholder feedback
- Preparation of concept plans for client endorsement
- Preparation of draft Master Plan including drawings, plans and cost estimates
- Final stakeholder consultation including review of draft Master Plan
- Preparation of final Master Plan for client acceptance.

Figure 9 Skytrans at Northern Peninsula

2. STAKEHOLDER CONSULTATION

A comprehensive stakeholder consultation plan was designed to maximise the opportunity for the local community and aviation stakeholders to provide input to the development of the Master Plan.

2.1. Stakeholder engagement program

Engagement activities conducted during the consultation period 19 October 2021 – 16 December 2021 included:

- face to face interviews
- telephone interviews
- online survey
- Facebook advertising for survey
- posters at airport advertising for survey
- council email campaign inviting survey participation

2.2. Telephone interviews

A representative of Aviation Projects personally spoke with the following people either face to face or via telephone/video [note: list to be finalised prior to issue of draft Master Plan]:

- NPARC
- Border Force
- Cape York Camping Punsand Bay
- Department of Defence (C27J Spartan, rotary wing operations)
- Horn Island Airport Manager
- NPA QAS/SES/RFS
- QGAir - Rescue 700
- RFDS
- Torres Strait Air
- Nautilus helicopters
- NPA Hospital DON
- NPA Pharmacy
- Bamaga Enterprises Ltd
- Skytrans
- Rex
- Toll
- Kailis - Crayfishing
- Zenith Kez - fish processing facility TI
- NPA crayfish processing facility
- Ports North
- IBIS
- Sea Swift

2.3. Results of personal interviews

The results of the telephone interviews reflect the wide and varied interests of those consulted. A summary of responses for each interest group is provided below.

2.3.1. NPARC Councillors

A workshop with Councillors was conducted on 08 February 2022. At this workshop a summary of activities to date, including the results of stakeholder consultation, was presented, and Councillors discussed a number of issues and their view of the airport's strategic purpose and vision.

2.3.2. Commercial aircraft operators

- Rex – generally satisfied with the current operation
- Skytrans – generally satisfied with the current operation.

2.3.1. Other aircraft operators

Other aircraft operators, including Royal Flying Doctor Services were generally satisfied with the current operation.

A weather station and aviation weather forecast would be good to have but not essential.

2.3.2. General themes

The following themes emerged from the personal interviews:

- Stakeholders were generally happy with the aeronautical facilities provided at Northern Peninsula Airport.
- Small improvements could be made to the passenger terminal to increase passenger comforts.
- The distance of the airport from town detracts from its attractiveness for tourism-related operations.

2.4. Online and printed survey responses

A short online survey, provided via the Council website, Council Facebook and in printed format at the airport and Council service centres asked the following questions:

1. What do you like about Northern Peninsula Airport?
2. How would you rate the current facilities at Northern Peninsula Airport?
    a. Excellent (no delays, excellent level of comfort)
    b. High (very few delays, high level of comfort)
    c. Good (acceptable delays, good level of comfort)
    d. Adequate (acceptable delays for short periods, adequate level of comfort)
    e. Inadequate (unacceptable delays, inadequate level of comfort)
    f. Unacceptable (unacceptable delays, unacceptable levels of comfort)
3. If you do not currently use Northern Peninsula Airport or your expectations of Northern Peninsula Airport are not being met, what improvements do you think are needed?
4. What services or facilities would you like to see at Northern Peninsula Airport in the future?
5. What commercial development opportunities would you like to see at Northern Peninsula Airport?
6. What do you see as the long-term strategic vision for Northern Peninsula Airport?
7. What social and economic benefits do you associate with Northern Peninsula Airport?
8. If there is another airport with facilities similar to those you would like to see at Northern Peninsula Airport, please provide us with the airport name and the facilities.
9. What destinations other than Cairns or Horn Island would you like to be able to fly to or from Northern Peninsula Airport?
10. If you have any other comments or input, please provide it here.

Links to the survey were published on the NPARC website and Facebook page. The survey was sent to all council employees and posted signs at Northern Peninsula Airport. Refer to Figure 10 and Figure 11 for promotion of the survey via social media.

Posters encouraging the provision of feedback were located throughout the community and at the airport terminal, as per the images at Figure 12 and Figure 13.

Frequently asked Questions were also posted on the Airport's website page, as per Figure 14.

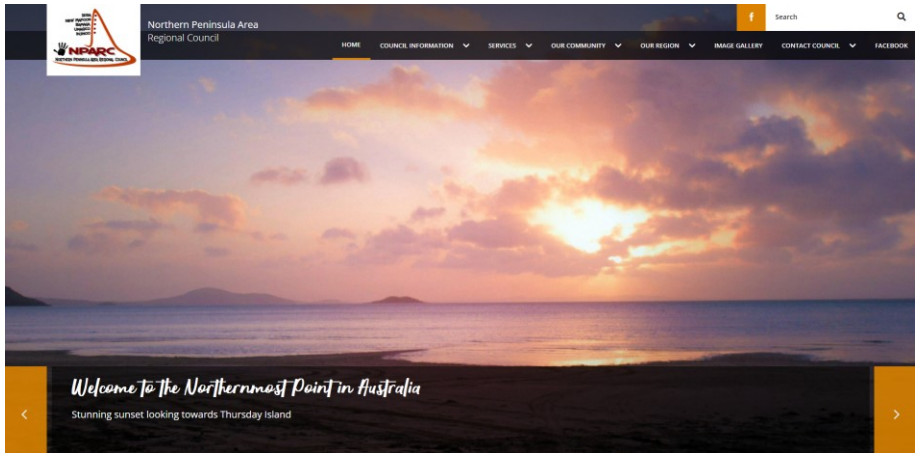


Figure 10 NPARC website

Figure 11 NPARC Facebook page

Figure 12 'Have your Say' poster at check in desk

Figure 13 'Have your Say' Poster at terminal entrance

Airport Masterplan

Northern Peninsula Area Regional Council has engaged Aviation Projects to prepare a Master Plan for Northern Peninsula Airport, and is seeking feedback and ideas so that we can continue to provide facilities and services that meet the needs of the community and airport users.

Community Engagement: Frequently Asked Questions

Question	Answer
What is an Airport Master Plan?	It is a document that establishes the long-term framework for future planning and development of the airport so that it can meet the needs of the community and airport users.
Why do we need one?	We need to make sure that we continue to provide facilities and services that meet regulatory, community and airport user requirements and expectations.
Why are you asking for community input/feedback?	Your input/ feedback is important because it helps us to understand community expectations about the way the airport should be operated and developed.
How do I do a survey?	You can do it online via the link on the NPARC website or Facebook.
Will my privacy be protected?	The online survey is completely anonymous, and we will not collect any of your personal details unless you wish to receive a response to your input or be kept informed about progress.
What happens to my input/feedback?	All feedback will be collected/summarised and provided to Aviation Projects and Council staff who are the people responsible for the master plan.
Are you going to make sure the passenger terminal gets fixed up, more car parks, new hangars etc?	The plan will consider community and user expectations and match capacity/facilities such as the passenger terminal, aeronautical and industrial development opportunities etc with current and future demand.
Will there be more frequent flights, flights to ... etc?	Flights are serviced by airlines according to their appreciation of demand and profitability.
Who can I contact to find out more information?	Clive Lavrick – Airport Manager Phone: 0419 413 920
Why have you got an external consultant doing this job?	Airport master planning is a specialised area of expertise, and we want to make sure that we prepare a sound basis for future planning and development of the airport.

Community Engagement - Frequently asked Questions

Figure 14 Frequently asked Questions on website

2.4.1. Survey results

Over the 3-week consultation period, the survey attracted 25 participants.

The underlying theme from the responses was the community wants an improved version of the airport and the community feels the current airport generally reflects poorly on themselves.

One question regarding current facilities at Northern Peninsula Airport and response(s) is illustrated in Figure 15.

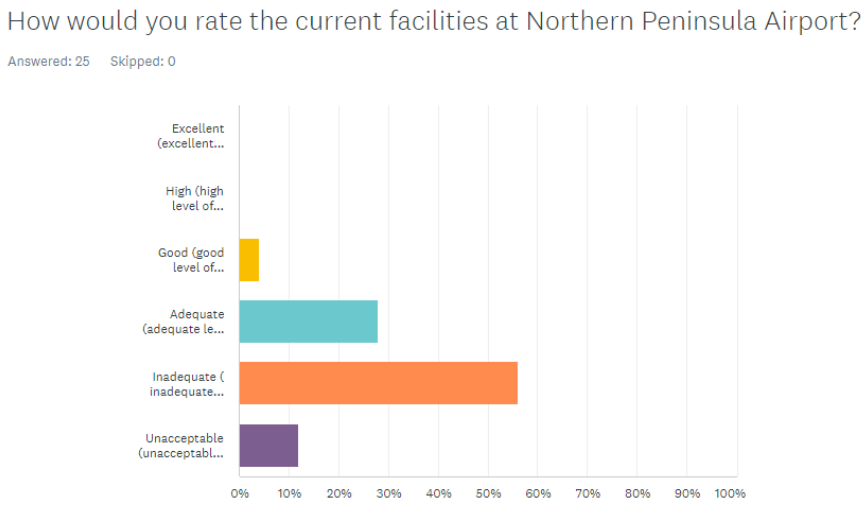


Figure 15 rating of current facilities

Survey respondents highlighted several improvements they believe need to be introduced at Northern Peninsula Airport. The most common improvement themes are:

- **terminal facilities and building:**
    - air conditioning in the waiting area
    - provision for a café, vending machine or tea and coffee facility
    - improved seating inside terminal
    - free airport wifi
    - better access for customers with disabilities
    - more of a community focus such as opportunity for local artists to display and sell their artwork
    - water station and generally a more modernised waiting area.
- **customer service:**
    - transfers (buses) to and from town
    - increase in frequency of services with more options other than Cairns and Horn Island

Other (specify): 60% of respondents took the opportunity to provide further comments on airport facilities they would like to see at Northern Peninsula Airport. A summary of the suggestions is shown in Table 1.

Table 1 Respondent's suggestions on airport facilities

Survey respondents	*Category*
Food and beverage facilities	Terminal building
Transport into and out of town – taxi or shuttle bus	Airport services
Air conditioning	Terminal Building
Improved internet including free Wi-Fi	Terminal facilities
Workstations including charging stations	Terminal facilities
Vending machines	Terminal facilities

2.4.2. Flight destinations

Currently the only destination flown to and from Northern Peninsula Airport is Horn Island and Cairns. Overwhelmingly respondents would like to be able to fly to and from Townsville, Brisbane, and Weipa. A word summary of destinations desired by respondents is shown in Figure 16.

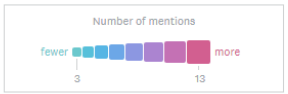


Figure 16 flight destinations desired by respondents

2.4.3. Commercial developments

Most respondents desired a café, or some form of food and beverage offering available at the airport. There was also a consistent theme of giving the local population opportunities to display and sell locally produced artwork / souvenirs.

Other commercial developments identified by respondents included:

- tourism and more opportunities for employment at Northern Peninsula Airport
- hangars and tourist centre
- training opportunities for working at the airport
- improvements to runway – expansion and lengthening

A word summary of commercial development questions is shown in Figure 17.

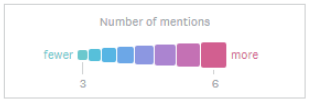


Figure 17 commercial development opportunities

2.4.4. Strategic vision

92% of the respondents replied to this question regarding long term strategic vision for Northern Peninsula Airport. The consistent theme was they would like to see the airport upgraded and the creation of opportunities for the local community.

2.4.5. Key social and economic benefits

92% of the respondents also replied to this question regarding social, health and wellbeing or economic benefits for Northern Peninsula Airport. Promotion of local and tourism business were a common thread which could be an opportunity to increase the economic benefits of Northern Peninsula Airport.

2.4.6. Survey respondent location

The pool of survey respondents was formed online with links to the survey given on the NPA website and Facebook through SurveyMonkey. The local community were informed of the survey through print media and email. It is assumed that the respondents of the survey are NPA residents, or those who have regular interactions with Northern Peninsula Airport.

2.4.7. Complete responses

A complete copy of the responses to the online survey is provided at **Annexure 1.**

2.5. Feedback on Draft Master Plan

[Incorporate discussion on feedback following review/consultation]

3. SWOT ANALYSIS

A Strengths Weaknesses Opportunities and Threats (SWOT) analysis has been used to identify significant areas for consideration in relation to the Northern Peninsula Airport and its support of NPARC's strategic objectives, as detailed in Table 2 and Table 3.

Table 2 Northern Peninsula Airport SWOT analysis – Strengths and Weaknesses

Strengths	*Weaknesses*
• Airport is well maintained (lighting for example) • Fuel (both Avgas and JetA1) facilities available are owned and operated by NPARC • Airport is listed as a strategic airport (QLD Government State Planning Policy) • Aircraft operators are generally happy with facilities • Available land for development – both landside and airside facilities • Ease of service • Airport contributes to local economy • Airport provides medical access for people in the region through services such as RFDS • Unrestricted airspace • Runway length will likely serve demand into the longer term	• Poor condition of runway pavement and reduced pavement strength • Lack of straight in approach minima (associated issue regarding runway strip width) • Lack of automatic weather station and aviation weather forecast • Unable to lease land as airport is not within NPARC LGA boundary • Planning scheme does not contemplate/enable development in the vicinity of the airport • Environmental constraints • Location relative to Torres Strait community (as a base to serve Torres Strait) – additional distance over YHID • Limited revenue opportunities • Limited apron parking capacity • State of passenger terminal • Passenger terminal not able to accommodate passenger screening if it was required • Potential lack of demand for existing services • Distance from town • Services – e.g. water, power, comms

Table 3 Northern Peninsula Airport SWOT analysis – Opportunities and Threats

Opportunities	*Threats*
• New tenants (subject to tenure issue) • Growth of tourism activities • Increase in military operations • Horn Island Airport is constrained by grandfathered facilities and is not easily able to increase its capability	• Level of cancellation by operators • Proximity of Horn Island Airport • Lack of formal arrangement regarding ownership and land tenure - Torres Shire could take back 'ownership' of the airport • Runway strip width issue (preventing fulfillment of true airport capability without CASA approval for 'non-standard' situation) • Lack of availability of construction materials (gravel) • Downturn in economy reduces demand for travel, investment • Decrease in RPT services if Rex or Skytrans withdraw services • Climate change – rising sea levels, weather events, temperature increase • Global pandemics – reducing service to the region

4. EXISTING AERODROME FACILITIES

4.1. Aeronautical infrastructure

Northern Peninsula Airport is equipped with the aeronautical infrastructure described in this section.

Runway 13/31: 1834 m x 30 m (90 m runway strip) unsealed PCN 8/F/A/805(117PSI)/U

Note: the pavement classification number (PCN) is expressed as a five-part code, separated by forward-slashes, describing the relevant pavement.

Declared distances are provided in Table 4 (source: Airservices Australia, 09 September 2021, Usage (physical testing regime)).

Table 4 Runway declared distances

Runway	*TORA*	*TODA*	*ASDA*	*LDA*
13	1834	1894 (2.69%)	1834	1834
31	1834	1894 (3.28%)	1834	1834

Note the acronyms used are defined as: take-off run available (TORA), take-off distance available (TODA), accelerate-stop distance available (ASDA) and landing distance available (LDA).

Figure 18 shows Northern Peninsula runway 13/31 (source: Airservices Australia, 09 September 2021).

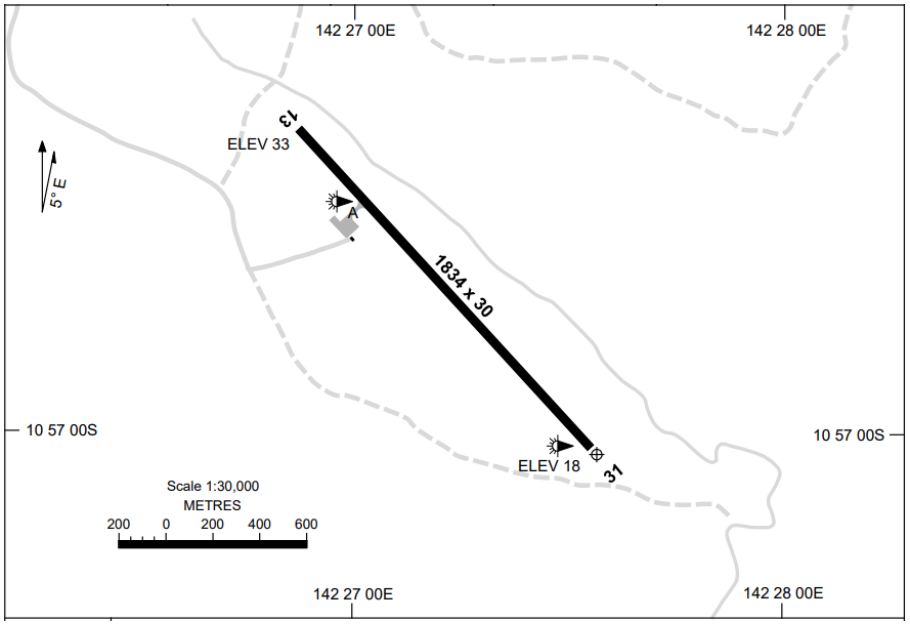


Figure 18 Northern Peninsula Airport runway 13/31

An image of runway 31, looking north-west from the take-off position, is provided at Figure 19.

Figure 19 Runway 31

An image of runway 13, looking south-east from the take-off position, is provided at Figure 20.

Figure 20 Runway 13

The most recent aerodrome technical inspection conducted on 22 October 2020 describes the condition of the runway as follows:

> *The runway continues to suffer pavement issues. The seal is mainly in good condition however the underlying pavement is in poor condition. Plans and funding are under preparation to reconstruct the runway.*
>
> *…This runway is 1594 metres long by 30 metres wide. It was resealed and extended during 2011. The seal is in good condition with some minor exceptions.*
>
> *While the seal is in good condition, the pavement is in poor condition and hence the reason for the ongoing failures and rutting. The base cause is the low laying location of the runway being in a valley which descends to almost sea level. The levels in the table below are metres above sea level. It can be seen there are levels just 3 metres. The topography is much higher on three sides, particularly to the SW and NW.*
>
> *What is also telling is that the cross sections towards the SE end (chainages 1500 to 1833), show the centreline as being lower than the runway edges. That is there is no lateral drainage. Water will take longer to drain in this area. This could provide a safety concern for aviation but also mean that ponded water more easily penetrates the seal into the pavement leading to failures.*
>
> *The apron pavement and seal were in good condition with no work requirements.*
>
> *The GA parking area, whilst being sealed, is extremely rough. However, there are no work requirements at this time.*

Figure 21 *and* Figure 22 show ruts on runway.

Figure 21 existing impact ruts on runway

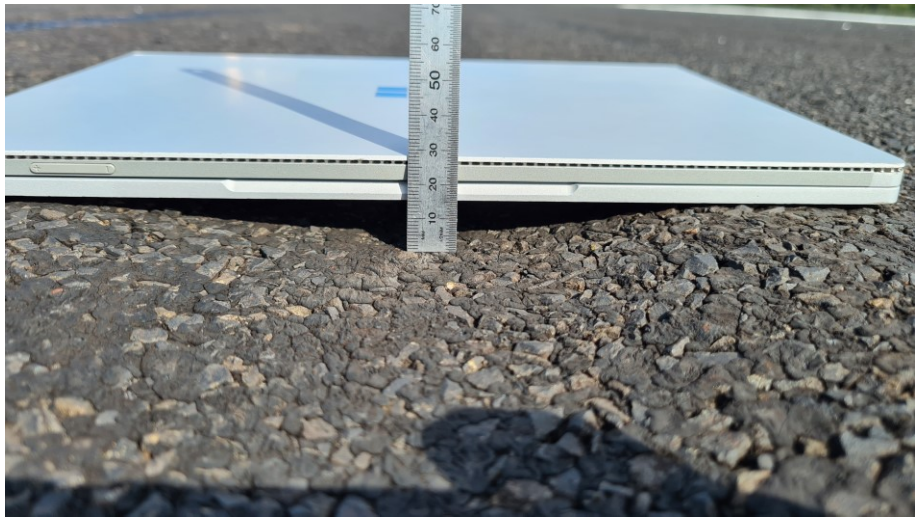


Figure 22 Depth of rut on runway

The main taxiway and surrounding parking apron pavement are in similar condition to the runway. An image of the main parking apron is provided at Figure 23, and deformation of the main parking apron pavement is shown in Figure 24.

Figure 23 Main parking apron

Figure 24 Main parking apron pavement deformation

The single main apron is located adjacent to the passenger terminal, and services RPT and RFDS aircraft as well as itinerant visitors.

The main parking apron can accommodate a single code C aircraft on the main parking position, smaller code A and B aircraft at the north- western corner parking position and a single small helicopter in a designated parking position.

An aerial view of the terminal precinct showing the current configuration of the parking apron and taxiway is provided at Figure 25 (source: Google Earth).

Figure 25 Terminal precinct - aerial view

4.2. Support facilities

The airport has basic support facilities and is not equipped with any ground based navigational facilities. The airport is served by satellite-based navigation procedures. There is no weather station or aviation forecast capabilities.

The airport is located outside controlled airspace and has a common traffic advisory frequency (CTAF).

There is no air traffic control tower service.

There is no aerodrome rescue and firefighting service (ARFFS).

Onsite fuel (both Jet A1 and Avgas) is self-service only. Jet A1 is via under and over wing.

Access to the fuel facility requires airside access.

An image of the refuelling facility is provided at Figure 26.

Figure 26 Refuelling facilities

Northern Peninsula Airport is classified as a security-controlled airport under the Aviation Transport Security Act 2004 and the Aviation Transport Security Regulations 2005.

A perimeter fence encloses the airside area of Northern Peninsula Airport, and the boundary is clearly marked with signage. Airside access for Northern Peninsula Airport via gates surrounding the airside and landside boundary.

4.3. Landside development

Landside facilities include a passenger terminal.

The passenger terminal was upgraded in 2021, with the construction of passenger toilet facilities.

An image of the check-in area is provided at Figure 27.

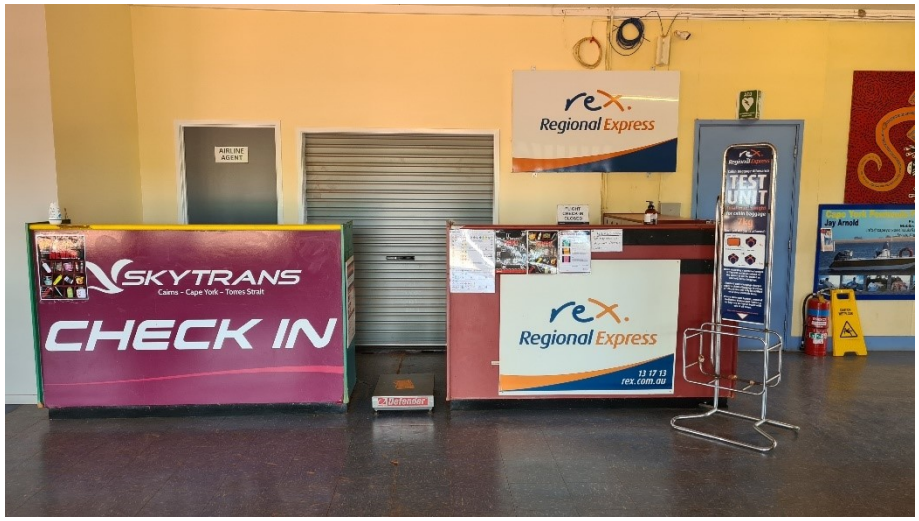


Figure 27 Check-in area

An image of the passenger terminal, taken from landside, is provided at Figure 28.

Figure 28 Entry and Terminal building

4.4. Ground transport

Access to the airport is via a sealed single-lane access road off Airport Road.

There are several marked car parking spaces available at no charge.

The road into the airport is pictured at Figure 29 and Figure 30.

Figure 29 Drive into airport

Figure 30 Entry to terminal building car park

5. DEMAND

5.1. Regional population

Northern Peninsula Area population, based on Queensland Government populations projections (Australian Bureau of Statistics), 2018, was projected to be in the band 3127 to 3215 persons in 2021.

The population forecast is provided in 3 bands (Low, Medium and High), as shown in Table 5.

According to this forecast, the population is forecast to increase by approximately 12% over the next 10 years.

It has been assumed this region approximates the airport's passenger catchment.

Table 5 Projected population size forecast

Series	*Low*	*Medium*	*High*
Year	Persons		
2016 (a)	2952	2952	2952
2021	3127	3170	3215
2026	3229	3357	3495
2031	3283	3556	3854
2036	3305	3732	4205
2041	3306	3901	4566

Figure 31 refers to Northern Peninsula Area projection to have a population increase between 3306 and 4566 by 2041. (source: Australian Bureau of Statistics).

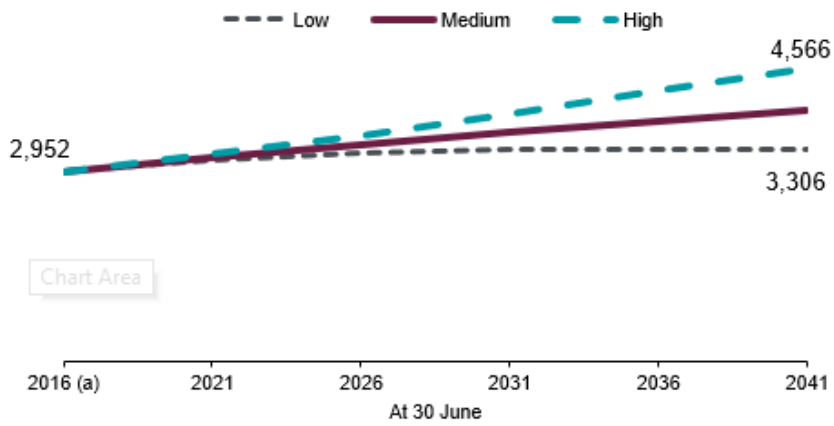


Figure 31 Population projection out to 2041

5.2. Historical passenger movements

The Australian Bureau of Infrastructure and Transport Economics (BITRE) produces annual airport traffic data for all airports that support RPT services. Data is compiled for International and Domestic (including Regional) airline RPT services and does not include charter or other non-scheduled activity.

The data in Figure 32 (source: BITRE) shows annual passenger movements for the financial years between 2007/08 and 2020-21 (LHS), and annual change (%) (RHS). The year 2007 is when Northern Peninsula Airport was first certified under CASA.

The initial 107% increase in annual passenger movements in FY 2008-09 can be attributable to Northern Peninsula Airport attaining certification and allowing Regular Public Transport operations to commence.

Note the significant drop of 33.7% in annual passenger movements as indicated in Figure 32, can be attributed to the COVID-19 travel restrictions. Smaller drops are less aggressive and sit at approximately 12%.

Data collected by BITRE details the historical passenger movements. Table 6 shows an overall growth of 2.7% over the past 20 years.

Table 6 Average annual growth (passenger movements)

Average annual growth (passenger movements)	
5 years 2015-16 to 2019-20	1.2%
10 years 2010-11 to 2020-21	-0.2%
20 years 2000-01 to 2020-21	2.7%

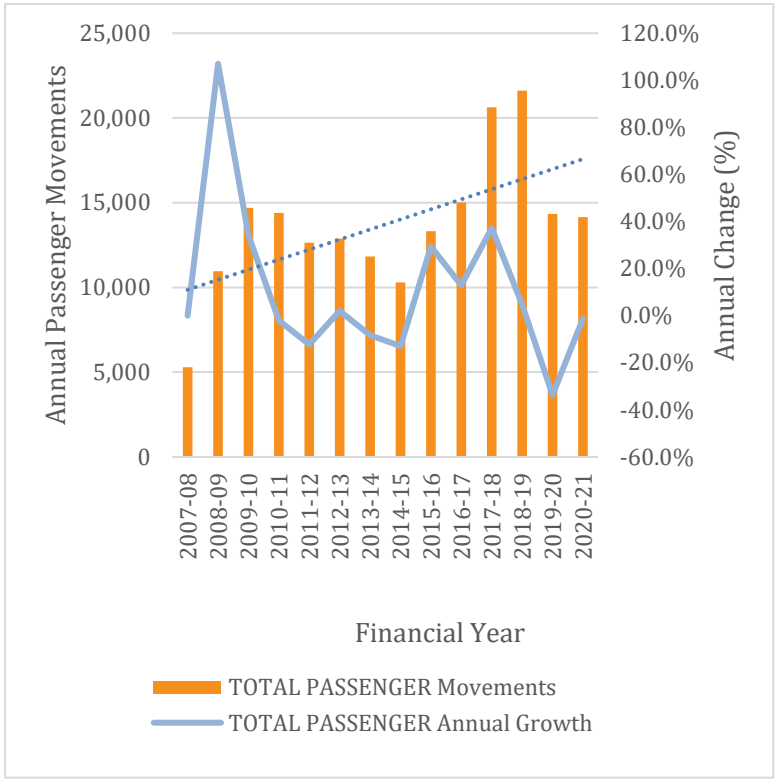


Figure 32 Historical passenger movements

5.3. Historical aircraft movements

Annual RPT aircraft movements and % change is provided in Figure 33 (source: BITRE).

The overall trend is a slight increase in aircraft movements.

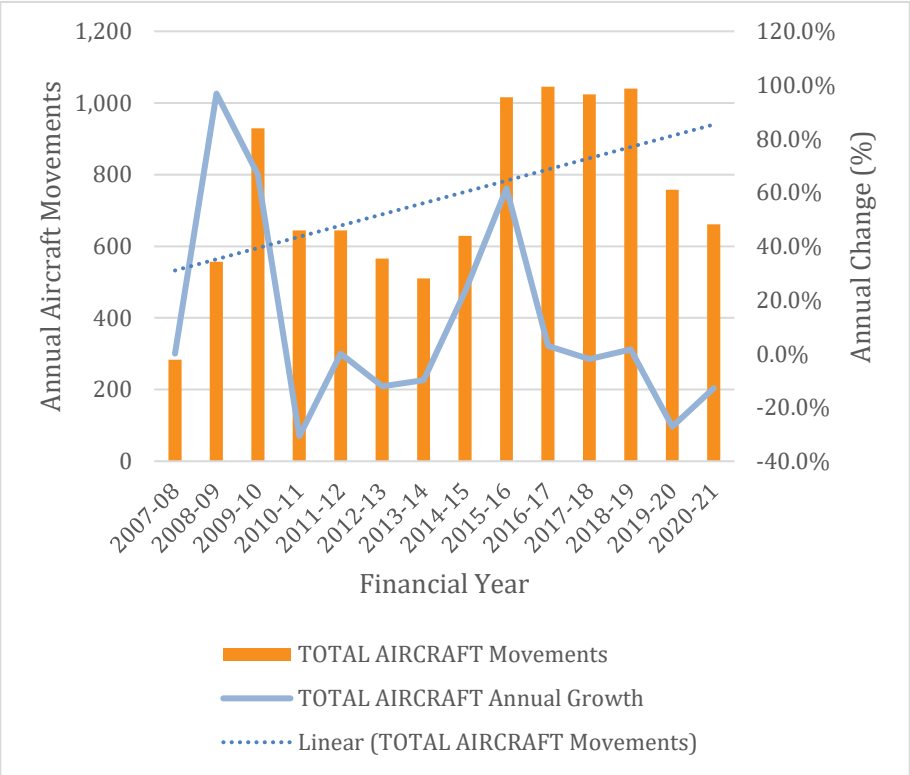


Figure 33 Historic RPT aircraft movements

Data collected by BITRE details the historical RPT aircraft movement and demand. Table 7 shows -8.2% growth in the past five financial years (the decrease is mainly due to the effects of COVID-19) and an overall growth of 0.3% for the past 10 years.

Table 7 Average annual growth (aircraft movements)

Average annual growth (aircraft movements)	
5 years 2015-16 to 2020-21	-8.2%
10 years 2010-11 to 2020-21	0.3%
20 years 2000-01 to 2020-21	0.2%

5.4. Historical freight demand

There is no dedicated air freight service. Air freight to/from Northern Peninsula Airport is carried on the Rex and Skytrans RPT services.

5.5. Route regulation

The Cairns-Northern Peninsula route is not regulated an open to market competition. Of note, the closest air route which was regulated prior to 2015 was the Cairns-Horn Island route.

5.6. Forecast passenger demand

Figure 34 (BITRE, 2021) ,(AVISTRA, 2021) shows high level modelling of passenger numbers over the next 20 years, under three scenarios (cases).

Estimates around recovery of the passenger business after COVID are based around general industry views and international experience. However, it is difficult to predict further impacts of COVID-19 and how they may affect the business.

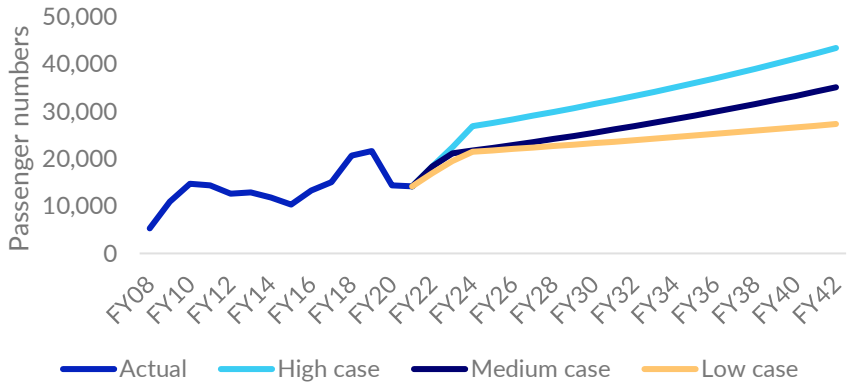


Figure 34 Passenger movements modelling

A summary of key assumptions for each case above is outlined in Table 8.

Table 8 Passenger forecast key assumptions

Assumption	*Low case*	*Medium case*	*High case*
Years to recover (from FY21) to FY19 (pre COVID) passenger levels	3	2	<2
Long-term underlying growth rate p.a. post COVID recovery (out to FY42)	1.35%	2.70%	2.70%
New services	-	-	Horn Island or Torres Strait Islands*
Historic 20-year (FY01-FY21) CAGR for NPA	2.70%	2.70%	2.70%
Historic 5-year (FY16-FY21) CAGR for NPA	1.2%	1.2%	1.2%

** Passenger air services currently exist from Horn Island, located only 33km from Bamaga, with direct flights to/from 10 Australian destinations – Cairns, Bamaga and eight of the Torres Strait islands. It is serviced by Qantas and Skytrans to/from Cairns, and Skytrans, Torres Air, Cape Air, Babcock, Nautilus and GBR for RPT and charter services to the outer islands. Aircraft are largely a mix of Dash 8-400s, Dash 8-100s and Cessna 208B Grand Caravans. The high case incorporates, from FY24 onwards, additional Bamaga/Horn Island services (alongside the existing Skytrans) and/or NPA providing new services to other islands as an extra hub, in the way Horn Island currently does).*

Under the high case scenario there would be approximately 43,400 passenger movements in 2042.

5.7. Forecast aircraft movements demand

High level modelling of aircraft movements over the next 20 years can be seen in Figure 35 (BITRE, 2021), (AVISTRA, 2021). Note: movements have been forecast based on no significant changes to aircraft load factors or seating capacity from those experienced over the pre COVID period FY08-FY20, in particular recent years (ie the 5 years to FY20). This indicates that only in a very strong growth scenario is the airport likely to significantly exceed the capacity of the current site.

Under the high case scenario there would be approximately 2078 aircraft movements in 2042.

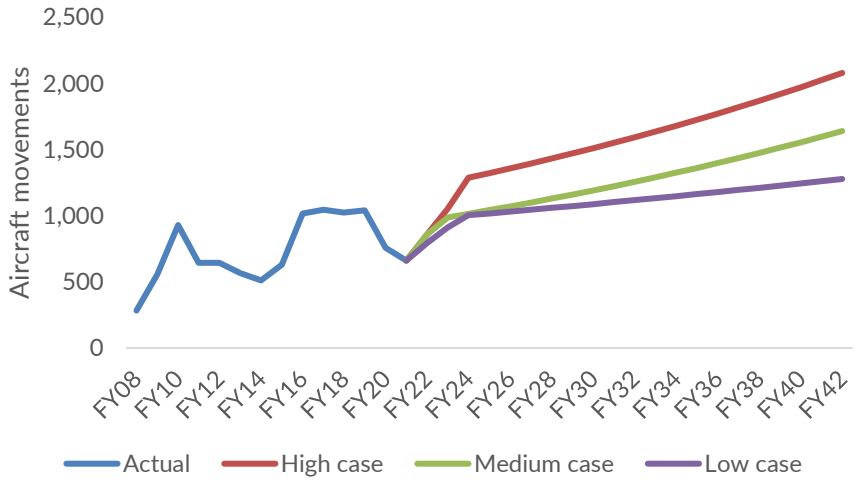


Figure 35: Aircraft movements modelling

5.8. Future RPT/charter routes

According to the survey results, there is a desire for additional services to Weipa, Townsville and Brisbane. Townsville and Brisbane are already served with connections through Cairns.

5.9. Freight operations capacity

There was no commentary on freight during the consultation, and so the level of service is considered satisfactory.

Refer to the Freight Study for further commentary.

5.10. Current and future fleet

Northern Peninsula Airport is served by the Saab 340 aircraft operated by Regional Express (Rex), operating with a maximum of 36 passenger seats (source: Rex website). An image of the aircraft is provided at Figure 36 (source: Regional Express).

Figure 36 Regional Express Saab 340

Presently Northern Peninsula Airport is also served by Skytrans which operates Dash 8-100 series aircraft with a seating capacity of 36 (source: Skytrans website).

Other aircraft operating in the market which could potentially be used on the Cairns-Northern Peninsula Airport route include the ATR-72, Dash 8-400 and E170. This would be dependent on an increase in pavement strength to allow such operations to occur without damaging the existing infrastructure and the introduction of security screening.

These aircraft have been modelled according to seat number and flights/week at 75% load factor to arrive at current (pre-COVID) numbers (21,600) and approximately 43,400 annual passengers to gain an understanding of what that would look like in terms of frequency of flights. The analysis is provided in Table 9.

Table 9 Aircraft types, frequencies and passenger movements analysis

Aircraft	*No seats*	*Return flights/ week*	*Annual pax*	*Return flights/ week*	*Annual pax*
SF34	34	8	21,216	16	42,432
DH8	36	8	22,464	16	44,928
DH8D	74	4	23,088	8	46,176
E170	76	4	23,712	8	47,424

The Saab 340 and Dash 8-100 aircraft currently serving the airport could comfortably accommodate a doubling of current (pre-COVID) annual passenger movements doing 2-3 flights per day.

A 70-seater class of aircraft could easily accommodate the same number of passenger movements with 1-2 flights per day. These aircraft would require security screening as they have more than 40 passenger seats.

A comparison of the 4 nominated aircraft types is provided in Figure 37 and Figure 38 (source: Transoft Aircraft Data Viewer).

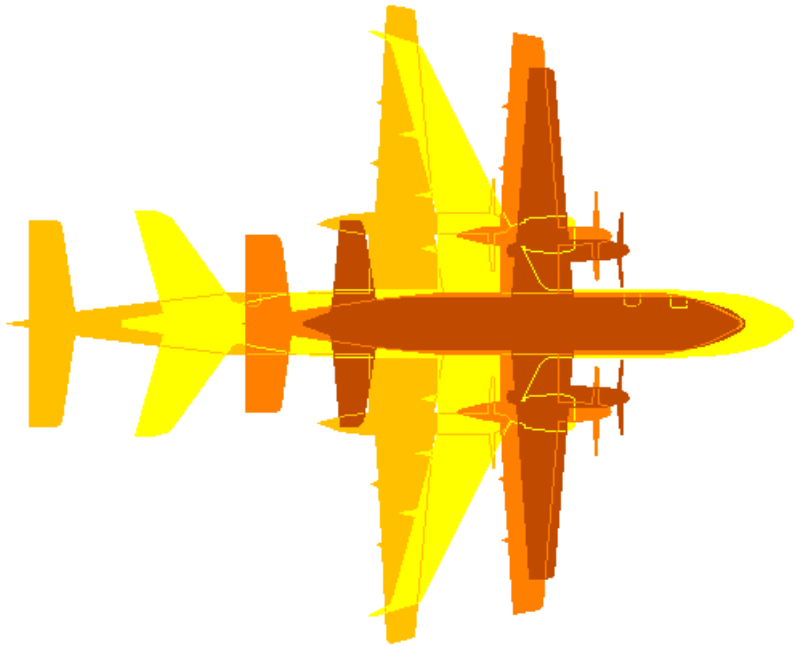


Figure 37 Comparison aircraft silhouettes

		SAAB 340Bplus	Dash-8 Series 100	Dash-8 Series 400	E170 STD
Classification					
ICAO/EASA Code letter		B	C	C	C
ICAO/EASA OMGWS		6.0-8.99 m	6.0-8.99 m	9.0-14.99 m	6.0-8.99 m
FAA ADG		II	III	III	III
FAA TDG		3	3	5	3
IATA Type code		SF3	DH1	DH4	E70
ICAO Designator		SF34	DH8A	DH8D	E170
ICAO Wake Turbulence Category		M	M	M	M
Main dimensions					
Overall length	(m)	19.73	22.25	32.83	29.90
Wingspan	(m)	22.76	25.91	28.42	26.00
Wheelbase	(m)	7.14	7.95	13.94	10.62
Nose to nose gear	(m)	2.00	1.83	1.88	4.13
Nose to main gear center	(m)	9.14	9.78	15.82	14.75
Cockpit to main gear center	(m)	6.64	6.88	12.95	11.83
Main gear span	(m)	7.26	8.49	9.55	6.31
Engine span, outer	(m)	9.92	11.83	12.91	9.60
Tail height, min./max.	(m)	6.98 / 6.98	7.32 / 7.49	8.14 / 8.38	9.57 / 9.83
Ground clearance					
Wing tip, min./max.	(m)	2.54 / 2.54	3.57 / 3.62	3.91 / 4.03	4.47 / 4.62
Outer engine, min./max.	(m)	0.51 / 0.51	0.91 / 0.93	1.02 / 1.13	0.48 / 0.57
Turning characteristics					
Nose gear angle, max. steering	(deg)	55.0	60.0	70.0	76.0
Nose gear angle, max. effective	(deg)	52.0	58.0	68.0	73.0
Nose gear turning radius, min.	(m)	9.06	9.37	15.03	11.11
Outer wing turning radius, min.	(m)	16.97	17.93	19.84	16.77
Weights					
Maximum Taxi Weight (MTW)	(kg)	-	-	29,347	36,150
Maximum Take-Off Weight (MTOW)	(kg)	13,154	15,650	29,257	35,990
Maximum Landing Weight (MLW)	(kg)	12,927	-	28,009	32,800
Other					
Seating capacity, max		-	39	78	78

Figure 38 Aircraft comparison data

5.11. Aircraft parking capacity

Presently the airport suffers from constraints in aircraft parking due to limited apron space. Constraints are also associated with the location of the new underwing fuel hose reel and the larger AW139 helicopter now in operation in the region.

An image of the main parking apron with all fixed wing aircraft parking positions occupied, taken in October 2021, is provided at Figure 39.

Figure 39 Apron congestion

5.12. Passenger terminal capacity

The passenger terminal meets current capacity requirements but does not meet community expectations in terms of level of service.

An image of the passenger waiting area is provided at Figure 40.

Figure 40 Passenger terminal waiting area

6. FREIGHT STUDY

A study was conducted to consider, at a high level, what options might exist for improving the freight and logistics chain serving NPARC communities.

6.1. Methodology

Providers of freight services and users of freight services were consulted in order to understand the various drivers and concerns of each.

Some basic comparison of cost of freight services was developed, as was some consideration of various Direct Operating Cost relevant to the establishment of air freight services.

Current regional infrastructure investment was researched, such as that being undertaken by the Queensland Government on the road network.

6.2. Road freight

Overall, road transport options connecting the Northern Peninsula Area to its main supply chains at Cairns are poor. Where sufficient road transport exists, road transport can provide freight services to isolated communities at a fraction of the cost of sea transport

Continued advocacy for improvements in the quality, safety and reliability of Cape York's road transport infrastructure will be key to lowering the cost and improving the resilience of freight services for communities.

Additionally, if the Northern Peninsula Area communities were connected to Cairns with resilient road infrastructure, the NPA might evolve a role as a distribution hub for the entire Torres Strait and Northern Peninsula regions, offering much lower cost distribution of essential goods such as food, parts and building materials.

6.3. Sea freight

Sea Swift is the most significant transport link operating to the Northern Peninsula area and most cargoes travel with Sea Swift

While some concerns have been expressed around challenges getting space for private cargoes on the Sea Swift service, the local supermarkets indicated that they were happy with the service and that essential foods were effectively prioritised by the carrier during periods of peak demand (as the supermarket network is one of their main customers).

Some improvements to the wharf / port infrastructure at Seisia may be appropriate, particularly if there is an intention for the wharf to play a larger role in the regional distribution of goods.

Sea Swift freight rates are developed on the basis of providing a freight network that serves the entire area of Northern Australia, with a holistic view of pricing to various regions (eg flat pricing across the Outer Torres Strait Islands). Seisia Wharf has the same pricing as Thursday Island, Horn Island and Weipa.

6.4. Needs and directionality

Northern Peninsula Area's freight task is largely one directional, with the task being oriented around the supply of essential goods to the region's communities. This poses challenges for the commerciality of any freight service, as revenue mostly achievable on the inbound leg, with few options for the development of revenue on outbound legs.

Sea Swift has identified an opportunity to provide underutilised outbound cargo space to local businesses seeking to sell their products in other markets. This is a useful initiative which will assist local crafts people in accessing markets in larger population centres, such as Cairns, at a reasonable cost.

A summary of directionality is provided in Table 10 (source: AVISTRA).

Table 10 Directionality of freight task

	Inbound	*Outbound*
Non urgent	Food and grocery stock (perishable and general) White goods and other household products Parts and consumables Building materials Other general merchandise Plant and Equipment Privately consigned cargoes	Privately consigned cargoes
Urgent	Coffins / deceased persons Mail and Express freight (e-commerce) Pharmaceuticals	Pathology samples Mail Cray fish

6.5. Air freight direct operating costs

Estimated Direct Operating Cost (DOC) for three aircraft typical of freight operations were determined, along with an analysis of the price / kg that would be required to be charged by the aircraft operator in order to achieve a 20% return on DOC at the given utilisation rate.

It was found that air transport, while suited to providing urgently needed items, comes at a high cost. The use of air transport as a routine part of the logistics solution will significantly increase the cost of groceries and other items delivered to the NPA. Figure 41 (source: AVISTRA) shows the per kilogram costs of the various current, and potential future, freight services for chilled/frozen produce.

With current aviation technologies, air transport is not suited to replacing sea transport other than for urgent, short term or ad hoc requirements.

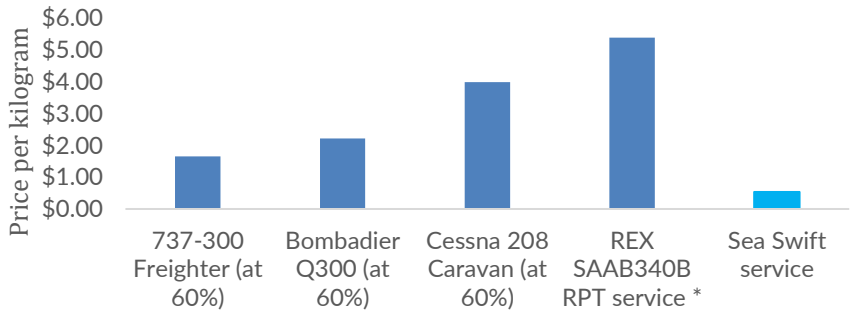


Figure 41 Freight services and representative costs

6.6. Recommendations

The following recommendations were made:

1. **Seek the improvement of road infrastructure, such as a bridge across the Jardine River**. Significant improvements in the cost and reliability of freight services may be achieved through the improvement of road infrastructure to enable the provision of regular road freight services.

2. **Work with regional local governments to develop an Emergency Air Transport Plan.** The development of an Emergency Air Transport Plan, across multiple local government areas may benefit communities in being able to quickly and cost effectively access air freight as a resilience and recovery measure, on an as needed basis.

3. **Seek collaborative arrangements with freight service providers to use idle outbound capacity to assist local artisans to connect to markets in Cairns etc.** Capacity from the Northern Peninsula Area to Cairns exists on all freight modes. Leveraging this capacity may improve the economics of freight services for the region and grow economic opportunities for local people

4. **Consider the role of air freight services in positioning the NPA as a freight and logistics hub for the broader Torres Strait and Northern Peninsula regions** and include this possibility in the broader thinking around the potential development of a new airport site.

5. **It is not recommended that the use of air freight be pursued as a permanent substitution for sea freight.** While air freight offers an important resource to address urgent requirements when road and sea freight options are unviable, it is expensive and unsuited as a permanent substitute for sea freight.

6. **Investigate the role of automated and electric powered aircraft in improving the freight and logistics chain for the region.** Some emerging aviation technologies (eVTOL, eSTOL) may hold relevance for providing lower cost, more reliable freight services for the region.

7. **Consider whether sufficient appetite and business case exists to position the NPA as a freight and logistics hub for the Torres Strait and NPA for a project of this significance.** The NPA region may be positioned, in the long term, as a freight and logistics hub serving the Torres Strait and Northern Peninsula region by a combination of air (traditional and emerging technologies), road and sea freight services. This would require investment in suitable aviation, maritime and road infrastructure (airport, port and road).

8. **Ensure the cray fish industry is engaged as solutions are developed.** The cray fish industry is currently centered upon Thursday Island, however improvements in the logistics chain at NPA may be relevant for this industry, and it represents a useful, high yield business case for transport operators. If improvements are achieved, this industry will be a key stakeholder and will form a part of the business case.

A full copy of the Freight Study is provided at **Annexure 2.**

7. SIGNIFICANT DEVELOPMENT CONSTRAINTS

7.1. Matters of National Environmental Significance

The matters of national environmental significance protected under national environment law include:

- listed threatened species and communities
- listed migratory species
- Ramsar wetlands of international importance
- Commonwealth marine environment
- world heritage properties
- national heritage places
- the Great Barrier Reef Marine Park
- nuclear actions
- a water resource, in relation to coal seam gas development and large coal mining development.

7.2. Directory of Important Wetlands in Australia (DIWA)

Figure 42 illustrates the wetland boundaries collated by the Australian Government Department of Agriculture, Water and the Environment. The wetlands used in this dataset (updated in March 2010) is defined as:

> *areas of marsh, fen, peatland or water, whether natural or artificial, permanent or temporary, with water that is static or flowing, fresh, brackish or salt, including areas of marine water the depth of which at low tide does not exceed six meters*

Figure 42 Directory of Important Wetlands in Australia (DIWA) reference Northern Peninsula Airport

The entire length of the runway and eastern off airport portion at Northern Peninsula Airport is bounded by the DIWA. Any development would likely require referral to the Australian Government Department of the Environment and Heritage (the Department) for a decision by the Australian Government Environment Minister.

7.3. State Planning Policy (SPP)

The State Planning Policy (SPP) makes sure the state's interests in planning are protected and delivered as part of local government planning across Queensland.

The SPP outlines 17 state interests arranged under five broad themes:

- liveable communities and housing
- economic growth
- environment and heritage
- safety and resilience to hazards
- infrastructure.

Spatial representation of matters of state interest are covered in the next 3 sections. These are derived from QLDs State interactive online mapping system.

7.3.1. Flooding hazard area (safety and resilience to hazards) – Level 1 QLD floodplain and Local Government flood mapping

The SPP defines flooding in the context for making decisions about certain development as:

> *the temporary inundation of land by expanses of water that overtop the natural or artificial banks of a watercourse i.e. a stream, creek, river, estuary, lake or dam*

Figure *43* represents 2 interpretations of flooding. The yellow area indicates the SPP Level 1 QLD Flooding hazard area and the green shaded area is the flooding hazard area defined by the local government flood mapping.

In both cases, Northern Peninsula Airport is wholly contained within government defined flood mapping.

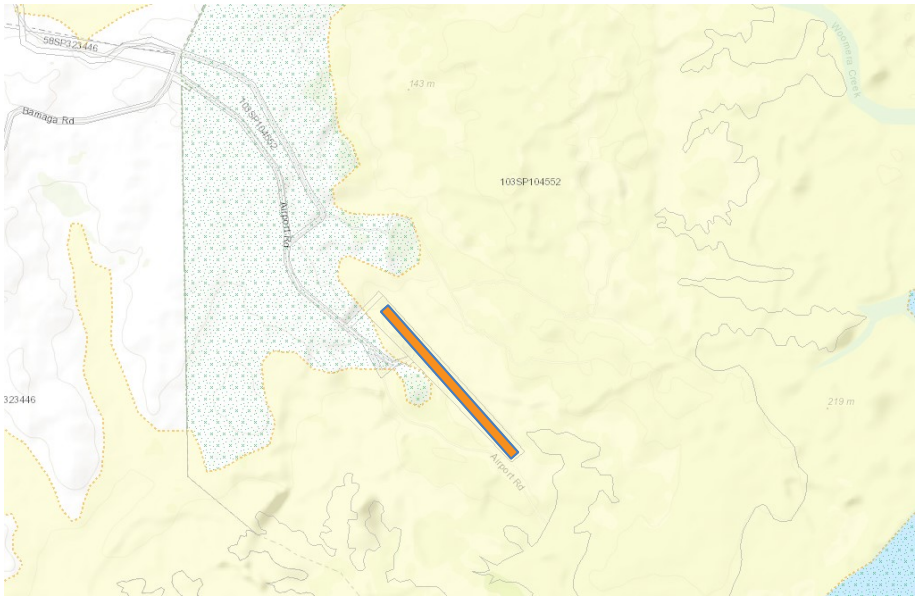


Figure 43 State and local government defined flooding hazard area

7.3.2. Wildlife habitat (environment and heritage, endangered or vulnerable)

Figure 44 represents the SPP overlay of the wildlife habitat (endangered or vulnerable)

Northern Peninsula Airport development is restricted by this overlay and is overseen by the Nature Conservation Act 1992.

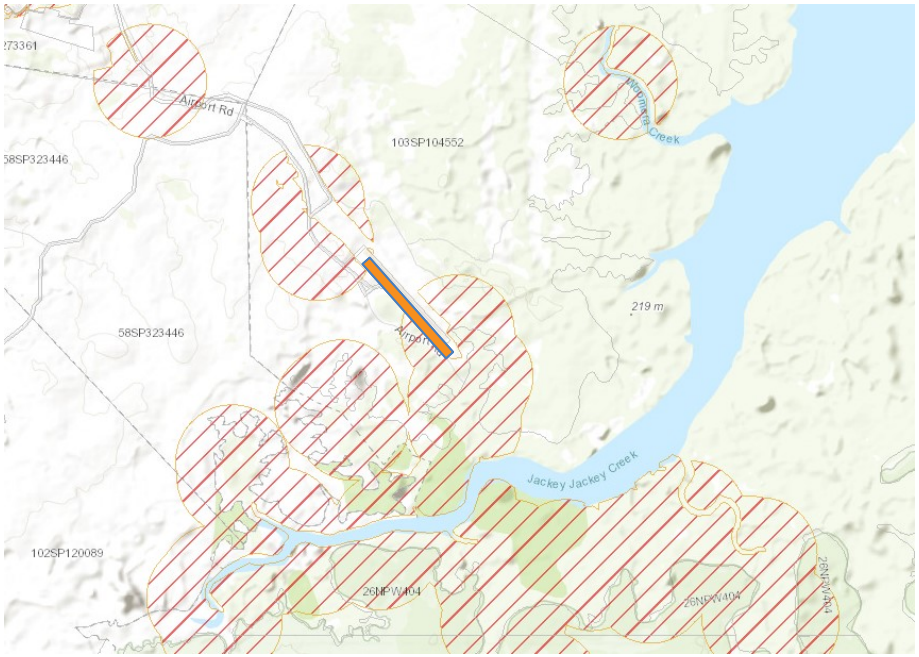


Figure 44 Wildlife habitat (endangered or vulnerable)

7.3.3. Regulated Vegetation (environment and heritage, essential habitat), Regulated Vegetation (wetland), High ecological value waters (environment and heritage, wetland and watercourse)

Regulated vegetation under the Vegetation Management Act 1999 is defined as:

> *areas of essential habitat on the essential habitat map for an animal that is 'endangered wildlife' or 'vulnerable wildlife' or a plant that is 'endangered wildlife' or 'vulnerable wildlife' wildlife prescribed as 'endangered wildlife' or 'vulnerable wildlife' under the Nature Conservation Act 1992*

Wetland was previously defined earlier in paragraph 7.2

Figure 45 represents in lime colour, regulated vegetation and green colour regulated vegetation (wetland). Blue lines represent high ecological value waters (wetland) and solid blue lines indicate high ecological vale waters (watercourse).

Northern Peninsula Airport is bounded by areas of (environment and heritage) regulated vegetation and wetland. It is also bounded by areas of defined high ecological value wetlands and watercourses.

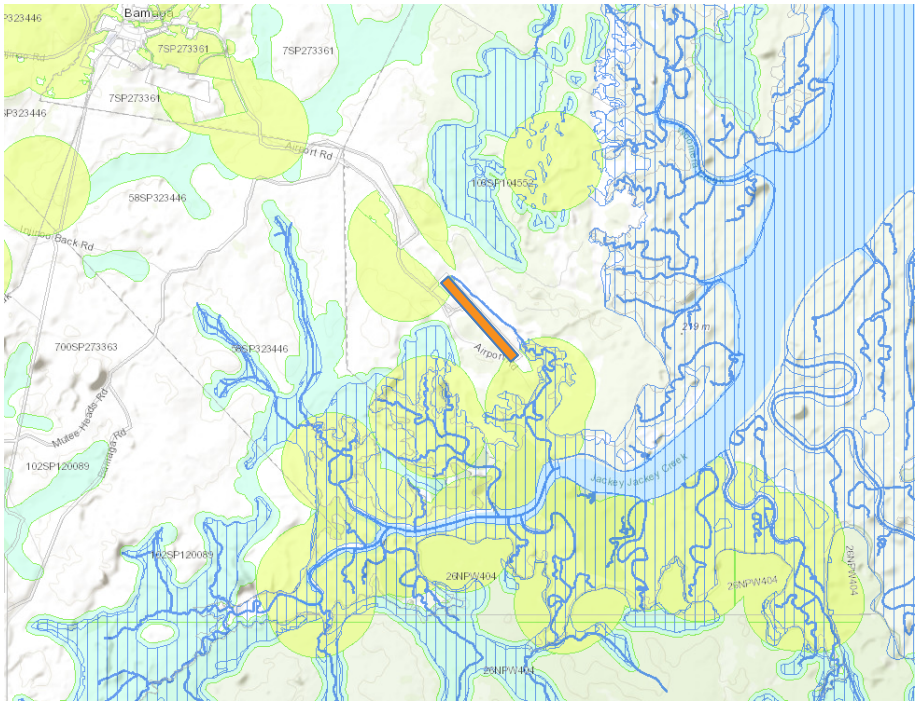


Figure 45 Regulated vegetation, regulated vegetation (wetland), high ecological value waters (wetland and watercourse)

7.3.4. Coastal Management district (coastal environment, environment and heritage)

The QLD Government defines the 'Coastal Management district' as:

> *The coastal management district is a coastal area that is considered to need protection or management, especially with respect to the area's vulnerability to erosion, value in maintaining or enhancing coastal resources or for planning and development of the area. (Certain developments in a coastal management district are triggered for assessment by the State Assessment Referral Agency under the Planning Regulation 2017).*

Figure *46* represents, in brown shaded area, the Coastal Environment overlay (coastal management district) in relation to Northern Peninsula Airport.

The coastal management district engulfs Northern Peninsula Airport and further development would like trigger assessment by the State Assessment Referral Agency.

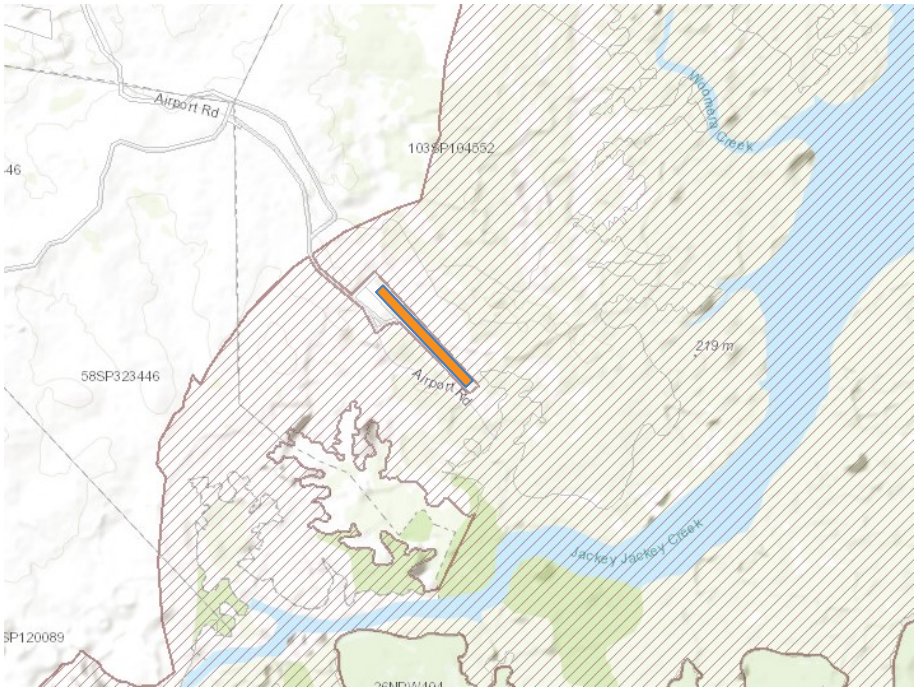


Figure 46 Coastal Environment overlay (coastal management district)

7.3.6. Water Quality – High ecological value water areas (environment and heritage)

This overlay represents the similar overlay presented in the Directory of Important Wetlands in Australia (DIWA)(paragraph 7.2).

Figure 47 represents in green shade colour, the State Planning Policy overlay of Water Quality – High ecological value water areas (environment and heritage).

Northern Peninsula Airport is engulfed by the SPP high ecological value water area as defined in the SPP. This is similar to Directory of Important Wetlands in Australia overlay.

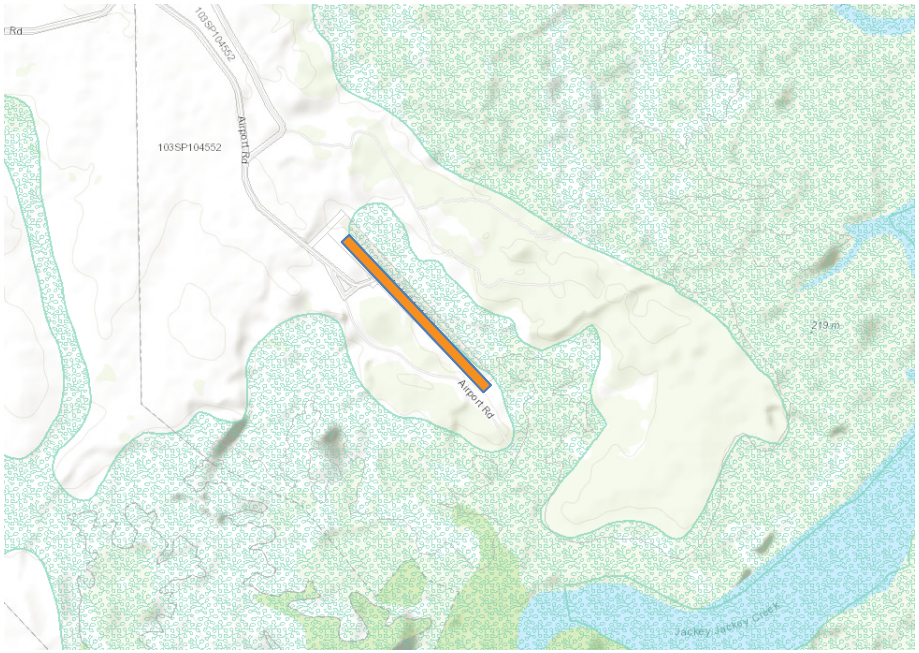


Figure 47 High ecological value water areas (environment and heritage)

7.3.7. Bushfire prone area (safety and resilience to hazards)

Bushfire prone area is defined by the SPP as:

> *an uncontrolled fire burning in forest, scrub or grassland vegetation, also referred to as a wildfire*

The Core concept in identifying this layer is:

> *Bushfire prone area is land that is potentially affected by significant bushfires, including vegetation likely to support a significant bushfire; adjacent land that could be subject to impacts from a significant bushfire (i.e. potential impact buffer) and is:*
>
> > *(a) identified by a local government in a local planning instrument as a bushfire prone area, based on a localised bushfire study, prepared by a suitably qualified person; or*
> >
> > *(b) if the local government has not identified bushfire prone areas in a local planning instrument in accordance with (a) above, shown on the SPP IMS as a bushfire prone area.*

Figure *48* illustrates the SPP bushfire prone area in relation to Northern Peninsula Airport. Orange indicates medium potential bushfire intensity and red indicates high potential bushfire intensity.

Northern Peninsula Airport is bound by the bushfire prone area overlay.

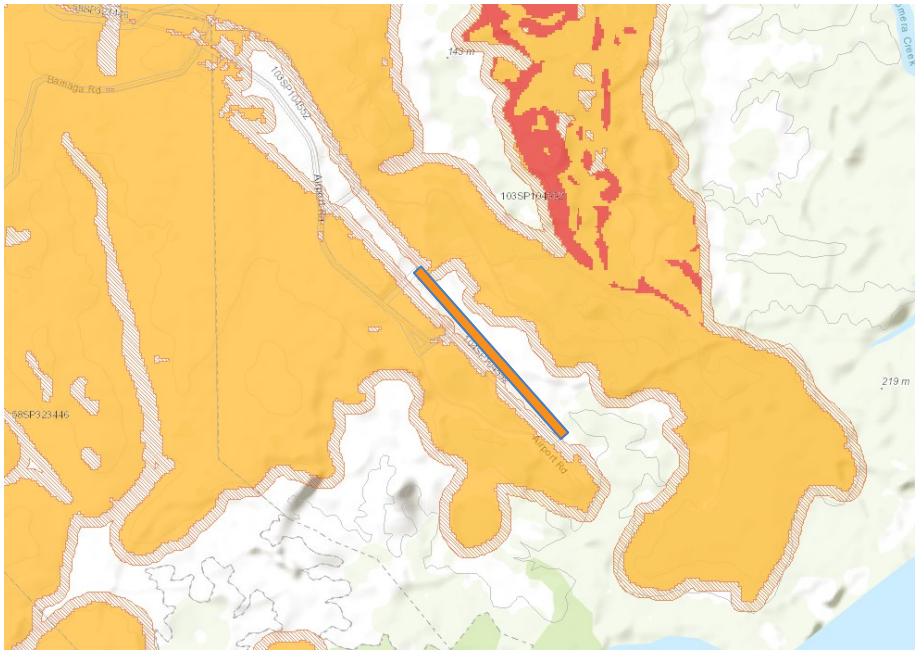


Figure 48 Bushfire prone area

7.4. QLD Government - Regional biodiversity network mapping

7.4.1. Statewide biodiversity corridors

Regional biodiversity network maps are comprised of several mapping layers which represent select environmental values across the landscape.

The regional biodiversity values mapping layer is based on the assessment of:

- large tracts of vegetation
- intact terrestrial and aquatic connectivity
- areas of high species richness and diversity
- unique ecosystems and representativeness
- climate adaptation zones and refugia.

Figure 49 shows in blue, the large boundary of the biodiversity corridor. Northern Peninsula Airport resides within this defined biodiversity corridor.

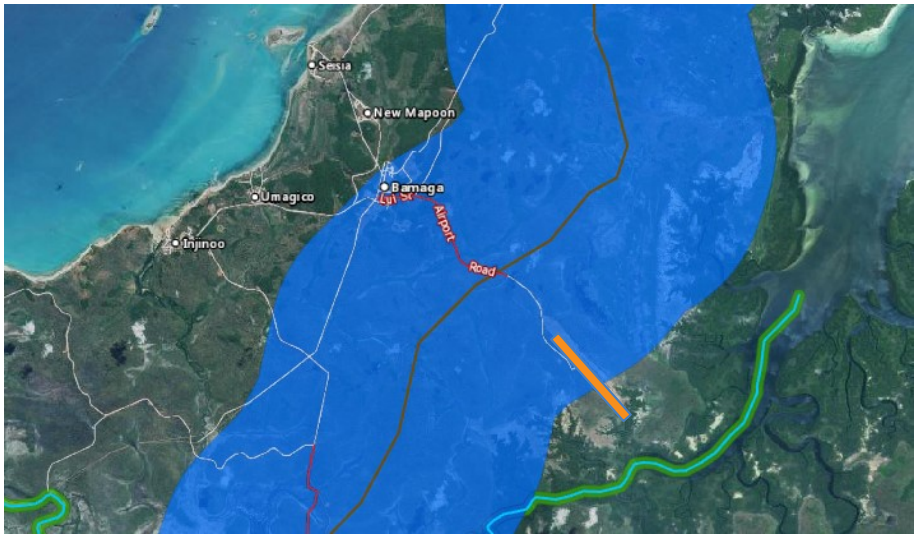


Figure 49 Statewide biodiversity corridor

7.4.2. Summary of constraints Significant Constraints

The spatial representations of Significant State Constraints illustrate the constrained position Northern Peninsula Airport finds itself in with respect to further development opportunities and hurdles which must be overcome to further improve and develop the airport site.

A summary of the identified existing State constraints is provided as follows:

- Directory of Important Wetlands in Australia (DIWA)
- Flooding hazard area (safety and resilience to hazards) – Level 1 QLD floodplain and Local Government flood mapping
- Wildlife habitat (environment and heritage, endangered or vulnerable)
- Regulated Vegetation (environment and heritage, essential habitat), Regulated Vegetation (wetland), High ecological value waters (environment and heritage, wetland and watercourse)
- Coastal Management district (coastal environment, environment and heritage)
- Water Quality – High ecological value water areas (environment and heritage)
- Bushfire prone area (safety and resilience to hazards)
- Statewide biodiversity corridor.

Other constraints which have been identified as affecting Northern Peninsula Airport but not shown in the Master Plan is the:

- Erosion prone area overlay.

7.5. Site suitable for development

Considering the constraints outlined in this section, the area on or adjacent to the current airport site that is must suitable for development is indicated in orange in Figure 50 (source: Google Earth).

Note the yellow line indicates a distance of 140 from runway centreline, which is the extent of a 280 m wide (overall) runway strip as required by current standards.

Figure 50 Site suitable for development near current airport

8. OTHER DEVELOPMENT CONSTRAINTS

8.1. Planning

As detailed in section 1.14 of this Master Plan, the Northern Peninsula Area Planning Scheme's purpose is to ensure development protects the safety and efficiency of the Northern Peninsula Airport operations.

The purpose of the code will be achieved through the following overall outcomes:

a) conflicts between the NPA Airport and surrounding uses are avoided unless, where practicable, adequate mitigation measures are incorporated into the development;

b) the safe and efficient airport operations are protected.

Table 11 and Table 12 refer to the Criteria for Assessable Development (source: NPARC Planning Scheme)

Table 11 Criteria for Assessable Development

Performance outcomes	Acceptable outcomes
Lighting and reflective surfaces	
PO1 Development does not include external lighting or reflective surfaces that could distract or confuse pilots.	AO1.1 Development within the lighting buffer zone for the NPA airport does not include any of the following types of outdoor lighting: • straight parallel lines of lighting 500 m to 1000 m long • flare plumes • upward shining lights • flashing lights • laser lights • sodium lights • reflective surfaces. AO1.2 Development within the lighting buffer zone for the NPA airport does not emit light that will exceed the maximum light intensity specified for the area.
Note: A development proposal within 6 km of the NPA Airport involving installation of external lighting that is likely to affect aircraft operations must be referred to the airport manager for assessment who will refer the proposal to the Australian Government if required. Both the Civil Aviation Safety Authority (CASA) (under the Civil Aviation Act 1988 and Regulation 94 of the Civil Aviation Regulations 1988) and the Department of Defence (DoD) have legislative powers to cause lighting which may cause distraction, confusion or glare to pilots flying aircraft to be turned off or modified. *Lighting design matters should be addressed during pre-lodgement stage of the development assessment process to avoid CASA or DoD directives to modify lighting after it has been installed. CASA can provide advice about the design and installation of lighting within 6 km of the NPA Airport on the request of local government or an applicant.*	

Table 12 Criteria for Assessable Development (continued)

Performance outcomes	Acceptable outcomes
Wildlife hazards	
PO2 Development does not cause wildlife to create a hazard for the safe operation of the NPA Airport.	AO2.1 Development located within 3 km of a NPA Airport's runway does not involve uses listed in column 1 of Table 8.2.6.3.b Land uses associated with increases in wildlife strikes and hazards. AO2.2 Development located within 3 km of a NPA Airport's runway involving a use listed in column 2 of Table 8.2.6.3.b: Land uses associated with increases in wildlife strikes and hazards, includes measures to reduce the potential to attract birds and bats. AO2.3 Development located between 3 km and 8 km of a NPA Airport's runway involving a use listed in column 1 or column 2 of Table 8.2.6.3.b: Land uses associated with increases in wildlife strikes and hazards, includes measures to reduce the potential to attract birds and bats. AO2.4 Development located between 8 km and 13 km of the NPA Airport's runway involving a use listed in column 1 or column 2 of Table 8.2.6.3.b: Land uses associated with increases in wildlife strikes and hazards, does not increase the potential to attract birds and bats.
Note: A development proposal in the vicinity of the NPA Airport that may increase risk of wildlife strike should be referred to the airport manager for assessment. *Where local government seek to approve land uses which may increase the risk of wildlife strike near existing airports, steps should be taken to mitigate risk in consultation with the airport manager and qualified bird and wildlife management experts.*	

8.2. Land tenure

Northern Peninsula Airport is located within Torres Shire local government area , however, is operated by NPARC.

No written or formal lease agreement over the site in favour of NPARC is known to exist.

Lot 104 SP104552 is the current airport site. A copy of the relevant overlay, with the subject lot shown in green is provided at Figure 51 (source: QLD Globe).

The area surrounding the airport site is Lot 103 SP104552.

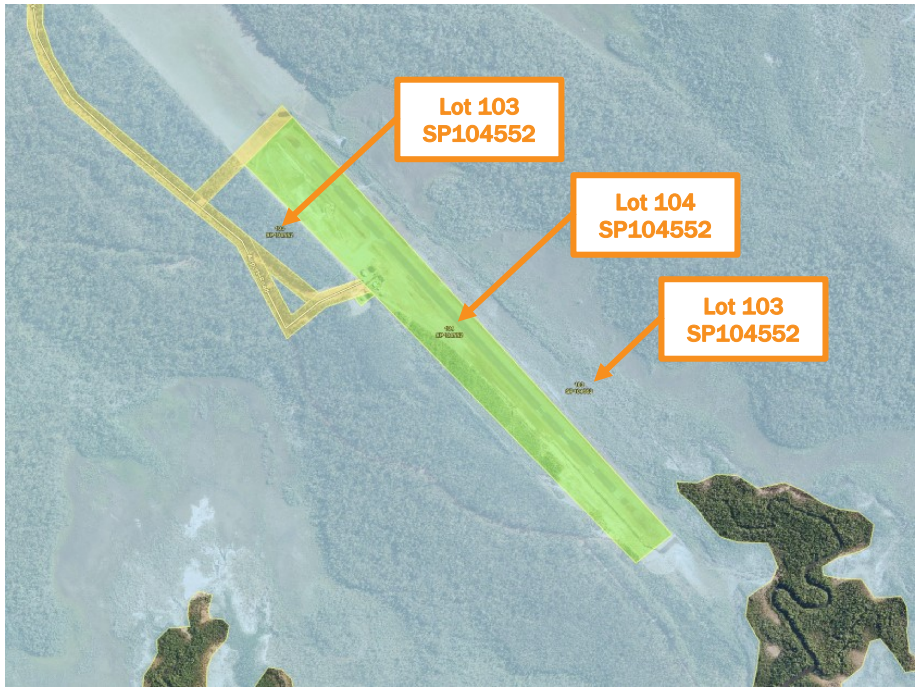


Figure 51 Lots 103 and 104 SP104552

The main airport site (Lot 104) is identified as a Landing Ground for Aircraft, is subject to a Native Title Determination and identifies Torres Shire Council as the Trustee.

Lot 103, which encompasses the area of land adjacent to the airport, is subject to a Native Title Determination, is identified as Inalienable Freehold Land and records the Apudthama Land Trust as the Registered Owner.

The area shaded yellow in Figure 52 is identified as Inalienable Freehold Land in the relevant QLD Globe layer.

Figure 52 Inalienable Freehold Land surrounding the airport site

The title for Lot 104 SP104552 is provided at Figure 53 (source: Titles Queensland).

Titles QUEENSLAND

Current Reserve Search

Queensland Titles Registry Pty Ltd
ABN 23 648 568 101

Title Reference:	**49020298**
Date Reserve Gazetted:	25/10/1986
Page:	1194

Search Date:	05/11/2021 14:02
Request No:	39170666

DETAILS

Opening Ref:	B 2971/B/19
Purpose:	LANDING GROUND FOR AIRCRAFT
Sub-Purpose:	
Local Name:	
Address:	NORTHERN PENINSULA CAPE YORK
County (R) No:	R108
File Ref:	RES 26248

LAND DESCRIPTION

LOT 104 SURVEY PLAN 104552 Gazetted on 08/09/2000 Page 76-77
Local Government: TORRES

Area: 48.070000 Ha. (SURVEYED)

TRUSTEES

TORRES SHIRE COUNCIL Gazetted on 23/08/2002 Page 1436

EASEMENTS AND ENCUMBRANCES

1. TRUSTEE LEASE No 720860615 15/06/2021 at 07:40
TELSTRA CORPORATION LIMITED A.B.N. 33 051 775 556
OF LEASE T ON SP321083
TERM: 01/06/2021 TO 31/05/2041 OPTION NIL

ADMINISTRATIVE ADVICES

Dealing	Type	Lodgement Date	Status
718154867	NT DETERM NATIVE TITLE ACT 1993 (CTH)	14/07/2017 15:13	CURRENT

UNREGISTERED DEALINGS

NIL

Caution - Charges do not necessarily appear in order of priority

** End of Current Reserve Search **

Figure 53 Title for Lot 104 SP104552

The title for Lot 103 SP104552 is provided at Figure 54 (source: Titles Queensland).

Titles QUEENSLAND

Current Title Search

Queensland Titles Registry Pty Ltd
ABN 23 648 568 101

Title Reference:	**50307040**	**Search Date:**	05/11/2021 14:02
Date Title Created:	06/04/2000	**Request No:**	39170666
Previous Title:	40021219		

ESTATE AND LAND

Estate in Fee Simple

LOT 2 CROWN PLAN SO23
Local Government: NORTHERN PENINSULA AREA

LOT 21 CROWN PLAN SO45
Local Government: NORTHERN PENINSULA AREA

LOT 43 SURVEY PLAN 104552
Local Government: NORTHERN PENINSULA AREA

LOT 103 SURVEY PLAN 104552
Local Government: NORTHERN PENINSULA AREA
Local Government: TORRES

LOT 102 SURVEY PLAN 120089
Local Government: COOK
Local Government: NORTHERN PENINSULA AREA

LOT 1 SURVEY PLAN 120090
Local Government: COOK

LOT 27 SURVEY PLAN 120091
Local Government: TORRES

For exclusions / reservations for public purposes refer to Plan CP SO23
For exclusions / reservations for public purposes refer to Plan CP SO45

REGISTERED OWNER

Dealing No: 712929000 11/12/2009

APUDTHAMA LAND TRUST TRUSTEE
FOR THE BENEFIT OF ABORIGINAL PEOPLE PARTICULARLY CONCERNED WITH THE LAND AND THEIR ANCESTORS AND DESCENDANTS, AND UNDER THE ABORIGINAL LAND ACT 1991.

EASEMENTS, ENCUMBRANCES AND INTERESTS

1. Rights and interests reserved to the Crown by
Deed of Grant No. 40021219 (Lot 103 on SP 104552)
(Lot 43 on SP 104552)
(Lot 102 on SP 120089)
(Lot 1 on SP 120090)
(Lot 27 on SP 120091)
(Lot 2 on CP SO23)
(Lot 21 on CP SO45)

2. NOTING No 703981387 06/04/2000 at 15:05
IN ACCORDANCE WITH SECTION 32(1) OF THE ABORIGINAL LAND ACT 1991, THIS DEED OF GRANT TAKES EFFECT AS FROM 12.15 PM ON THE 19/08/1999

Titles QUEENSLAND

Current Title Search

Queensland Titles Registry Pty Ltd
ABN 23 648 568 101

Title Reference: **50307040**

EASEMENTS, ENCUMBRANCES AND INTERESTS (Continued)

3. LEASE No 709045648 11/10/2005 at 14:07
THE STATE OF QUEENSLAND
REPRESENTED BY DEPARTMENT OF LOCAL GOVERNMENT,SPORT AND RECREATION
OVER LEASES A,B,C,D ON SP143724 AND
LEASES E AND F ON SP172992
TERM: 03/08/2005 TO 03/08/2035 OPTION NIL

ADMINISTRATIVE ADVICES

Dealing	Type	Lodgement Date	Status
709623900	VEG NOTICE VEGETATION MANAGEMENT ACT 1999	25/05/2006 09:43	CURRENT
709812634	VEG NOTICE VEGETATION MANAGEMENT ACT 1999	31/07/2006 11:35	CURRENT
712326440	VEG NOTICE VEGETATION MANAGEMENT ACT 1999	06/04/2009 12:52	CURRENT
717915405	CON COM AGMT MINERAL AND ENERGY RESOURCES (COMMON PROVISIONS) ACT 2014	23/03/2017 09:56	CURRENT
718154867	NT DETERM NATIVE TITLE ACT 1993 (CTH)	14/07/2017 15:13	CURRENT
718657972	CON COM AGMT MINERAL AND ENERGY RESOURCES (COMMON PROVISIONS) ACT 2014	27/03/2018 12:07	CURRENT

UNREGISTERED DEALINGS

NIL

Caution - Charges do not necessarily appear in order of priority

** End of Current Title Search **

Figure 54 Title for Lot 103 SP104552

8.3. Civil Aviation Safety Regulations

Current and future operations at Northern Peninsula Airport are regulated according to the requirements set out in the section below.

Civil Aviation Safety Regulation 1998 (CASR) Part 139—Aerodromes describes the requirements for aerodromes used in air transport operations.

Manual of Standards Part 139—*Aerodromes* (MOS 139) sets out the standards and operating procedures for certified aerodromes used in air transport operations.

The current MOS 139 came into effect on 13 August 2020.

8.4. Aerodrome Reference Code

The standards which an aerodrome facility must meet to be suitable for use by aeroplanes within a particular range of performance and size are determined by the aerodrome reference code (ARC) chosen by the aerodrome operator.

The ARC is made up of 3 elements:

a. a code number determined by the aeroplane reference field length (code number or runway code number); and

b. a code letter determined by the aeroplane wingspan (code letter); and

c. the outer main gear wheel span (OMGWS).

As the main runway 13/31 at Northern Peninsula Airport is nominated as a code 3 and the relevant wingspan of aircraft using the airport is a code letter C, the airport is considered a code 3C with non-precision instrument approaches, and has a reference OMGWS of 6 m up to but not including 9 m.

8.5. Compliance with physical design specification

8.5.1. Grandfathering

A key consideration regarding the planning of future infrastructure requirements is the status of facilities at the airport in respect of previous and current standards set out in MOS 139.

A facility that was designed to a previous standard but does not conform to the new standards can be 'grandfathered' until such time as it is substantially changed or upgraded.

The definition of 'grandfathered facility' in MOS 139 is copied for ease of reference:

> *A grandfathered facility means an existing aerodrome facility (the facility) and the obstacle limitation surfaces associated with an existing runway that is part of the existing aerodrome facility (the OLS) that, on and after the commencement of this MOS, do not comply with the standards in this MOS, provided that:*
>
> *(a) the facility and the OLS complies, and continues to comply, with the standards which applied to the facility and the OLS immediately before the commencement of this MOS; and*
>
> *(b) the aerodrome operator's aerodrome manual:*
>
> *(c) identifies the facility and the OLS; and*
>
> *(d) sets out in detail how the facility and the OLS do not comply with this MOS.*

Northern Peninsula Airport is currently classified as Code 3C, non-instrument. The design specifications applicable for the aerodrome are established in MOS 139 Version 1.14, with certain facilities grandfathered in accordance with the provision of Part 139 MOS 2019.

The aerodrome appears to generally comply with the physical specifications established for a Code 3C (non-instrument) Certified Aerodrome.

The latest Annual Technical Inspection (22 October 2020) notes several physical non-compliant conditions at the aerodrome, including:

- Runway end safety area (RESA) – 60 m vice new MOS standard of 90 m
- Runway strip width – 90 m vice new MOS standard of 140 m

To 'grandfather' non-compliant issues, the issues must have been stated in the updated airport operations manual. This was achieved when the Northern Peninsula Airport produced a draft airport manual (dated 25 June 2021) which listed the non-compliant issues except the 90 m runway strip width.

The updated aerodrome manual (required under the implementation of Part 139 MOS 2019 by May 2021) has been submitted to CASA but at the time of this assessment, the aerodrome operator had not received confirmation of CASA acceptance.

Table 13 is taken from MOS 139 showing the minimum length required of RESA (Code 3) under the new standards.

Table 13 The minimum length of a RESA

Runway code number	Minimum length of a RESA	Preferred length of a RESA
1 or 2	60 m	120 m
3 or 4	90 m; or 240 m (if the runway is intended for scheduled international air transport operations)	240 m

8.5.2. Runway strip width (RWS) issue

Runway strip widths depend on whether the runway is classified as an 'instrument approach runway' or a 'non-instrument approach runway'.

Under MOS 139 a non-instrument approach runway requires a RWS of 90 m, whereas an instrument approach runway (non-precision) requires a RWS of 280 m. Table 14 and Table 15 refers.

Table 14 MOS 139 Graded runway strip width (non-instrument)

Runway code number (ARC)	Graded runway strip width
1 *Note* See also subsection 6.17 (3).	60 m
2	80 m
3 (if the runway width is 30 m)	90 m
3 (if the runway is used for scheduled international air transport operations); or 3 (if the runway width is 45 m or more); or 4	150 m

Note For Code 3 runways with a width of 30 m, a 150 m wide graded runway strip is recommended.

Table 15 MOS 139 Runway strip width including the fly-over area (non-precision instrument)

Runway Code Number (ARC)	Runway strip width, including the fly-over area
1 or 2	140 m
3 or 4	280 m

Previous technical inspections and the recent updated draft aerodrome manual listed Northern Peninsula Airport as 'Code 3 Non-instrument (with an Instrument Circling Minima)'.

In the ‘grandfathering’ clause, the runway strip was not included in the draft aerodrome manual which was a requirement if the 90 m runway strip was to be grandfathered. Of note, under the previous standards, the Airport should have had a runway strip of 150 m for operations with a non-precision instrument approach.

Consequently, any process to improve the existing instrument approach to lower straight-in minima (vice circling) may trigger the requirement under the new MOS 139 to establish a 280 m runway strip which would be challenging considering the existing location of the terminal building and associate ground handling infrastructure.

The ability to retrospectively grandfather the existing 90m RWS would alleviate any potential application of a 280 m RWS requirement.

Of note, ICAO DOC 8168 Vol 1 defines –

> *Circling approach: An extension of an instrument approach procedure which provides for visual circling of the aerodrome prior to landing.*

NPARC has decided to prepare a safety case in support of an application for approval to maintain a non-conforming runway strip.

8.6. Heritage

The NPA has historical Aboriginal and Torres Strait Islander significance. World War II relics which were left behind from the Australian war effort against Japanese invasion also have historical significance.

There are many WWII aircraft and infrastructure relics located in and around the NPA. They are historically important and need to be managed appropriately.

Figure 55 shows a gravestone plaque which describes the conflict between locals and first settlers in the NPA (source: NPA Regional Council Planning Scheme, July 2018).

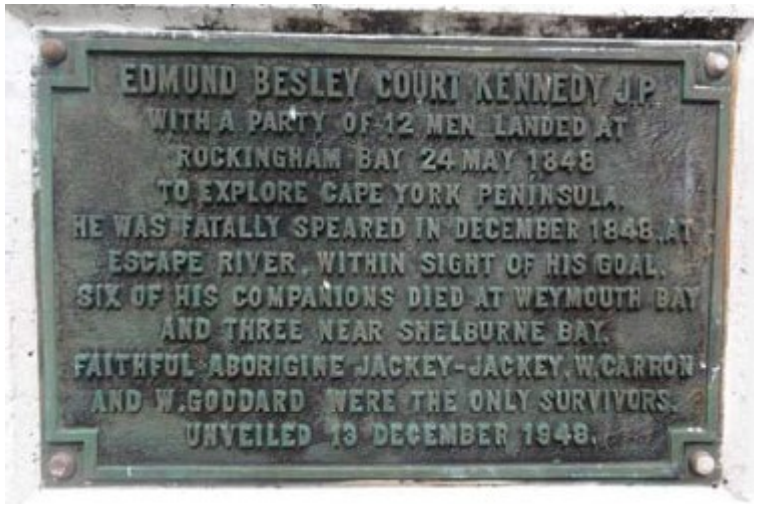


Figure 55 Gravestone plaque

Figure 56 shows a radar installation at Mutee Heads, east of Northern Peninsula Airport (source: http://www.guidebooks.com.au/hotspot32_Bomber_Wreck_Qld.htm)

Figure 56 Radar installation relic

Figure 57 shows the relic of a DC-3 Beaufort Bomber aircraft which crashed landed in 1945. The location is north of Northern Peninsula Airport. (source: http://www.guidebooks.com.au/hotspot32_Bomber_Wreck_Qld.htm)

Figure 57 DC-3 relic

9. AIRCRAFT MOVEMENT AREAS

9.1. Runway

Northern Peninsula Airport has a single runway 13/31. The runway is 1834 m long x 30 m wide (90 m runway strip) unsealed with a specification PCN 8/F/A/805(117PSI)/U.

The airport is classified as a 'non-instrument' airport even though there is an instrument approach with circling minima.

If straight in minima were to be adopted, then under the new MOS 139 rules, this may trigger a 280 m RWS requirement which would be challenging to achieve given the existing infrastructure is all inside the 280 m strip width. A method of grandfathering the existing RWS and existing infrastructure needs to be investigated.

Any new construction however would still have to be outside the 280 m RWS if Northern Peninsula Airport is re-classified as an 'instrument airport' under MOS 139 standards.

9.2. Runway 13/31 pavement

By definition, the Pavement Classification Number (PCN) of a surface is -

> *A number expressing the bearing strength of a pavement for unrestricted operations by aircraft with aircraft classification number less than or equal to the pavement classification number.*

Northern Peninsula Airport has a listed PCN of 8. This restricts the aircraft types which are able to land and manoeuvre at the Airport.

The largest current RPT aircraft which can visit Northern Peninsula Airport is the Saab 340 and Dash 8-100 aircraft even though the runway length is long enough to support operations of much larger aircraft such as Boeing 717 / 737s.

An increase in PCN would allow RPT operators to utilise larger aircraft on domestic routes. This would involve strengthening the runway taxiway and apron surfaces.

9.3. Aerodrome lighting

The aeronautical ground lighting facilities are satisfactory for the intended operations.

9.4. Taxiway

The PCN of the taxiway would need to match that of the runway to accommodate larger aircraft.

9.5. Parking apron

The apron pavement would need to be strengthened to accommodate larger aircraft. The apron would also need to be expanded to accommodate multiple aircraft whilst complying with the new MOS 139 standard regarding separation distances.

9.6. Helicopter facilities

The existing helicopter parking stand was designed for a Bell 206 helicopter.

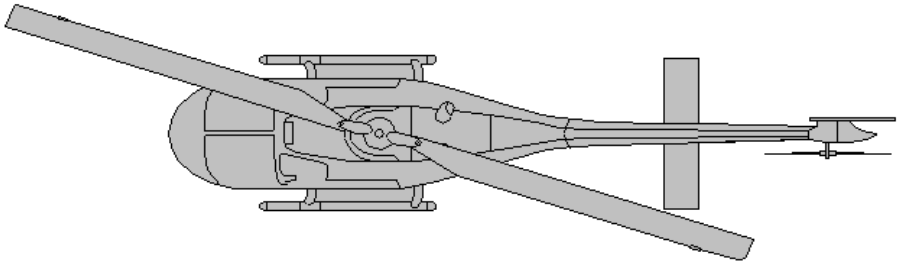
The rotor diameter of an AW 139 which is based at Horn Island and operates as Rescue 700 is larger by 3.64 m.

The area set aside for helicopter parking is therefore too small and needs to be expanded or relocated to provide a complying facility for the larger helicopter.

An image of the helicopter parking stand is provided at Figure 58.

Figure 58 Helicopter parking stand

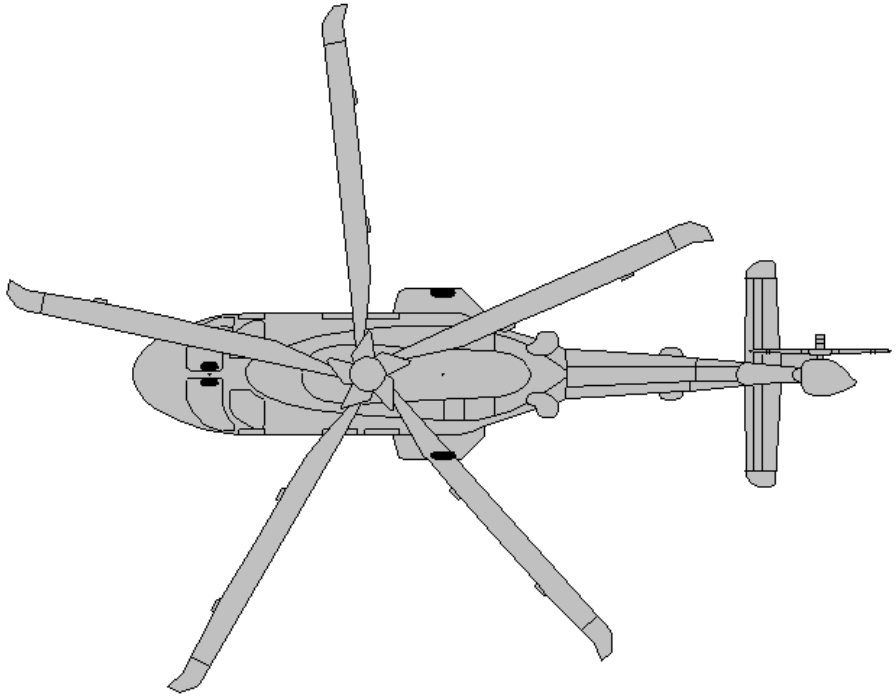
An illustration of Bell 206 characteristics is provided at Figure 59, and AW139 characteristics is provided at Figure 60 (source: Transoft Aircraft Data Viewer).



Bell Helicopter - 206 Jet Ranger

Classification		
ICAO Designator		B06
Main dimensions		
Overall length	(m)	11.82
Skid length	(m)	2.31
Skid width	(m)	2.03
Rotor diameter	(m)	10.16

Figure 59 Bell 206 characteristics



AgustaWestland - AW/AB 139

Classification		
ICAO Designator		A139
Main dimensions		
Overall length	(m)	16.65
Wheel base	(m)	4.34
Wheel track	(m)	3.19
Rotor diameter	(m)	13.80

Figure 60 AW139 characteristics

10. AVIATION SUPPORT FACILITIES

10.1. Aviation fuel

Any additional parking positions on the main parking apron should be serviced by underground hydrants connected to the existing system.

A newly constructed bunded area next to the Avgas facility enables drum refuelling. An image of the facility is provided at Figure 61.

Figure 61 Jet A1 and Avgas refuelling facility

10.2. Ground support equipment

Ground handling is supplied by the contracted ground handler.

10.3. Air traffic control and airspace

No change is required to air traffic control or airspace arrangements.

10.4. Navigation and approach aids

Current navigational facilities (GPS only) are satisfactory for current and future needs.

10.5. Weather information service

Currently there is no infrastructure for supplying real-time current weather data at Northern Peninsula Airport. Lack of this infrastructure also limits the ability to provide approved aviation weather forecasting for Northern Peninsula Airport.

As detailed in Part 91 (General Operating and Flight Rules) Manual of Standards, the pilot in command of an aircraft for a flight must meet flight preparation (weather assessments) requirements. These requirements state a pilot in command must study authorised weather forecasts and authorised weather reports. Civil Aviation Safety Amendment (Operations Definitions) Regulations 2019 provides definitions of authorised weather forecast and authorised weather report. Access to authorised weather reports would enable operators to plan and operate to lower weather minima at Northern Peninsula Airport.

A brief description of weather-related systems is offered below which would enhance operations at Northern Peninsula Airport.

10.5.1. Automatic Weather Observing System (AWOS)

Automatic Weather Observing System (AWOS) with broadcast capability offers pilots inflight as well as station information over the internet of actual surface weather conditions. A typical AWOS includes:

- Surface wind (Ultrasonic)
- Barometric pressure (QNH)
- Temperature and Humidity
- Rainfall gauge
- Ceilometer

- Visibility and present weather sensing
- Radio communication capability (including internet enabled)
- Lightning rod and obstruction light

10.5.2. Barometric pressure (QNH)

Barometric pressure (QNH) broadcast only plus temperature and humidity (not full AWOS).

AIP ENR 1.5 5.3.2 states -

5.3.1 Prior to passing the IAF, pilots are required to set either:

a. the actual aerodrome QNH from an approved source, or

b. the Aerodrome Forecast (TAF) QNH, or

c. the forecast area QNH

5.3.2 Where instrument approach charts are identified by a shaded background to either the minima titles for IAL charts or the published minima for DME or GNSS Arrival Procedures, landing, circling and alternate minima have been calculated assuming the use of Aerodrome Forecast (TAF) QNH. These minima may be reduced by 100FT whenever an actual aerodrome QNH is set. Approved sources of actual QNH are ATC and ATIS except when the aerodrome forecast QNH is provided, AWIS and CASA approved meteorological observers. An actual aerodrome QNH obtained from an approved source is valid for a period of 15 minutes from the time of receipt.

Note: METAR QNH does not meet this requirement.

Having an approved source of barometric pressure enables pilots to lower the instrument landing minima by 100 ft thereby increasing the likelihood of a successful approach and landing in marginal weather conditions.

A full AWOS suite could be added to the barometric pressure system later if required. This is a pre-requisite and would enable Northern Peninsula Airport forecasting capability described below.

10.5.3. Terminal Aerodrome Forecast (TAF)

The airport for which a TAF is to be produced must have full AWOS capability. This allows the Bureau of Meteorology (BOM) to produce 12- or 24-hour validity TAFs (for an annual fee). The availability of a TAF would provide some certainty and alleviate some operational pressures for RPT operators who use Northern Peninsula Airport.

10.6. Aerodrome rescue and firefighting services

There is no expectation of a need for ARFFS within the master planning period.

10.7. Transport security

No change is anticipated to aviation security arrangements in the short term.

In the longer term, security screening may be required, for example, if an aircraft with a seating capacity of more than 40 regularly operates to the airport, or if the security risk context changes.

Unless there is a change to the airline or aircraft providing the RPT service, it is not expected that security screening will be required within the master planning horizon.

The terminal building would need to be upgraded or replaced to accommodate security screening requirements.

11. PASSENGER FACILITIES

11.1. Passenger terminal

The passenger terminal serves the airport adequately, but as indicated via survey responses the terminal could be improved by the provision of:

- air conditioning
- more comfortable seating
- internet including free wifi
- workstations including electronic charging ports
- vending machines (provision of water)
- retail offering
- food and beverage.

11.2. Aeromedical facilities

The Royal Flying Doctor Service and local QLD Ambulance Service representative thought that a covered shelter for the aircraft and ambulance to park under would enable better patient care by preventing them from getting wet during heavy rain and to hot during sunny conditions in summer.

12. COMMERCIAL DEVELOPMENT

12.1. Current leasing and charging regime

Aeronautical fees/charges are levied on users of the airport.

There are no sub-leases in place in favour of NPARC.

12.2. Future commercial and business prospects

Future opportunities exist to provide hangar lots with airside access and industrial lots on the landside (subject to land tenure).

13. GROUND TRANSPORT SYSTEMS

13.1. External network

The external road network is considered adequate for the master planning horizon.

13.2. Internal network

There is no internal road network, so it will need to be upgraded to facilitate access to proposed developments.

13.3. Airside access

Airside access is considered adequate.

13.4. Rental car parking demand

The rental car service provided by several operators is considered adequate for current demand.

13.5. Buses

There is no direct bus service access to the airport, but interest was expressed by the community in potentially having a service.

13.6. Taxis

There is no taxi service.

13.7. Public car parking

At the time of preparing this Master Plan, the car parking facilities at the airport were considered adequate for the current needs.

Considerations could be made to future proof the facilities to allow for more secure long-term parking.

14. UTILITIES AND CIVIL INFRASTRUCTURE

14.1. Water

Water provided to the airport terminal site is sourced from an open soak/well on the eastern side of the airport and treated onsite.

The Airport Manager's house is supplied by rainwater and supplemented by water tanker.

14.2. Electricity

Electrical power is provided by a diesel generator. Plans are in place to connect the airport to the local mains power supply.

A back-up diesel generator is available for the aerodrome lighting system.

There is capacity to install solar panels on the roof of the terminal building, and the broader airport site is large enough to accommodate a large solar farm to feed back into the grid.

14.3. Sewer/septic

Waste treatment is via individual septic systems.

14.4. Communications

Telephone service is provided via landline and is considered acceptable.

ADSL internet is provided via landline.

Mobile phone coverage is good since the installation of a repeater tower on site.

14.5. Stormwater

Generally, stormwater run-off is managed effectively onsite. Rainwater is collected from the passenger terminal.

14.6. Perimeter fencing

The perimeter fencing is considered adequate for its purpose.

15. SITING STUDY

A pre-feasibility study to determine a preferred alternative location for the Northern Peninsula Airport evaluated 6 site options using a multi-criteria analysis.

An illustration of the locations for the options evaluated is provided at Figure 62 (source: ACG).

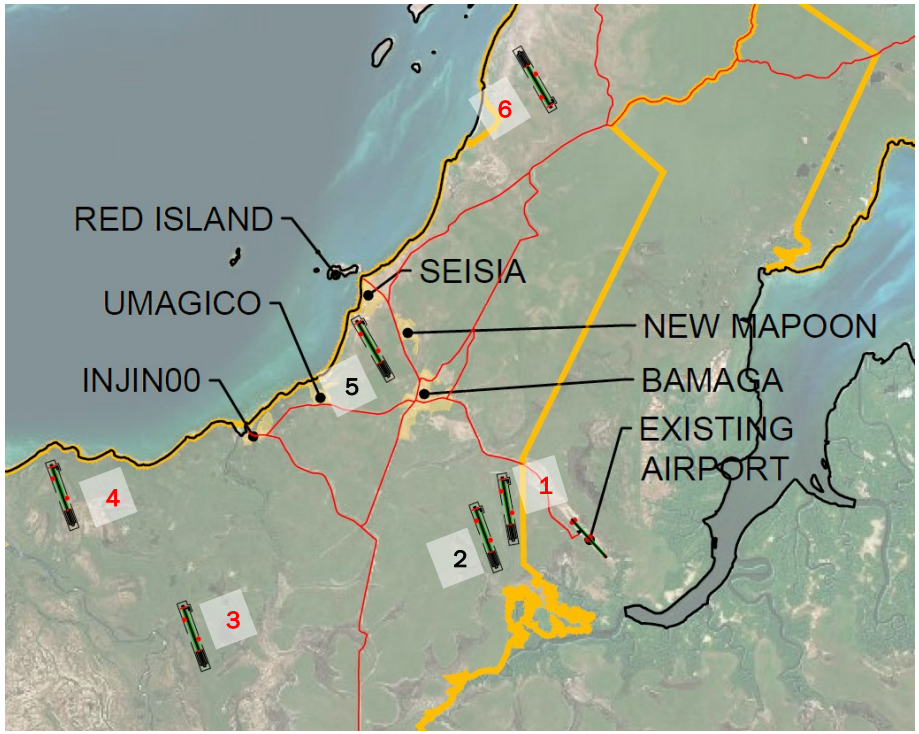


Figure 62 Siting study location options

15.1. Concept aerodrome design model

The concept aerodrome model was developed according to initial and ultimate characteristics set out in Table 16 (source: ACG).

Table 16 Concept aerodrome design model characteristics

Item	*Parameter*	*Initial Build: code 3 non-precision instrument*	*Ultimate Build:code 4 non-precision instrument*
Runway	Length	2100m x 30m	2400 m x 45 m
	RWY Strip	280m	280m
	RESA	240m (min 90m)	240m (min 90m)
Design Aircraft	Model	Dash 8-400/E170/F100 (Code 3C)	Dash 8-400/E170/F100 (code 3C) + A321/B737 (Code 4C)
Apron	BAYS	2 x Dash 8-400/E170/F100 2 x rotary wing stands 4 x King Air	4 x Dash 8-400/E170/F100 or 1 x A321/B737 + 2 code 3C, 6 x rotary wing stand + 8 x King Air GA parking
Terminal	Building	1 x Code 3C (100pax) + Security + Carpark	4 x code 3C aircraft or 1 x code 4C + 2 code 3C
	Parking	itinerant and secure parking	itinerant and secure parking
Other		Weather Station, Refuelling	Weather Station, Refuelling
		8 x hangar sites for code B aircraft	8 x hangar sites for code B aircraft + duplication

The Runway Length was nominated as **2,400m** to cater for all nominated aircraft requirements and conditions.

Other requirements include:

- The aerodrome is to be capable of operating in all weather
- The aerodrome must be capable of operating at night.

15.2. Concept design

The concept aerodrome design model is illustrated at Figure 64 (source: ACG).

15.3. Evaluation methodology

The following evaluation methodology was used.

Step 1

The aerodrome siting followed an iterative process of positioning and rotating a concept aerodrome design model within the desired area while evaluating the high-level suitability of the position against the following physical criteria:

Location Criteria

A. Proximity and access to services, community / town centre

B. To Main Road and Access

Topography Criteria

C. Grading (Compliance) & Earthworks

D. Drainage and Flooding

E. OLS - Approach and take off paths, Airspace (Instrument flight procedures)

F. Meteorology (Wind Direction)

A number of sites were identified and designated a site number as a potential location for an aerodrome.

Each site was evaluated against the criteria (**A** – **F**). A set of high-level design detail is developed for each site including earth works data for earth cut and fill, obstacle limitations and orientation relative to the prevalent winds.

At this point it is acceptable to eliminate sites where compliance, such as minimum grading, cannot reasonably be achieved.

Step 2

Once an agreed set of sites was established in step 1, the following were added to the assessment criterion:

G. Land Tenure

H. Environmental Impacts

I. Cultural Heritage

J. General

The process of gathering data and assessing each of the criteria **G** to **J** is reliant on external expert and stakeholder advice. In this evaluation this is however limited to data extracted off the Queensland Government State Planning Policy Mapping System.

Step 3

Scoring and Weighting of each criteria.

For each of the criterion **A** to **J** above, a set of practical metrics and or benchmarks should be established, so that a universal scoring framework can be used to compare all sites equally against each criterion.

For criteria **A** to **F**, this evaluation is a high-level determination and evaluation based off Design Model and the available terrain models and maps.

For Criteria **G** to **J** the evaluation is limited to a commentary of the probable restrictions that each site location has relative to data extracted off the Queensland Government State Planning Policy Mapping System. Further investigation is needed to progress this evaluation to include regulatory and approval requirements.

15.4. Weighted results

General observations:

- Site 2 and 5 - The earth works required to achieve compliant runway grading with the terrain at site 2 and site 5 is excessive (3.5 and 2.9 million m^3 respectively)
- Site 2, 3, 4 and 6 – Distance and access potentially presents challenges to the cost and construction of roads to and from the Aerodromes
- Site 5 – Proximity to developed area presents likelihood of noise and disturbance to local community as well as limits future expansion of the Aerodrome
- Site 1 appears to be the most suitable site

Note that some criteria could pose significant compliance issues, approvals or costs, enough to eliminate the site regardless of the overall score.

The results of the evaluation are summarised in the matrix at Figure 65 (source: ACG).

The full report and associated drawings and sketches are provided at **Annexure 3**.

An image showing preferred Site 1 in closer detail is provided at Figure 63 (source: ACG).

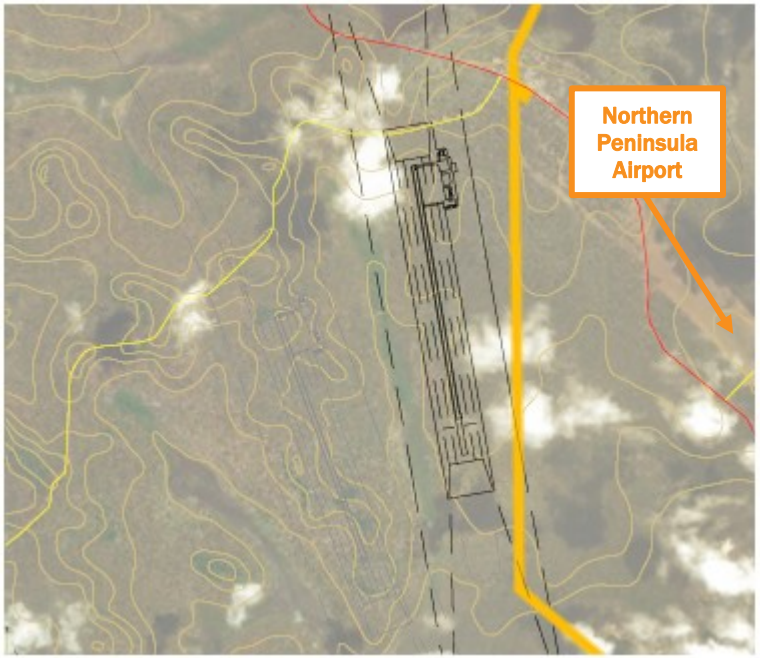


Figure 63 Site 1 location

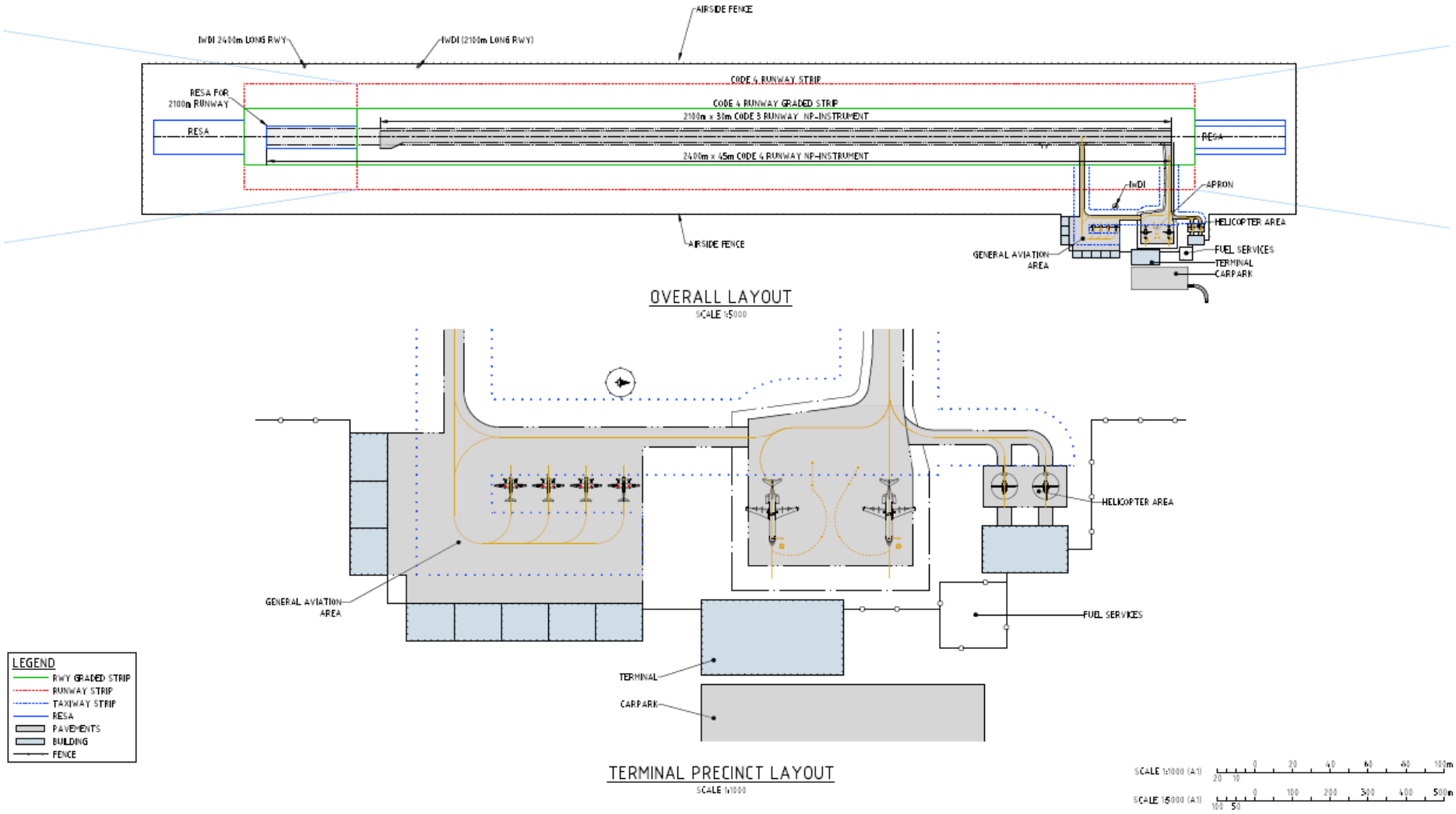


Figure 64 Concept aerodrome design

Weighted Scores		Site 1		Site 2		Site 3		Site 4		Site 5		Site 6		
Criteria	Weight Factor	Raw Score	Weighted Score	Raw Score	Weighted Score	Raw Score	Weighted Score	Raw Score	Weighted Score	Raw Score	Weighted Score	Raw Score	Weighted Score	Risk / Mitigation
General	3	4.60	13.80	3.80	11.40	3.80	11.40	4.60	13.80	2.00	6.00	3.80	11.40	Engineer / Admin
Land Tenure	5	4.00	20.00	4.00	20.00	3.50	17.50	3.50	17.50	3.00	15.00	4.00	20.00	Critical
Distance to Main Road and Access	4	4.00	16.00	3.00	12.00	2.00	8.00	2.00	8.00	4.00	16.00	3.00	12.00	Engineering
Distance to Bamaga	3	4.25	12.75	3.50	10.50	3.25	9.75	3.25	9.75	4.50	13.50	3.25	9.75	Engineering
Grading & Earthworks	5	3.00	15.00	1.00	5.00	4.00	20.00	3.00	15.00	1.00	5.00	2.00	10.00	Engineering
Drainage and Flooding	4	4.00	16.00	4.00	16.00	4.00	16.00	4.00	16.00	4.00	16.00	4.00	16.00	Engineering
Obstacle Limit Surface	5	4.00	20.00	4.00	20.00	4.00	20.00	4.00	20.00	3.20	16.00	2.20	11.00	Compliance Critical
Meteorology	4	3.00	12.00	3.00	12.00	3.00	12.00	3.00	12.00	5.00	20.00	5.00	20.00	Compliance Critical
Environmental Impacts	5	3.32	16.60	3.32	16.60	3.32	16.60	3.32	16.60	2.76	13.80	2.76	13.80	Engineering
Cultural Heritage	5	4.00	20.00	4.00	20.00	4.00	20.00	4.00	20.00	4.00	20.00	4.00	20.00	Critical
SCORE			162.15		143.50		151.25		148.65		141.30		143.95	

Figure 65 Weighted scores of multi-criteria siting study evaluation

16. AERODROME SAFEGUARDING

In addition to state requirements, the Commonwealth Government has an interest in better planning and integrated development on and around airports and to lessen the adverse effects of aviation activity on the environment and communities. While not a planning authority, it provides guidance on broader issues such as noise around airports that can be used by statutory authorities to achieve the stated objectives. The National Airports Safeguarding Advisory Group (NASAG) has produced the National Airport Safeguarding Framework to advance this agenda. The Framework should also be taken into consideration when designing development on and in the vicinity of the airport.

16.1. Operational airspace

16.1.1. Obstacle limitation surfaces

An airport's obstacle limitation surfaces (OLS) define the operational airspace that should be kept free of obstacles for aircraft operations being conducted under the visual flight rules. Both current and future (ultimate) OLS should be considered in the design of developments on and within the vicinity of the airport.

Manual of Standards Part 139 Chapter 7 provides relevant parameters for the design of the OLS.

16.1.2. PANS-OPS surfaces

PANS-OPS surfaces define the operational airspace a pilot is required to use when flying an aircraft under the instrument flight rules—that is, when relying on instruments for navigation. Development should seek to avoid any permanent encroachments into current and future PANS-OPS airspace.

Detailed information about the PANS-OPS surfaces is provided by Airservices Australia in documentation held by the Airport Manager.

Further information can be found in NASF Guideline F: Managing the Risk of Intrusions into the Protected Airspace of Airports.

16.2. Lighting restriction zone

Manual of Standards Part 139 - Aerodromes establishes a restriction to lighting within the vicinity of an airport which, by reason of its intensity, configuration or colour, might endanger the safety of an aircraft. The vicinity of the airport can be taken to be within a 6km radius of the airport.

Further information can be found in NASF Guideline E: Managing the Risk of Distractions to Pilots from Lighting in the Vicinity of Airports.

16.3. Wildlife hazard buffer zone

All wildlife on or around an airport should be regarded as a potential hazard to aircraft safety. Most wildlife strikes occur on and in the vicinity of airports, where aircraft fly at lower elevations. Flying vertebrates (e.g. birds or bats) mainly use airspace within 300 metres of the ground so are likely to conflict with aircraft when they are at their most vulnerable, i.e. immediately after take-off and during landing approaches or other low flying manoeuvres. Development should seek to avoid creating wildlife attracting land uses both on and within the vicinity of the airport.

Further information can be found in NASF Guideline C: Managing the Risk of Wildlife Strikes in the Vicinity of Airports.

16.4. Building restricted areas for aviation facilities

The Building Restricted Area (BRA) is defined as a volume where buildings and other objects have the potential to cause unacceptable interference to the signal-in-space transmitted by the radio navigation facility. All radio navigation facilities have a BRA defined which may extend to a significant distance from the facility. The purpose of the Building Restricted Area is not intended to prohibit development but rather to trigger an assessment of a proposed building or development for its impact on the radio navigation facility. The BRA is primarily intended to be used by Aerodrome Operators and Local Planning Authorities but is also required to be used by the systems engineer when selecting a new site for a radio navigation facility. All development applications near a radio navigation facility shall be assessed to determine if the facility BRA is infringed. If

there is no infringement the assessment process may be terminated, and the application approved.

Further information can be found in NASF Guideline G: Protecting Aviation Facilities — Communications, Navigation and Surveillance (CNS).

16.5. Public safety areas

NASAG has drafted a new Guideline for Public Safety Zones (PSZs) to mitigate the risk to people on the ground near airports by informing a consistent approach to land use at the end of Australian airport runways. PSZs seek to limit land uses that would increase the number of people in the zone or result in the storage of hazardous materials in the zone.

The Guideline is intended to assist land-use planners at all levels to better consider public safety when assessing development proposals and rezoning requests and when developing strategic land use plans.

Since there is no formal requirement to implement public safety zones, and because of the uncertainty about specific design parameters, this concept has not been incorporated in the Master Plan.

Further information can be found in NASF Guideline I (Managing the Risk in Public Safety Zones at the Ends of Runways) (draft under development).

16.6. Aircraft noise

Aircraft noise can affect the allocation of appropriate uses on and external to the airport site.

Australian Noise Exposure Forecast (ANEF) contours provide a scientific measure of the aircraft noise exposure levels around airports taking into account the frequency, intensity, time and duration of aircraft operations. Standard methodology for evaluating the noise climate around airports is defined in AS 2021-2015 Acoustics – Aircraft Noise Intrusion – Building Siting and Construction, which recognises the ANEF contour charts as the primary method for long-term noise impact assessment.

Further information can be found in NASF Guideline A: Measures for Managing Impacts of Aircraft Noise.

17. VISION

17.1. Vision

The vision that has been developed as a result of the master planning study is as follows:

> *Provide an airport for the Northern Peninsula Area community that allows the achievement of economic, social, health and wellbeing, resilience, aeronautical and commercial opportunities now and in the future.*
>
> *This airport will:*
>
> 1. ***Comply** with applicable civil aviation safety regulations and standards*
> 2. *Be on land **controlled by NPARC***
> 3. *Be **resilient to natural disasters and climate change***
> 4. *Have **minimal impact on the environment***
> 5. ***Meet community expectations** in respect of level of service*
> 6. *Be **future proofed** to respond to new opportunities and technologies that will emerge over time.*

17.2. Options

Options available for the achievement of this vision are listed below:

1. Maintain the status quo
2. Sustain the current site
3. Sustain and develop the current site over the long term
4. Sustain and develop the current site and protect the preferred alternative site for subsequent development in the longer term
5. Develop the current site in the short term and develop the preferred alternative site in the longer term.
6. sustain the current site (do minimum) while developing the preferred alternative site

17.3. Development of alternative site

The alternative site should be developed according to the indicative scope of operations set out in Table 16.

17.4. Development of the current site

To achieve the desired outcomes, the following developments would be required on the current site:

1. Maintain the integrity of the runway, taxiway and apron pavements to at least PCN 8.
2. Resolve the runway strip width issue associated with implementation of straight-in minima for the instrument approaches to both runway ends.
3. Resolve the apron parking non-conformance regarding wingtip clearances on current bay 1. This may require limiting the use of the current helicopter parking stand and/or construction of a new helicopter parking stand for the larger AW139.
4. Resolve land tenure over the current airport site and desired development footprint (Lots 103 and 104 SP 104552) in favour of NPARC for the purposes of aeronautical and associated uses.
5. Provide a weather station and terminal aerodrome weather forecast service.
6. Develop a new terminal precinct to the west of the existing site with a new stub taxiway, apron capable of parking 2 x code 3 aircraft with access to Jet A1, a terminal building capable of conducting security screening, a new car park and landside access. There should be shade structures around the car park for people to sit under, and ideally there should be a respectful place for people to gather to conduct sorry business.
7. Develop a new general aviation precinct with 8 hangar sites for code B aircraft.

17.5. Summary of Options

A summary of the 6 options and their respective advantages and disadvantages is provided in Table 17.

Table 17 Summary vision options

Option	*Description*	*Advantages*	*Disadvantages*
1	Status quo	Lowest cost	Not compliant, controlled or resilient and impacts environment Runway will continue to deteriorate and eventually be closed
2	Sustain current site (reconstruct runway)	Current level of service maintained	Current site not compliant, controlled or resilient and impacts environment Significant ongoing cost or repairs
3	Sustain and develop current site long term	Easiest in the short term	Not compliant, controlled or resilient and impacts environment
4	Sustain and develop current site and protect alternative site	Easiest in the short term	Not compliant, controlled or resilient and impacts environment
5	Develop current site short term and develop alternative site long term	Flexibility in timing of the new development New site achieves all desired outcomes	Current site not compliant, controlled or resilient and impacts environment Greatest cost Most difficult to achieve
6	Maintain current site while developing alternative site	New site achieves all desired outcomes Best outcome for community	Potential to continue to operate at current site if development of new site is delayed

18. MASTER PLAN

After careful consideration of the various options, NPARC has decided to proceed with Option 6 – Maintain current site while developing an alternative site.

Plans for the preferred alternative Site 1 are provided at **Annexure 4**.

A cost estimate for development of the new site, and estimated costs for maintaining the current site have been prepared and provided separately.

A business plan for Option 6 has been prepared and provided separately.

19. GLOSSARY

AAGR	average annual growth rate
AIP	Aeronautical Information Package
AMSL	above mean sea level
ANEF	Australian Noise Exposure Forecast
ARFFS	aerodrome rescue and firefighting service
AsA	Airservices Australia
ATC	air traffic control
BRA	building restricted area
CAAP	Civil Aviation Advisory Publication
CAR	Civil Aviation Regulation 1988
CASA	Civil Aviation Safety Authority
CASR	Civil Aviation Safety Regulation 1998
CTAF	Common Traffic Advisory Frequency
ERSA	En Route Supplement Australia
GA	general aviation
GNSS	Global Navigation Satellite System
GPS	Global Positioning System
GSE	ground support equipment
HLS	helicopter landing site
ICAO	International Civil Aviation Organization
INP	instrument non-precision
IWDI	illuminated wind direction indicator
LGA	local government authority
LIRL	low intensity runway lights
MOS	Manual of Standards
MTOW	maximum take-off weight
NASF	National Airports Safeguarding Framework
NBN	National Broadband Network
NDB	Non-Directional Beacon
NPARC	Northern Peninsula Area Regional Council
OLS	obstacle limitation surfaces
PANS-OPS	Procedures for Air Navigation Services – Aircraft Operations
PAPI	Precision Approach Path Indicator
RFDS	Royal Flying Doctor Service
RNAV-GNSS	Area Navigation – Global Navigation Satellite System
RPT	regular public transport
RTIL	runway end identifier lights
SGS	satellite ground station
SPP	State Planning Policy

20. REFERENCES

- Airservices Australia, Aeronautical Information Package; including En Route Supplement Australia (ERSA, RDS, DAP) effective 09 September 2021
- Australian Airports Association, Regional Airport Master Planning Guideline, Airport Practice Note 4
- Civil Aviation Safety Authority, Civil Aviation Safety Regulations 1998
- Civil Aviation Safety Authority, *Part 139 (Aerodromes) Manual of Standards 2019*, dated 13 August 2020
- Department of Infrastructure and Regional Development (C'th), *Airport Traffic Data 1985-86 to 2020-21 (xls format)*
- International Civil Aviation Organization, International Standards and Recommended Practices (SARPS) Annex 14 Aerodromes, Volume 1 *Aerodrome Design and Operations* and Volume II *Heliports*
- Inquiry into food pricing and food security in remote Indigenous communities Submission 68 (10 July 2020)
- Northern Peninsula Area Regional Council Annual Report 2018-2019
- Northern Peninsula Area Regional Council Annual Report 2019-2020
- Northern Peninsula Area Regional Corporate Plan 2018-2022
- NPARC Planning Scheme QPP version 3.1 June 2014
- Northern Peninsula Area Regional Council 2010-2020 Transport and Drainage Asset Management Plan
- OzRunways, aeronautical navigation charts extracts
- Torres Strait Transport Infrastructure Plan, Queensland Transport, November 2006
- Inset QLD Globe / SPP for overlays etc

ANNEXURES

1. Survey responses
2. Freight Study
3. Siting Study
4. Alternative Site 1 plans
5. Current Aerodrome Safeguarding

ANNEXURE 1 – COMMUNITY ENGAGEMENT SURVEY RESPONSES

Find behind this page a copy of the survey responses

ANNEXURE 2 – FREIGHT STUDY

Find behind this page a copy of the Freight Study

ANNEXURE 3 – SITING STUDY

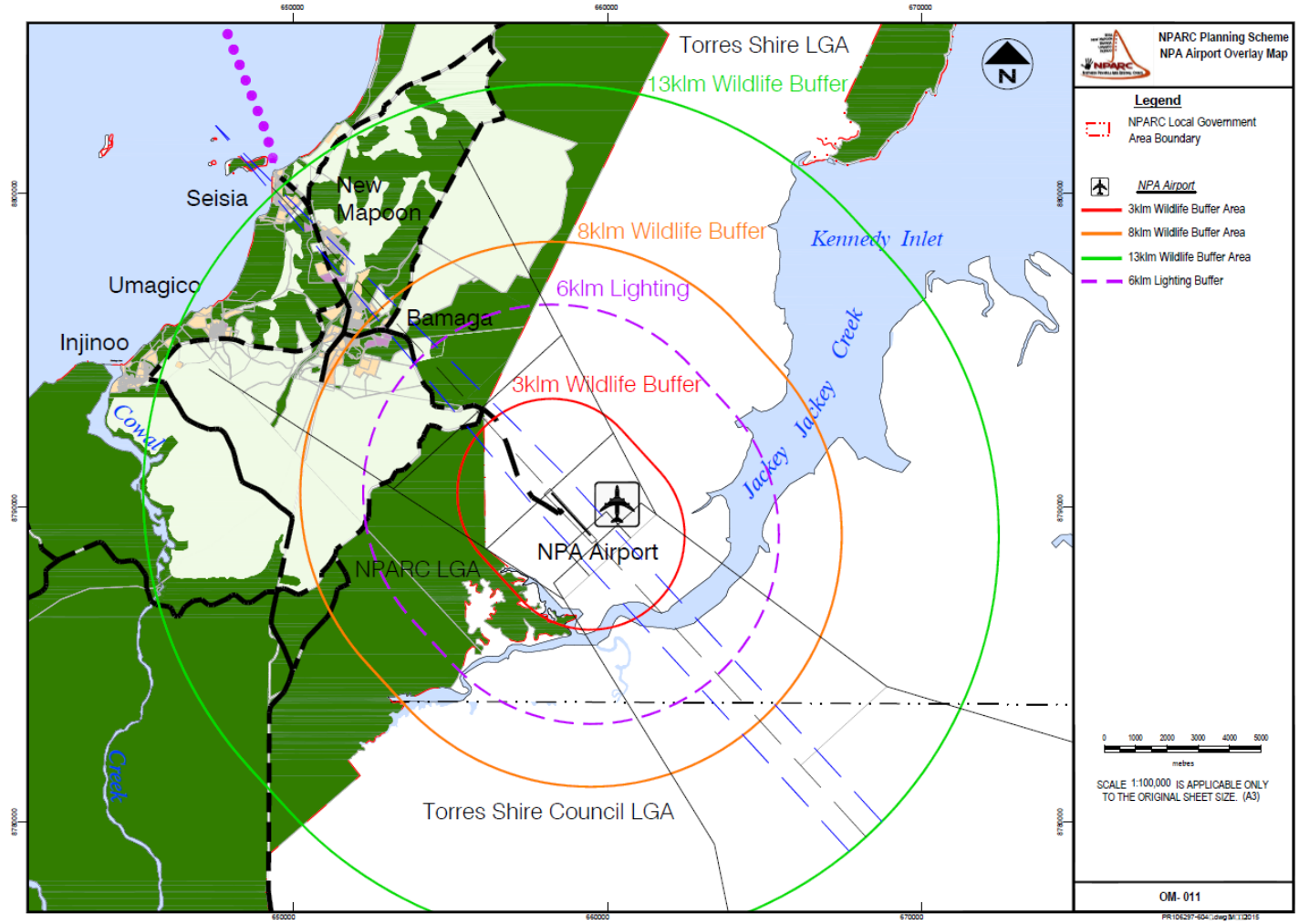
Find behind this page a copy of the Siting Study

ANNEXURE 4 ALTERNATIVE SITE PLANS

Find behind this page plans for the preferred alternative Site 1:

- E21051-01-YNPE-DRG-0006-B Generic Airport Layout
- E21051-01-YNPE-DRG-0009-A Site1 Cost Estimate Support
- E21051-01-YNPE-DRG-0010-A Site1 OLS
- E21051-01-YNPE-DRG-0011-A Site1 Wildlife Buffer
- E21051-01-YNPE-DRG-0012-A Site1 Light Zones

ANNEXURE 5 CURRENT AERODROME SAFEGUARDING



NPARC Planning Scheme July 2018 Airport Overlay Map

AVIATION PROJECTS

Aviation. From the ground up.

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#1

COMPLETE

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Last Modified:	Thursday, December 02, 2021 2:30:58 PM
Time Spent:	00:19:52
IP Address:	1.146.12.166

Page 1

Q1

What do you like about Northern Peninsula Airport?

Not much at the moment.

Q2 **Unacceptable (unacceptable levels of service, comfort)**

How would you rate the current facilities at Northern Peninsula Airport?

Q3

If you do not currently use Northern Peninsula Airport or your expectations of Northern Peninsula Airport are not being met, what improvements do you think are needed?

Air conditioned lounge, hand was, sanitised and paper towels in amenities, kiosk with food and drinks, more seating, shaded outdoor seating

Q4

What services or facilities would you like to see at Northern Peninsula Airport in the future?

Bus parking spaces, Larger car parking space, direction arrows for vehicles, designated Passenger and luggage Drop off Spaces, emergency vehicle access, Separate space for Funeral Hearst (privacy for Families/Sorry Business

Q5

What commercial development opportunities would you like to see at Northern Peninsula Airport?

Kiosk, Airport Taxis or Buses, hire car spaces and phone, undercover carparking for flight passengers, Separate Tourist/visitor Lounge For Charter Flights

Q6

What do you see as the long-term strategic vision for Northern Peninsula Airport?

Fully equipped Major Mainland Airport able to cater to direct international flights

Q7

What social, health and wellbeing or economic benefits do you associate with Northern Peninsula Airport?

Major International Airbus Terminal, Emploment and Training Facility for Airways, Australian Airforce Base, Flying Doctor Service/Angel Flights Mainland Base, Chapel for Sorry Business,

Q8

If there is another airport with facilities similar to those you would like to see at Northern Peninsula Airport, please provide us with the airport name and the facilities.

Cairns Domestic Airport and Horn Island Airport

Q9

What destinations other than Cairns or Horn Island would you like to be able to fly to or from Northern Peninsula Airport?

Weipa, Coen, Cooktown, Darwin, Brisbane, Townsville

Q10

If you have any other comments or input, please let us know here.

Covered elevated walkway to Tarmac that is level to the plane door.

#2

COMPLETE

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Last Modified:	Thursday, December 02, 2021 2:45:26 PM
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IP Address:	1.128.18.79

Page 1

Q1

What do you like about Northern Peninsula Airport?

The memorial
New toilets

Q2 **Inadequate (inadequate level of service, comfort)**

How would you rate the current facilities at Northern Peninsula Airport?

Q3

If you do not currently use Northern Peninsula Airport or your expectations of Northern Peninsula Airport are not being met, what improvements do you think are needed?

Air conditioning
Bigger building
More seating indoors and outdoors
Wifi and better signal coverage..
Shuttle service for travellers
Kiosk
Landscape garden

Q4

What services or facilities would you like to see at Northern Peninsula Airport in the future?

Passenger airport shuttle service
Kiosk selling hot food
Indoor air-conditioned seating
Outdoor seating area
Smokers section outside

Q5

What commercial development opportunities would you like to see at Northern Peninsula Airport?

Outlet selling souvenirs, food, travel essentials, books/magazines

Q6

What do you see as the long-term strategic vision for Northern Peninsula Airport?

Longer & bigger tarmac to accommodate bigger planes
Better telecommunications coverage

Q7

What social, health and wellbeing or economic benefits do you associate with Northern Peninsula Airport?

SOCIAL, HEALTH, WELL-BEING
It's good you spend time waiting with passengers and they walk straight onto the tarmac instead of parting ways with them when they enter into a passenger only security waiting area from hence they board aircraft .

ECONOMIC - None at the moment

Q8

If there is another airport with facilities similar to those you would like to see at Northern Peninsula Airport, please provide us with the airport name and the facilities.

Horn Island
Weipa

Q9

What destinations other than Cairns or Horn Island would you like to be able to fly to or from Northern Peninsula Airport?

Torres Strait outer islands -- Badu, Saibai, Murray
Weipa

Q10

If you have any other comments or input, please let us know here.

Local artwork on walls and sculpture outdoors
Cafe style seating in food outlet area
Opportunities for local arts & crafts, food vendors to sell on certain days

#3

COMPLETE

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Last Modified:	Thursday, December 02, 2021 2:51:47 PM
Time Spent:	00:08:29
IP Address:	124.177.168.79

Page 1

Q1

What do you like about Northern Peninsula Airport?

Carpark

Q2 **Adequate (adequate level of service, comfort)**

How would you rate the current facilities at Northern Peninsula Airport?

Q3

If you do not currently use Northern Peninsula Airport or your expectations of Northern Peninsula Airport are not being met, what improvements do you think are needed?

Air Con is needed for waiting customers. Better communication for incoming and outgoing planes

Q4

What services or facilities would you like to see at Northern Peninsula Airport in the future?

Vending machine that offers eftpos, better inside waiting chairs

Q5

What commercial development opportunities would you like to see at Northern Peninsula Airport?

NA

Q6

What do you see as the long-term strategic vision for Northern Peninsula Airport?

Slowly upgrading the airport as the NPA tourism is forever growing

Q7

What social, health and wellbeing or economic benefits do you associate with Northern Peninsula Airport?

NA

Q8

If there is another airport with facilities similar to those you would like to see at Northern Peninsula Airport, please provide us with the airport name and the facilities.

NA

Q9

What destinations other than Cairns or Horn Island would you like to be able to fly to or from Northern Peninsula Airport?

Brisbane but realistically Townsville maybe another option

Q10

If you have any other comments or input, please let us know here.

-Aircon
-Communication with flights (could be a airline problem in the past)
-Eftpos facilities for a vending machine
-Better inside seating

#4

COMPLETE

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Last Modified:	Thursday, December 02, 2021 2:51:49 PM
Time Spent:	00:06:17
IP Address:	1.146.125.190

Page 1

Q1

What do you like about Northern Peninsula Airport?

Able to lock up vehicle and its secured.

Q2 **Inadequate (inadequate level of service, comfort)**

How would you rate the current facilities at Northern Peninsula Airport?

Q3

If you do not currently use Northern Peninsula Airport or your expectations of Northern Peninsula Airport are not being met, what improvements do you think are needed?

Defiantly needs to be aircon, more comfortable seating, Wi-Fi access and charge stations, drink and food access.

Q4

What services or facilities would you like to see at Northern Peninsula Airport in the future?

Fully functional cafe and Qantas being able to service that route.

Q5

What commercial development opportunities would you like to see at Northern Peninsula Airport?

Cafe, refurb the building to make more comfortable.

Q6

What do you see as the long-term strategic vision for Northern Peninsula Airport?

Expand tourism so start looking at international flights. The true gateway to Australia.

Q7

What social, health and wellbeing or economic benefits do you associate with Northern Peninsula Airport?

Local business thru cafe prociding healthier option s a d provides an alternative to other food services. Could expand and make an area where people will want to go to have lunch...its a beautiful location nestled in with nature.

Q8

If there is another airport with facilities similar to those you would like to see at Northern Peninsula Airport, please provide us with the airport name and the facilities.

Cairns

Q9

What destinations other than Cairns or Horn Island would you like to be able to fly to or from Northern Peninsula Airport?

Outer islands.

Q10

If you have any other comments or input, please let us know here.

Respondent skipped this question

#5

COMPLETE

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Last Modified:	Thursday, December 02, 2021 4:49:04 PM
Time Spent:	00:07:13
IP Address:	116.251.41.221

Page 1

Q1

What do you like about Northern Peninsula Airport?

The Staff and management

Q2 **Inadequate (inadequate level of service, comfort)**

How would you rate the current facilities at Northern Peninsula Airport?

Q3

If you do not currently use Northern Peninsula Airport or your expectations of Northern Peninsula Airport are not being met, what improvements do you think are needed?

New Terminal and parking area

Q4

What services or facilities would you like to see at Northern Peninsula Airport in the future?

shop, bigger planes,screening,bar

Q5

What commercial development opportunities would you like to see at Northern Peninsula Airport?

hangers,tourist centre

Q6

What do you see as the long-term strategic vision for Northern Peninsula Airport?

to service the community and local business

Q7

What social, health and wellbeing or economic benefits do you associate with Northern Peninsula Airport?

Medical flights, meeting place for families

Q8

Respondent skipped this question

If there is another airport with facilities similar to those you would like to see at Northern Peninsula Airport, please provide us with the airport name and the facilities.

Q9

What destinations other than Cairns or Horn Island would you like to be able to fly to or from Northern Peninsula Airport?

Weipa,

Q10

If you have any other comments or input, please let us know here.

Its time to get a new terminal we are way overdue. Every other community has a new terminal why havnt we??

#6

COMPLETE

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Last Modified:	Thursday, December 02, 2021 5:07:41 PM
Time Spent:	00:09:26
IP Address:	124.185.79.3

Page 1

Q1

What do you like about Northern Peninsula Airport?

Nothing

Q2 **Adequate (adequate level of service, comfort)**

How would you rate the current facilities at Northern Peninsula Airport?

Q3

If you do not currently use Northern Peninsula Airport or your expectations of Northern Peninsula Airport are not being met, what improvements do you think are needed?

The waiting lounge needs to be closed and fully airconditioned. The carparking area outside the terminal is small and impractical consider the large types of 4wd
vehicles in NPA.

Q4

What services or facilities would you like to see at Northern Peninsula Airport in the future?

Perhaps a shuttle service for locals who do not have a private vehicle to get to airport or also for visiting guests into the NPA. Another Facility would be a internet lounge for people who use laptops and phones to charge their phones type of thing

Q5

What commercial development opportunities would you like to see at Northern Peninsula Airport?

nothing

Q6

What do you see as the long-term strategic vision for Northern Peninsula Airport?

getting more flights in and different airlines

Q7

What social, health and wellbeing or economic benefits do you associate with Northern Peninsula Airport?

nothing

Q8

If there is another airport with facilities similar to those you would like to see at Northern Peninsula Airport, please provide us with the airport name and the facilities.

Cairns, Horn Island, Arukun airpots

Q9

What destinations other than Cairns or Horn Island would you like to be able to fly to or from Northern Peninsula Airport?

idk

Q10

If you have any other comments or input, please let us know here.

These questions needs to broken down for people who can't understand if you want more feed back make sure the questions suit the community as English is not the first language in the NPA

#7

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Last Modified: Thursday, December 02, 2021 5:08:57 PM
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Page 1

Q1

What do you like about Northern Peninsula Airport?

Nothing much due to very dusty, no security checks, besides 1 vending machine nothing else offered, no airport shuffle, uncomfortable seating inside and outside, very hot in September and bushfire seasons. Dangerous parking area. Walk to tge plane in the rain.

Q2

Inadequate (inadequate level of service, comfort)

How would you rate the current facilities at Northern Peninsula Airport?

Q3

If you do not currently use Northern Peninsula Airport or your expectations of Northern Peninsula Airport are not being met, what improvements do you think are needed?

Nothing much due to very dusty, no security checks, besides 1 vending machine nothing else offered, no airport shuffle, uncomfortable seating inside and outside, very hot in September and bushfire seasons. Dangerous parking area. Walk to tge plane in the rain.

Air-conditioning
Comfortable seating chairs indoors and outdoors
A nice garden fenced seating area for safety from carpark
Power points to charge phones etc
Small kiosk
Airport shuttle
Security

Q4

What services or facilities would you like to see at Northern Peninsula Airport in the future?

Clean toilets with hand wash
Clean inside area
Small kiosk offering more then just chips and softdrinks
Outdoor secured seating area
Comfortable seats

Q5

What commercial development opportunities would you like to see at Northern Peninsula Airport?

Hangers to store planes
Better ling term carpatk facilities

Q6

What do you see as the long-term strategic vision for Northern Peninsula Airport?

A brand new tarmac and runway and lighting.
Runway suitable enough to land Qantas

Q7

What social, health and wellbeing or economic benefits do you associate with Northern Peninsula Airport?

Increase in Tourism.
Commercial traffic
FIFO
Locals may check in early with better facilities
Better security from unidentified citizens from PNG

Q8

If there is another airport with facilities similar to those you would like to see at Northern Peninsula Airport, please provide us with the airport name and the facilities.

Aurukun Airport

Q9

What destinations other than Cairns or Horn Island would you like to be able to fly to or from Northern Peninsula Airport?

Weipa

Q10

If you have any other comments or input, please let us know here.

It would be excellent to see this strategy be put to action with good outcomes for the NPA.

#8

COMPLETE

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Last Modified:	Thursday, December 02, 2021 5:38:28 PM
Time Spent:	00:24:58
IP Address:	1.128.16.211

Page 1

Q1

What do you like about Northern Peninsula Airport?

Nothing, need updating

Q2 **Adequate (adequate level of service, comfort)**

How would you rate the current facilities at Northern Peninsula Airport?

Q3

If you do not currently use Northern Peninsula Airport or your expectations of Northern Peninsula Airport are not being met, what improvements do you think are needed?

Airport needs full enclosed airconditioned waiting area and extend, security screening like main airports like weipa and horn Island. And a Cafe for patrons that are using the facility

Q4

What services or facilities would you like to see at Northern Peninsula Airport in the future?

Cafe and security

Q5

What commercial development opportunities would you like to see at Northern Peninsula Airport?

Cafe

Q6

What do you see as the long-term strategic vision for Northern Peninsula Airport?

Upgrade like weipa or Horn Island.

Q7

What social, health and wellbeing or economic benefits do you associate with Northern Peninsula Airport?

unknown

Q8

If there is another airport with facilities similar to those you would like to see at Northern Peninsula Airport, please provide us with the airport name and the facilities.

Weipa Aurukun and Horn Island

Q9

What destinations other than Cairns or Horn Island would you like to be able to fly to or from Northern Peninsula Airport?

Townsville and Brisbane

Q10

If you have any other comments or input, please let us know here.

NA

#9

COMPLETE

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Last Modified:	Thursday, December 02, 2021 6:04:27 PM
Time Spent:	00:09:35
IP Address:	58.179.90.29

Page 1

Q1

What do you like about Northern Peninsula Airport?

It is made for short landing aircraft.

Q2 **Adequate (adequate level of service, comfort)**

How would you rate the current facilities at Northern Peninsula Airport?

Q3

If you do not currently use Northern Peninsula Airport or your expectations of Northern Peninsula Airport are not being met, what improvements do you think are needed?

Extend the airport for other aircraft companies and upgrades of services

Q4

What services or facilities would you like to see at Northern Peninsula Airport in the future?

Government agencies operating within the airport.

Q5

What commercial development opportunities would you like to see at Northern Peninsula Airport?

Locals operating their business.

Q6

What do you see as the long-term strategic vision for Northern Peninsula Airport?

Upgrading of the airport

Q7

What social, health and wellbeing or economic benefits do you associate with Northern Peninsula Airport?

Like most terminals in Australia we the governments services.

Q8

If there is another airport with facilities similar to those you would like to see at Northern Peninsula Airport, please provide us with the airport name and the facilities.

Cairns domestic terminal

Q9

What destinations other than Cairns or Horn Island would you like to be able to fly to or from Northern Peninsula Airport?

Overseas from NPA airport.

Q10

If you have any other comments or input, please let us know here.

When can the upgrading will commence.

#10

COMPLETE

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Last Modified:	Thursday, December 02, 2021 6:08:24 PM
Time Spent:	01:20:39
IP Address:	1.146.89.254

Page 1

Q1

What do you like about Northern Peninsula Airport?

Nothing

Q2 **Inadequate (inadequate level of service, comfort)**

How would you rate the current facilities at Northern Peninsula Airport?

Q3

If you do not currently use Northern Peninsula Airport or your expectations of Northern Peninsula Airport are not being met, what improvements do you think are needed?

New building with improved waiting and check in facilities. Ground transport to and from airport

Q4

What services or facilities would you like to see at Northern Peninsula Airport in the future?

Cafe, ground transport, tourist services, vending machines

Q5

What commercial development opportunities would you like to see at Northern Peninsula Airport?

Shop space rental

Q6

What do you see as the long-term strategic vision for Northern Peninsula Airport?

Gateway to the Torres Strait

Q7

What social, health and wellbeing or economic benefits do you associate with Northern Peninsula Airport?

Better access to services and increased number of tourists visiting the region creating economic opportunities

Q8

Respondent skipped this question

If there is another airport with facilities similar to those you would like to see at Northern Peninsula Airport, please provide us with the airport name and the facilities.

Q9

What destinations other than Cairns or Horn Island would you like to be able to fly to or from Northern Peninsula Airport?

Torres Strait Outer islands

Q10

Respondent skipped this question

If you have any other comments or input, please let us know here.

#11

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Last Modified:	Thursday, December 02, 2021 6:57:38 PM
Time Spent:	00:30:23
IP Address:	1.128.29.208

Page 1

Q1

What do you like about Northern Peninsula Airport?

N/A

Q2 **Adequate (adequate level of service, comfort)**

How would you rate the current facilities at Northern Peninsula Airport?

Q3

If you do not currently use Northern Peninsula Airport or your expectations of Northern Peninsula Airport are not being met, what improvements do you think are needed?

Enclosed building, shade car park, basically an upgrade on all as a whole

Q4

What services or facilities would you like to see at Northern Peninsula Airport in the future?

Airport like cairns

Q5

What commercial development opportunities would you like to see at Northern Peninsula Airport?

More career opportunities

Q6

What do you see as the long-term strategic vision for Northern Peninsula Airport?

Operating by locals

Q7

What social, health and wellbeing or economic benefits do you associate with Northern Peninsula Airport?

Council

Q8

If there is another airport with facilities similar to those you would like to see at Northern Peninsula Airport, please provide us with the airport name and the facilities.

Cairns airport

Q9

What destinations other than Cairns or Horn Island would you like to be able to fly to or from Northern Peninsula Airport?

PNG, N.T, W.A

Q10

If you have any other comments or input, please let us know here.

Please upgrade the building and put proper shade car parks or something esso

#12

COMPLETE

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Last Modified:	Thursday, December 02, 2021 7:36:22 PM
Time Spent:	00:01:32
IP Address:	1.146.98.163

Page 1

Q1

What do you like about Northern Peninsula Airport?

No security

Q2 **Inadequate (inadequate level of service, comfort)**

How would you rate the current facilities at Northern Peninsula Airport?

Q3

If you do not currently use Northern Peninsula Airport or your expectations of Northern Peninsula Airport are not being met, what improvements do you think are needed?

Air conditioning. Water proofing for wet season. Food and water facilities

Q4

What services or facilities would you like to see at Northern Peninsula Airport in the future?

Cafe

Q5

What commercial development opportunities would you like to see at Northern Peninsula Airport?

Small kiosk for people to sell food

Q6 **Respondent skipped this question**

What do you see as the long-term strategic vision for Northern Peninsula Airport?

Q7 **Respondent skipped this question**

What social, health and wellbeing or economic benefits do you associate with Northern Peninsula Airport?

Q8

Respondent skipped this question

If there is another airport with facilities similar to those you would like to see at Northern Peninsula Airport, please provide us with the airport name and the facilities.

Q9

What destinations other than Cairns or Horn Island would you like to be able to fly to or from Northern Peninsula Airport?

Brisbane and Weipa

Q10

Respondent skipped this question

If you have any other comments or input, please let us know here.

#13

COMPLETE

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Started:	Thursday, December 02, 2021 9:27:03 PM
Last Modified:	Thursday, December 02, 2021 9:31:56 PM
Time Spent:	00:04:52
IP Address:	1.127.23.238

Page 1

Q1

What do you like about Northern Peninsula Airport?

Carpark

Q2 **Inadequate (inadequate level of service, comfort)**

How would you rate the current facilities at Northern Peninsula Airport?

Q3

If you do not currently use Northern Peninsula Airport or your expectations of Northern Peninsula Airport are not being met, what improvements do you think are needed?

Air-conditioned facility, safer check-in desk and bag drop, more sitting area and cafe

Q4

What services or facilities would you like to see at Northern Peninsula Airport in the future?

Air-conditioned facility, more seats available in the lounge, safer bag drop and check-in desk and a cafe

Q5

What commercial development opportunities would you like to see at Northern Peninsula Airport?

Safer and bigger airstrip

Q6

What do you see as the long-term strategic vision for Northern Peninsula Airport?

Better quality facilities

Q7

What social, health and wellbeing or economic benefits do you associate with Northern Peninsula Airport?

Purchasing from the vending machine

Q8

If there is another airport with facilities similar to those you would like to see at Northern Peninsula Airport, please provide us with the airport name and the facilities.

Weipa airport, horn Island airport and araukun airport

Q9

What destinations other than Cairns or Horn Island would you like to be able to fly to or from Northern Peninsula Airport?

Weipa and outta Torres Strait islands

Q10

If you have any other comments or input, please let us know here.

Thanks

#14

COMPLETE

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Started: Thursday, December 02, 2021 10:06:45 PM
Last Modified: Thursday, December 02, 2021 10:14:09 PM
Time Spent: 00:07:23
IP Address: 210.10.204.174

Page 1

Q1

What do you like about Northern Peninsula Airport?

Nothing

Q2

Inadequate (inadequate level of service, comfort)

How would you rate the current facilities at Northern Peninsula Airport?

Q3

If you do not currently use Northern Peninsula Airport or your expectations of Northern Peninsula Airport are not being met, what improvements do you think are needed?

New terminal with air conditioning baggage carosel some indigenous artwork from locals n sculptures

Q4

What services or facilities would you like to see at Northern Peninsula Airport in the future?

Everything that all other airports have we are the gateway to the Torres Strait

Q5

What commercial development opportunities would you like to see at Northern Peninsula Airport?

Local tourist adventures

Q6

What do you see as the long-term strategic vision for Northern Peninsula Airport?

Just lots of improvements everywhere

Q7

What social, health and wellbeing or economic benefits do you associate with Northern Peninsula Airport?

Sufficient travel opportunities everyday

Q8

If there is another airport with facilities similar to those you would like to see at Northern Peninsula Airport, please provide us with the airport name and the facilities.

Arakun

Q9

What destinations other than Cairns or Horn Island would you like to be able to fly to or from Northern Peninsula Airport?

Not sure

Q10

If you have any other comments or input, please let us know here.

Just looking forward to big improvements to the airport it gives people the first impressions of what it’s like and it’s just not up to standard

#15

COMPLETE

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Started: Friday, December 03, 2021 9:13:09 AM
Last Modified: Friday, December 03, 2021 9:30:17 AM
Time Spent: 00:17:07
IP Address: 1.145.38.231

Page 1

Q1

What do you like about Northern Peninsula Airport?

Nothing... It's old and needs to be updated, Horn Island Airport is way better and accommodates passengers travelling to and from.

Q2 **Unacceptable (unacceptable levels of service, comfort)**

How would you rate the current facilities at Northern Peninsula Airport?

Q3

If you do not currently use Northern Peninsula Airport or your expectations of Northern Peninsula Airport are not being met, what improvements do you think are needed?

The airport itself is definitely out of date in everyway. The building, the carpark and the workers. I'm 35years old and travel back to see my family when I can. I am from Bamaga and I haven't seen any changes at all and we need To move forward.

Q4

What services or facilities would you like to see at Northern Peninsula Airport in the future?

Are better busing built up there, more seats maybe airconditioning plus more carpark space. And more cheap flights not only for locals but just in general.

Q5

What commercial development opportunities would you like to see at Northern Peninsula Airport?

More opportunities to open up cafes to produce more job opportunities logo locals, Mabey the possibility of residential buildings up near the Airport.

Q6

What do you see as the long-term strategic vision for Northern Peninsula Airport?

More housing and job opportunities for locals in the area. Building growing and moving forward together

Q7

What social, health and wellbeing or economic benefits do you associate with Northern Peninsula Airport?

If we rebuild the airport that means more airlines can fly up, more flights meaning more jobs and Qld health resources will even improve in the NPA, and more economical benefits.

Q8

If there is another airport with facilities similar to those you would like to see at Northern Peninsula Airport, please provide us with the airport name and the facilities.

Horn Island Airport

Q9

What destinations other than Cairns or Horn Island would you like to be able to fly to or from Northern Peninsula Airport?

Greater Torres Strait Islands, Townsville and Weipa and Gove NT for Mining industry FIFO workers

Q10

If you have any other comments or input, please let us know here.

Respondent skipped this question

#16

COMPLETE

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Last Modified:	Saturday, December 04, 2021 10:43:01 PM
Time Spent:	00:06:07
IP Address:	124.186.195.158

Page 1

Q1

What do you like about Northern Peninsula Airport?

Not much new toilets are good

Q2 **Adequate (adequate level of service, comfort)**

How would you rate the current facilities at Northern Peninsula Airport?

Q3

If you do not currently use Northern Peninsula Airport or your expectations of Northern Peninsula Airport are not being met, what improvements do you think are needed?

Air-conditioning dust free environment nicer seating and a coffee shop or cafe

Q4

What services or facilities would you like to see at Northern Peninsula Airport in the future?

Coffee shop and shuttle bus from airport to home

Q5

What commercial development opportunities would you like to see at Northern Peninsula Airport?

Coffee shop

Q6

What do you see as the long-term strategic vision for Northern Peninsula Airport?

Full upgrade of the departure lounge

Q7

What social, health and wellbeing or economic benefits do you associate with Northern Peninsula Airport?

Access to specialist medical care in Cairns

Q8

If there is another airport with facilities similar to those you would like to see at Northern Peninsula Airport, please provide us with the airport name and the facilities.

Horn Island departure lounge

Q9

What destinations other than Cairns or Horn Island would you like to be able to fly to or from Northern Peninsula Airport?

Weipa or townsville

Q10

Respondent skipped this question

If you have any other comments or input, please let us know here.

#17

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Last Modified: Monday, December 06, 2021 10:29:37 AM
Time Spent: 00:05:29
IP Address: 1.128.25.96

Page 1

Q1

What do you like about Northern Peninsula Airport?

The new renovations that took place this year

Q2 **Good (good level of service, comfort)**

How would you rate the current facilities at Northern Peninsula Airport?

Q3

If you do not currently use Northern Peninsula Airport or your expectations of Northern Peninsula Airport are not being met, what improvements do you think are needed?

Bigger space for seating whilst waiting for flight and a bigger space outside

Q4

What services or facilities would you like to see at Northern Peninsula Airport in the future?

Mini kiosk to get snacks and more toilets

Q5

What commercial development opportunities would you like to see at Northern Peninsula Airport?

Have air-conditioning in the terminal building and closed off.

Q6

What do you see as the long-term strategic vision for Northern Peninsula Airport?

Possibly upgrading and having a bigger building

Q7

What social, health and wellbeing or economic benefits do you associate with Northern Peninsula Airport?

N/a

Q8

If there is another airport with facilities similar to those you would like to see at Northern Peninsula Airport, please provide us with the airport name and the facilities.

Aurukun Airport. They just got a new Airport and has a kiosk to get food

Q9

What destinations other than Cairns or Horn Island would you like to be able to fly to or from Northern Peninsula Airport?

Weipa

Q10

If you have any other comments or input, please let us know here.

Respondent skipped this question

#18

COMPLETE

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Started: Monday, December 06, 2021 11:39:26 PM
Last Modified: Monday, December 06, 2021 11:42:17 PM
Time Spent: 00:02:50
IP Address: 1.128.23.163

Page 1

Q1

What do you like about Northern Peninsula Airport?

Not much

Q2 **Unacceptable (unacceptable levels of service, comfort)**

How would you rate the current facilities at Northern Peninsula Airport?

Q3

If you do not currently use Northern Peninsula Airport or your expectations of Northern Peninsula Airport are not being met, what improvements do you think are needed?

We need a new facility with better security

Q4

What services or facilities would you like to see at Northern Peninsula Airport in the future?

Food and beverage area and also aircon

Q5

What commercial development opportunities would you like to see at Northern Peninsula Airport?

More training for local working at airport

Q6

What do you see as the long-term strategic vision for Northern Peninsula Airport?

Brand new airport that brings in bigger planes

Q7

What social, health and wellbeing or economic benefits do you associate with Northern Peninsula Airport?

Access to grow the economy and royal flying doctor

Q8

If there is another airport with facilities similar to those you would like to see at Northern Peninsula Airport, please provide us with the airport name and the facilities.

Aurukun

Q9

What destinations other than Cairns or Horn Island would you like to be able to fly to or from Northern Peninsula Airport?

Weipa

Q10

Respondent skipped this question

If you have any other comments or input, please let us know here.

#19

COMPLETE

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Last Modified: Wednesday, December 08, 2021 8:40:44 AM
Time Spent: 00:03:07
IP Address: 144.140.231.69

Page 1

Q1

What do you like about Northern Peninsula Airport?

It is in service

Q2

Inadequate (inadequate level of service, comfort)

How would you rate the current facilities at Northern Peninsula Airport?

Q3

If you do not currently use Northern Peninsula Airport or your expectations of Northern Peninsula Airport are not being met, what improvements do you think are needed?

Air conditioning and food service

Q4

What services or facilities would you like to see at Northern Peninsula Airport in the future?

Better GA infrastructure to be able to fly out of the NPA

Q5

What commercial development opportunities would you like to see at Northern Peninsula Airport?

Hangar space and Kiosk/food

Q6

What do you see as the long-term strategic vision for Northern Peninsula Airport?

Larger airport able to assist in improving Tourism for the region

Q7

What social, health and wellbeing or economic benefits do you associate with Northern Peninsula Airport?

Economic opportunity

Q8

If there is another airport with facilities similar to those you would like to see at Northern Peninsula Airport, please provide us with the airport name and the facilities.

Caloundra/Sunshine Coast

Q9

What destinations other than Cairns or Horn Island would you like to be able to fly to or from Northern Peninsula Airport?

PNG, Brisbane, Sydney

Q10

If you have any other comments or input, please let us know here.

Respondent skipped this question

#20

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IP Address: 144.140.231.69

Page 1

Q1

What do you like about Northern Peninsula Airport?

need to be fully updated and have more facilities and services available from the Airport when flights are delayed

Q2

How would you rate the current facilities at Northern Peninsula Airport?

Inadequate (inadequate level of service, comfort)

Q3

If you do not currently use Northern Peninsula Airport or your expectations of Northern Peninsula Airport are not being met, what improvements do you think are needed?

Respondent skipped this question

Q4

What services or facilities would you like to see at Northern Peninsula Airport in the future?

Hire cars,
Wifi services, café, information stand, tourism and local business adverts

Q5

What commercial development opportunities would you like to see at Northern Peninsula Airport?

Respondent skipped this question

Q6

What do you see as the long-term strategic vision for Northern Peninsula Airport?

Respondent skipped this question

Q7

What social, health and wellbeing or economic benefits do you associate with Northern Peninsula Airport?

Respondent skipped this question

Q8

If there is another airport with facilities similar to those you would like to see at Northern Peninsula Airport, please provide us with the airport name and the facilities.

cairns

Horn Island

Q9

Respondent skipped this question

What destinations other than Cairns or Horn Island would you like to be able to fly to or from Northern Peninsula Airport?

Q10

Respondent skipped this question

If you have any other comments or input, please let us know here.

#21

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Last Modified: Wednesday, December 08, 2021 11:08:04 AM
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IP Address: 1.128.21.104

Page 1

Q1

What do you like about Northern Peninsula Airport?

Nothing

Q2 **Inadequate (inadequate level of service, comfort)**

How would you rate the current facilities at Northern Peninsula Airport?

Q3

If you do not currently use Northern Peninsula Airport or your expectations of Northern Peninsula Airport are not being met, what improvements do you think are needed?

Air-conditioned waiting room, cleaner toilet facilities, friendly staff, tourism information, and a water fountain

Q4

What services or facilities would you like to see at Northern Peninsula Airport in the future?

Coffee shop, gift shop, and local art work hanging in the waiting area.

Q5 **Respondent skipped this question**

What commercial development opportunities would you like to see at Northern Peninsula Airport?

Q6

What do you see as the long-term strategic vision for Northern Peninsula Airport?

Opportunity Opportunity fly to the outer islands, throughout the Cape communities and direct to Weipa.

Q7

What social, health and wellbeing or economic benefits do you associate with Northern Peninsula Airport?

No idea what this questions means or how to answer it.

Q8

If there is another airport with facilities similar to those you would like to see at Northern Peninsula Airport, please provide us with the airport name and the facilities.

Horn Island airport

Q9

What destinations other than Cairns or Horn Island would you like to be able to fly to or from Northern Peninsula Airport?

Outer island and Cape communities

Q10

If you have any other comments or input, please let us know here.

Respondent skipped this question

#22

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Last Modified:	Wednesday, December 08, 2021 11:32:04 AM
Time Spent:	00:06:10
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Page 1

Q1

What do you like about Northern Peninsula Airport?

Nothing

Q2

Inadequate (inadequate level of service, comfort)

How would you rate the current facilities at Northern Peninsula Airport?

Q3

If you do not currently use Northern Peninsula Airport or your expectations of Northern Peninsula Airport are not being met, what improvements do you think are needed?

Air-conditioning
More seats
Charging usb ports
Designated smoking area

Q4

What services or facilities would you like to see at Northern Peninsula Airport in the future?

Air conditioning

Q5

What commercial development opportunities would you like to see at Northern Peninsula Airport?

Cafe

Q6

What do you see as the long-term strategic vision for Northern Peninsula Airport?

Depends on airlines servicing npa

Q7

What social, health and wellbeing or economic benefits do you associate with Northern Peninsula Airport?

Tourism and Business

Q8

If there is another airport with facilities similar to those you would like to see at Northern Peninsula Airport, please provide us with the airport name and the facilities.

Aurukun

Q9

What destinations other than Cairns or Horn Island would you like to be able to fly to or from Northern Peninsula Airport?

Weipa

Q10

If you have any other comments or input, please let us know here.

Town power to airport and more business opportunities. Eg car hire, bus hire facilities.

#23

COMPLETE

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Last Modified: Wednesday, December 08, 2021 9:58:24 PM
Time Spent: 00:47:54
IP Address: 124.187.115.63

Page 1

Q1

What do you like about Northern Peninsula Airport?

The recent small upgrade of toilets only.

Q2

Inadequate (inadequate level of service, comfort)

How would you rate the current facilities at Northern Peninsula Airport?

Q3

If you do not currently use Northern Peninsula Airport or your expectations of Northern Peninsula Airport are not being met, what improvements do you think are needed?

Air conditioning, business service counters, cafe, comfortable seating, local art works, local cultural promotional video screens, local business flyers rack for tourism, better street & airport signages & brand new flags to represent Aboriginal, TS, NZ & Australia (inclusion).

Q4

What services or facilities would you like to see at Northern Peninsula Airport in the future?

Seperate helipad for medical evacuation. Shops for lease & cafe, better access for disability, better security, wheelchairs, Free Wifi, more Car Parks and lightings, better security for short term parking, parent room & baggage carousel.

Q5

What commercial development opportunities would you like to see at Northern Peninsula Airport?

Office & Shop space for lease & cafe, better access for disability, Free Wifi, more Car Parks and lightings, better security for short term parking, parent room, tropical garden & baggage carousel.

Q6

What do you see as the long-term strategic vision for Northern Peninsula Airport?

Upgrade airport runway length wise to cater for bigger aircrafts ~ defence C130, other freight carrier & airlines.

Q7

What social, health and wellbeing or economic benefits do you associate with Northern Peninsula Airport?

Community pride, optional social spot, attract business tourism & welcome Qantas airlines for service, better opportunities for local business, promotions and to lease out to local enterprises for more local employment opportunities.

Q8

If there is another airport with facilities similar to those you would like to see at Northern Peninsula Airport, please provide us with the airport name and the facilities.

Horn Island and Cairns.

Q9

What destinations other than Cairns or Horn Island would you like to be able to fly to or from Northern Peninsula Airport?

To Weipa

Q10

If you have any other comments or input, please let us know here.

Footpaths/bike lanes & lightings to airport from community to encourage safe physical activity.

#24

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Last Modified: Saturday, December 11, 2021 4:13:35 PM
Time Spent: 00:15:12
IP Address: 101.167.72.163

Page 1

Q1

What do you like about Northern Peninsula Airport?

It has a potential to be expanded

Q2

Adequate (adequate level of service, comfort)

How would you rate the current facilities at Northern Peninsula Airport?

Q3

If you do not currently use Northern Peninsula Airport or your expectations of Northern Peninsula Airport are not being met, what improvements do you think are needed?

Needs a kiosk
Coffee Tea facilities
Simple nourishing food eg sandwiches, fruit, slices
Photographs on wall
Historical information/TO info
Map of NPA
Music in lounge

Q4

What services or facilities would you like to see at Northern Peninsula Airport in the future?

See # 3

Q5

What commercial development opportunities would you like to see at Northern Peninsula Airport?

There are hardly any opportunities for locals to encourage business. TOs need to work more productively and understand development grows a community both socially economically and contributes to health and wellbeing. All parties need to start talking and foster positive discussions

Q6

What do you see as the long-term strategic vision for Northern Peninsula Airport?

Expansion

Q7

What social, health and wellbeing or economic benefits do you associate with Northern Peninsula Airport?

Positive but community needs to develop tourism

Q8

If there is another airport with facilities similar to those you would like to see at Northern Peninsula Airport, please provide us with the airport name and the facilities.

Horn Is

Q9

What destinations other than Cairns or Horn Island would you like to be able to fly to or from Northern Peninsula Airport?

Torres Outer island and Cape York communities

Q10

If you have any other comments or input, please let us know here.

Needs to have a maintained garden and stalls along the airport road selling food

#25

COMPLETE

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Last Modified: Monday, December 13, 2021 3:15:21 PM
Time Spent: 00:22:53
IP Address: 144.140.231.69

Page 1

Q1

What do you like about Northern Peninsula Airport?

Nothing

Q2

Inadequate (inadequate level of service, comfort)

How would you rate the current facilities at Northern Peninsula Airport?

Q3

If you do not currently use Northern Peninsula Airport or your expectations of Northern Peninsula Airport are not being met, what improvements do you think are needed?

Expand the terminal to a more modernized waiting lounge that has aircon facilities

The baggage handling system needs improvement

Having a small shop to sell goods in the waiting lounge

Having a proper traffic management system that has a drop and go zone

Implement more cultural art works for display.

EXTEND THE RUNWAY to have larger aircraft fly into the NPA.

Q4

What services or facilities would you like to see at Northern Peninsula Airport in the future?

Shop

Airport hangers that house planes for training purposes for local residents

Airport to community transfers.

Improved waiting lounge.

Q5

What commercial development opportunities would you like to see at Northern Peninsula Airport?

More regional flights to connect to other areas of community bypassing Cairns.

Training opportunities with the Defence Force.

Opportunities to have a regional hub to export local goods and supplies.

Q6

What do you see as the long-term strategic vision for Northern Peninsula Airport?

Operating 7 days a week with more flights creating a busier airport that will create economic development opportunities.

Q7

What social, health and wellbeing or economic benefits do you associate with Northern Peninsula Airport?

Not sure how to answer this however supply chain issues will be resolved. Better access to health products and services, having the opportunity to employee locals and training.

Q8

If there is another airport with facilities similar to those you would like to see at Northern Peninsula Airport, please provide us with the airport name and the facilities.

Horn Island - Hangers, aircraft size, business, terminal size, parking.

Aurukun - Cultural artworks.

Q9

What destinations other than Cairns or Horn Island would you like to be able to fly to or from Northern Peninsula Airport?

Weipa - Access to minesites, woolworths, leisure activities

Saibai - To provide direct access to families who reside on Saibai.

Q10

If you have any other comments or input, please let us know here.

Upgrade the building terminal, parking... EVERYTHING !

#26

COMPLETE

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Last Modified: Saturday, January 01, 2022 8:06:56 PM
Time Spent: 00:48:05
IP Address: 1.145.203.125

Page 1

Q1

What do you like about Northern Peninsula Airport?

No security check, not updated inside, waiting area needs to be air conditioned, needs a bigger waiting space, needs a bigger car park

Q2

Inadequate (inadequate level of service, comfort)

How would you rate the current facilities at Northern Peninsula Airport?

Q3

If you do not currently use Northern Peninsula Airport or your expectations of Northern Peninsula Airport are not being met, what improvements do you think are needed?

As mentioned in Q1

Q4

What services or facilities would you like to see at Northern Peninsula Airport in the future?

As mentioned in Q1
Waiting area upgraded, air con, security
Car park upgraded,

Q5

What commercial development opportunities would you like to see at Northern Peninsula Airport?

Souvenir shop, tour guide, food outlet instead of a vending machine

Q6

What do you see as the long-term strategic vision for Northern Peninsula Airport?

Bigger airport run to give other opportunities for other airlines to give locals choices and also to be competitive

Q7

What social, health and wellbeing or economic benefits do you associate with Northern Peninsula Airport?

Local people are uneasy about using smaller planes so having bigger planes gives reassurance. Local can access services with more options to fly rather to wait or dismiss services to put their health first

Q8

If there is another airport with facilities similar to those you would like to see at Northern Peninsula Airport, please provide us with the airport name and the facilities.

One thing that works well is the security service from horn island airport
Weipa and Horn Island both have air conditioning waiting area
But needs to have a facilities upgrade then the two

Horn island have bus services so this could link to bus and ferry if extended stay to Thursday island

Q9

What destinations other than Cairns or Horn Island would you like to be able to fly to or from Northern Peninsula Airport?

Weipa, Brisbane, Townsville

Q10

If you have any other comments or input, please let us know here.

Respondent skipped this question

#27

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Last Modified: Tuesday, January 11, 2022 10:46:29 AM
Time Spent: 00:07:50
IP Address: 1.132.110.104

Page 1

Q1

What do you like about Northern Peninsula Airport?

It's active

Q2

Inadequate (inadequate level of service, comfort)

How would you rate the current facilities at Northern Peninsula Airport?

Q3

If you do not currently use Northern Peninsula Airport or your expectations of Northern Peninsula Airport are not being met, what improvements do you think are needed?

The ability to open for further operations and business opportunities

Q4

What services or facilities would you like to see at Northern Peninsula Airport in the future?

Larger GA area, hangers and business area to open business opportunities

Q5

What commercial development opportunities would you like to see at Northern Peninsula Airport?

More hangers, refrigeration area and storage

Q6

What do you see as the long-term strategic vision for Northern Peninsula Airport?

Gateway to the Torres Area, reserve airport for large RPT for the area, local area business hub

Q7

What social, health and wellbeing or economic benefits do you associate with Northern Peninsula Airport?

Access to Cairns

Q8

If there is another airport with facilities similar to those you would like to see at Northern Peninsula Airport, please provide us with the airport name and the facilities.

Coolangatta, Broome. Seafood business area hub to fly from

Q9

What destinations other than Cairns or Horn Island would you like to be able to fly to or from Northern Peninsula Airport?

Darwin

Q10

If you have any other comments or input, please let us know here.

Respondent skipped this question

#28

COMPLETE

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Last Modified:	Thursday, February 17, 2022 5:37:41 PM
Time Spent:	00:04:42
IP Address:	1.136.26.93

Page 1

Q1

What do you like about Northern Peninsula Airport?

Not much

Q2 **Inadequate (inadequate level of service, comfort)**

How would you rate the current facilities at Northern Peninsula Airport?

Q3

If you do not currently use Northern Peninsula Airport or your expectations of Northern Peninsula Airport are not being met, what improvements do you think are needed?

Air conditioning, shop, bar, comfortable seating

Q4

What services or facilities would you like to see at Northern Peninsula Airport in the future?

Bar, air-conditioned, food shop

Q5 **Respondent skipped this question**

What commercial development opportunities would you like to see at Northern Peninsula Airport?

Q6

What do you see as the long-term strategic vision for Northern Peninsula Airport?

Provide more comfortable travel

Q7

What social, health and wellbeing or economic benefits do you associate with Northern Peninsula Airport?

Don't know

Q8

If there is another airport with facilities similar to those you would like to see at Northern Peninsula Airport, please provide us with the airport name and the facilities.

Kowanyama

Q9

What destinations other than Cairns or Horn Island would you like to be able to fly to or from Northern Peninsula Airport?

Brisbane

Q10

Respondent skipped this question

If you have any other comments or input, please let us know here.

NORTHERN PENINSULA AREA REGIONAL COUNCIL

Freight Study

March 2022

Document Control

Document Title:	Freight Study
Reference:	ABM-01
Prepared by:	S Hales
Reviewed by:	K Tonkin
Released by:	S Hales

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Version	Description	Transmitted	Reviewed By	Date
0.1	First Draft	17/12/21	K Tonkin	31/12/21
1.0	Draft Final			

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Table of Contents

List of Tables

List of Figures

Executive Summary

The Northern Peninsula Area is served by a combination of air, sea and ad hoc road freight services. Most of the freight movements are into the region, with a small amount of outbound freight, including a high value but seasonal cray fish harvest.

These recommendations are intended to consider how the freight and logistics chain might be improved to support lower cost of living and improved health, social and economic outcomes within Northern Peninsula Area Regional Council (NPARC) communities.

1. **Seek the improvement of road infrastructure, such as a bridge across the Jardine River**
   Significant improvements in the cost and reliability of freight services may be achieved through the improvement of road infrastructure to enable the provision of regular road freight services.

2. **Work with regional local governments to develop an Emergency Air Transport Plan**
   The development of an Emergency Air Transport Plan, across multiple local government areas, may benefit communities in being able to quickly and cost effectively access air freight as a resilience and recovery measure, on an as needed basis.

3. **Seek collaborative arrangements with freight service providers to use idle outbound capacity to assist local artisans to connect to markets in Cairns etc**
   Capacity from the Northern Peninsula Area to Cairns exists on all freight modes. Leveraging this capacity may improve the economics of freight services for the region and grow economic opportunities for local people.

4. **Consider the role of air freight services in positioning the Northern Peninsula Airport (NPA) as a freight and logistics hub for the broader Torres Strait and Northern Peninsula regions**
   Include this possibility in the broader thinking around the potential development of a new airport site.

5. **It is not recommended that the use of air freight be pursued as a permanent substitution for sea freight**
   While air freight offers an important resource to address urgent requirements when road and sea freight options are unviable, it is expensive and unsuited as a permanent substitute for sea freight.

6. **NPARC should investigate the role of automated and electric powered aircraft in improving the freight and logistics chain for the region**
   Some emerging aviation technologies (eVTOL, eSTOL) may hold relevance for providing lower cost, more reliable freight services for the region.

7. **NPARC should consider whether sufficient appetite and business case exists to position the NPA as a freight and logistics hub for the Torres Strait and Northern Peninsula Area and to undertake a project of this significance**
   The NPA region may be positioned, in the long term, as a freight and logistics hub serving the Torres Strait and Northern Peninsula regions by a combination of air (traditional and emerging technologies), road and sea freight services. This would require investment in suitable aviation, maritime and road infrastructure (airport, port and road).

8. **Ensure the cray fish industry is engaged as solutions are developed**
   The cray fish industry is currently centered upon Thursday Island, however improvements in the logistics chain at NPA may be relevant for this industry, and it represents a useful, high yield business case for transport operators. If improvements are achieved, this industry will be a key stakeholder and will form a part of the business case.

1. Overview

1.1 Purpose and Scope

Northern Peninsula Area Regional Council (NPARC) requested development of a freight study to consider, at a high level, options which exist for improving the freight and logistics chain serving NPARC communities.

The goal of improving freight services is to enhance social and economic outcomes within the community, such as cost of living, health and business / economic growth.

1.2 Methodology

Stakeholder consultation was undertaken to understand the various drivers and concerns for both the providers and users of freight services.

Some basic comparison in the cost of freight services was developed, with some consideration made for various Direct Operating Costs relevant to the establishment of air freight services.

Current regional infrastructure investment was researched, including works being undertaken by the Queensland Government on the road network.

2. Freight modes servicing the Northern Peninsula Region

The Northern Peninsula Region is located at the northern most tip of Queensland, 939 km by road north-north-west of Cairns, and 1,273 km (flight distance) east of Darwin, per Figure 1.

Figure 1: Location of Northern Peninsula Region

Supply chains operate through Cairns, predominantly by sea transport, however, also by road and air.

Access to the region is challenging, being a long way away from major centres and road access being compromised during the wet seasons. Most freight arrives by barge, while air transport plays an important role in the movement of people and urgent freight. No regular / scheduled road freight service is currently available; however, road transport will operate on an as needed basis into the Northern Peninsula communities.

2.1 Road Freight

The road journey from Cairns to Bamaga is approximately 1000 km long traversing the Peninsula Development Road, until it branches off to the Northern Peninsula Road.

2.1.1 Peninsula Development Road

The Peninsula Development Road is sealed in places and unsealed in others - significant work is underway to add additional sealed sections via the Cape York Region Package Stage 2 (Figure 2, (Transport and Main Roads (QLD), 2021)). Upon conclusion of this work, only about 145 km of the Peninsula Development Road will remain unsealed.

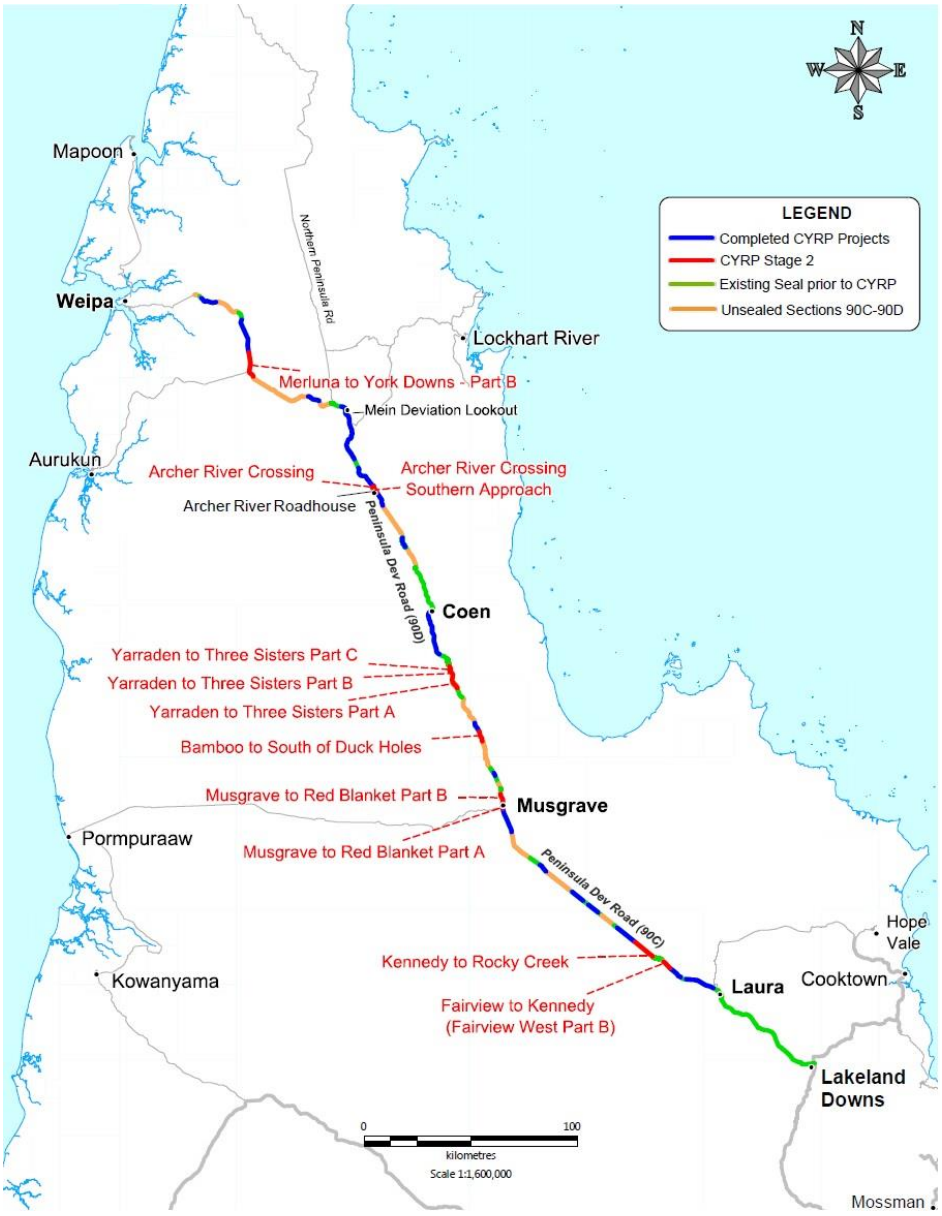

Figure 2: Cape York Region Package Stage 2

When the road is saturated, the Department of Transport and Main Roads places load limits on the road, requiring applications from operators of vehicles greater than 5 tonnes wishing to use the road. These applications are assessed on a case-by-case basis. Use of this road is weight limited from as early as

December through to as late as May after the wet season. Restorative work on the road commences after the wet season and the road may not be in normal operating condition until June.

While regular scheduled trucking services operate to Weipa while the road is open, they do not operate to the Northern Peninsula Area.

2.1.2 Northern Peninsula Road

Figure 3: Jardine River Ferry

The Northern Peninsula Road joins the Peninsula Development Road North of Archer River. The road is nearly all unsealed. At the NPARC boundary, the road crosses the Jardine River using a Council operated Ferry (Figure 3, (Hema, 2015)). This ferry service is sufficient in some regards; however, is considered by many to be a constraint to the operation of freight services to the Northern Peninsula Area.

- A road freight operator told us they don't operate to the Northern Peninsula Area because it is "too hard" due to a lack of perceived reliability and safety with regards the ferry service and roads in general
- In recent times, increased tourism to the Cape led to significant delays with crossing the Jardine River due to high demand in ferry usage (Nicholls, 2021), refer Figure 4
- Commentary exists online about the cost of the ferry service ($104 each way for car, or $262 each way for a truck over 10 tonne (Northern Peninsula Area Regional Council, n.d.)).

In 2015 local Federal MP, Hon Warren Entsch MP announced $10M federal funding for a bridge over the Jardine River (Entsch, 2015). This initiative is not included in the current Cape York Region Package Stage 2 project, being delivered by Department of Transport and Main Roads (QLD) (Transport and Main Roads (QLD), 2021). However, the Australian Government's Department of Infrastructure lists a business case under development for an upgrade of the Jardine River Crossing – the business case was due in mid-2021 (Australian Government, 2021).

Northern Peninsula Road is currently funded to receive upgrades under the Community Access Roads Program from Transport and Main Roads, as illustrated in Figure 5 and Figure 2 (Transport and Main Roads (QLD), 2021). This includes some short sections of bitumen sealing near the Jardine River crossing.

Figure 4: Cars queuing to use the Jardine River Ferry in 2021

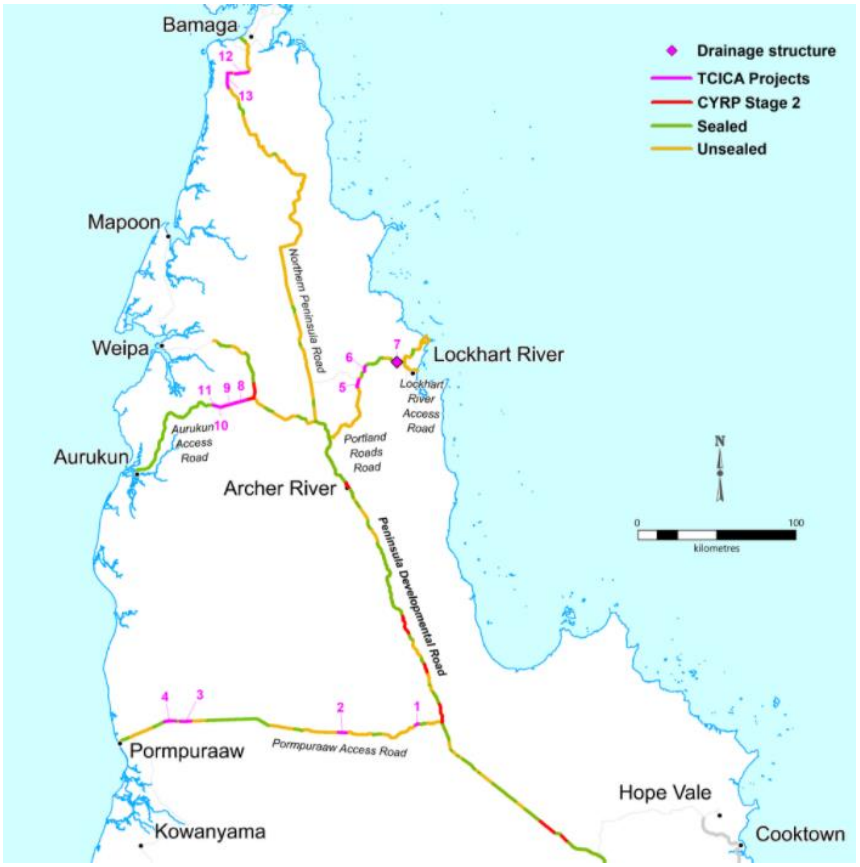

Figure 5: Community Access Roads Program

Tuxworth and Woods

Tuxworth and Woods is a road transport operator that has serviced the Peninsula region since 1972.

It operates a regular general freight road transport service from Cairns to Weipa from when the road opens (approximately May), until when it closes (approximately December).

Tuxworth and Woods indicated that the cost of transport into Weipa by road was roughly half the cost of transport by Sea Swift during the wet season.

The provision of a good road transport link dramatically lowers the cost of business in Weipa.

Overall, road transport options connecting the Northern Peninsula Area to its main supply chains at Cairns are poor. Where sufficient road transport exists, road transport can provide freight services to isolated communities at a fraction of the cost of sea transport.

Continued advocacy for improvements in the quality, safety and reliability of Cape York's road transport infrastructure will be key to lowering the cost and improving the resilience of freight services for communities.

Additionally, if the Northern Peninsula Area communities were connected to Cairns with resilient road infrastructure, the NPA might evolve a role as a distribution hub for the entire Torres Strait and Northern Peninsula regions, offering much lower cost distribution of essential goods such as food, parts and building materials.

The notice in the image at Figure 6 , placed in the window of the NPARC offices at Bamaga, taken on 08 February 2022, shows the Jardine Ferry was closed for maintenance until further notice on 17 January 2022.

Figure 6 Jardine Ferry closure notice

2.2 Sea Freight

Sea Swift, wholly owned by the Queensland Government through QIC, is Northern Australia's largest shipping company. Sea Swift operates throughout Northern Australia's remote coastal and island communities, with an extensive distribution network across Far North Queensland and the Northern Territory.

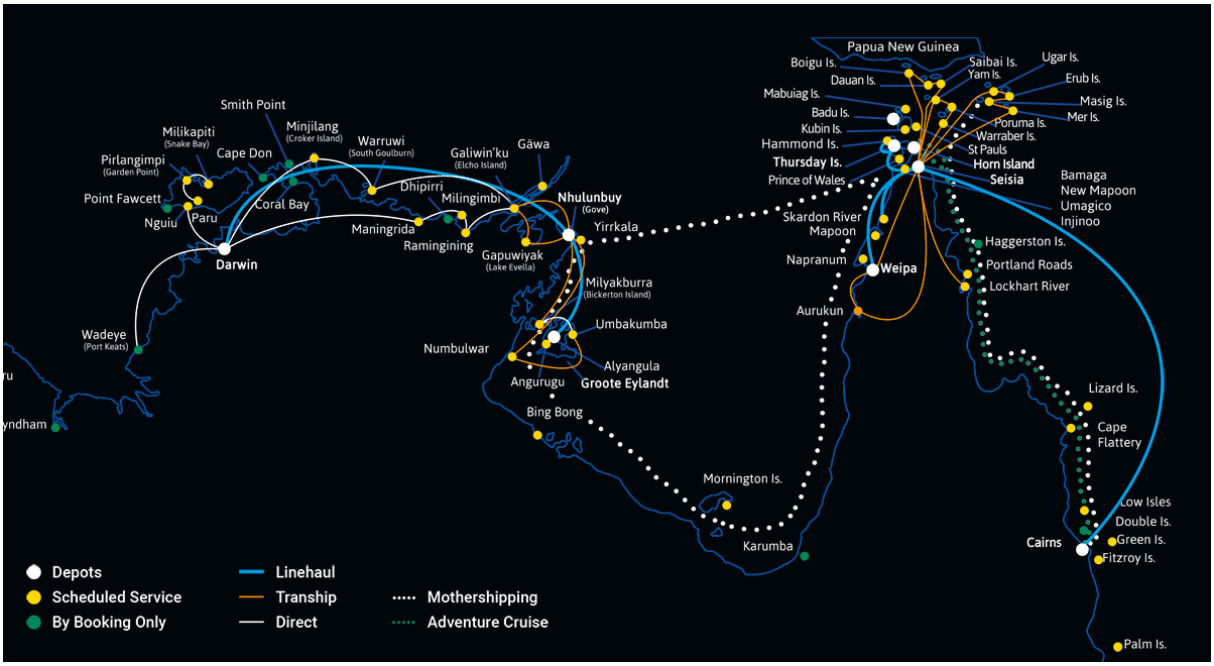

Figure 7: Sea Swift routes

Sea Swift operates a linehaul vessel to Seisia from Cairns generally twice a week (potentially less often during the off peak / wet season), offering carriage of general, dangerous and perishable cargoes. The sea journey takes three days in normal conditions.

Sea Swift discharges cargoes at the Seisia Wharf (Figure 8), adjacent to the Sea Swift depot, where sufficient handling capabilities exist to unload chilled 20-foot containers, which are then transferred to road transport and delivered to local supermarkets (in the case of perishable foods).

Sea Swift is the most significant transport link operating to the Northern Peninsula area, with most cargoes travelling with Sea Swift.

While some concerns have been expressed around getting space for private cargoes on the Sea Swift service, the local supermarkets indicated they were happy with the service and essential foods were effectively prioritised by the carrier during periods of peak demand (as the supermarket network is an important customer).

Figure 8: Seisia Wharf

Some improvements to the wharf / port infrastructure at Seisia may be appropriate, particularly if there is an intention for the wharf to play a larger role in the regional distribution of goods.

Sea Swift freight rates are developed on the basis of providing a freight network that serves the entire area of Northern Australia, with a holistic view of pricing to various regions (e.g. flat pricing across the Outer Torres Strait Islands). Seisia Wharf has the same pricing as Thursday Island, Horn Island and Weipa.

The pricing structure for Seisia Wharf, together with example pricing (from 1/7/20, excluding GST) for a number of common supermarket goods, can be seen in Table 1 (Sea Swift, 2020) including a comparison of how this freight charge increases the cost of products in a typical grocery basket.

Scheduled rate per Tonne/m^3 ex Cairns	**Weight**	**Charge**
Dry	1 Tonne	$305.52
Chiller/Freezer	1 Tonne	$534.68
Shopping basket example products:		
Multi grain bread	750 grams	$0.40
Butter	250 grams	$0.13
Tomatoes	1,000 grams	$0.53
T-bone steak	500 grams	$0.27
Tuna canned	95 grams	$0.03
Steam fresh vegies (3 pack)	350 grams	$0.19
Biscuits	250 grams	$0.08

Table 1: Sea Swift freight pricing NPA region shopping basket

2.3 Air Freight

Air transport for the region is provided by Regional Express and Skytrans to NPA.

Small, urgently required parcels travel by air, predominantly on Regional Express. While fast (2 hours as opposed to 3 days), air transport is both significantly more expensive and constrained in terms of capacity.

Current air freight services are suitable for urgent small parts (washers, sensors, bolts etc), pharmaceutical and pathology requirements, urgent documents and even small e-commerce parcels. Coffins are also transported by air.

Temperature controlled capabilities on air transport are limited to polystyrene boxes with dry ice, and these in turn are limited to the size of cargoes that each airline can accommodate on the aircraft, though both REX and Skytrans indicated a willingness to work towards pragmatic outcomes through reduction of passenger related loads where needed for heavier freight items to be carried (like coffins, for example).

REX's pricing (from 1/1/21, excluding GST) for NPA from Cairns can be seen in Table 2 (REX, 2021). Note: REX's air freight pricing is calculated by the higher of gross weight (in kg) or volume weight (m^3 divided by 0.0006), however, for the sake of simplicity the below has been shown in gross weight only.

Basic Charges	Charge
Minimum	$25.00
Additional on weekends and public holidays	$15.00
Per kg charge (added to minimum)	$5.38

Table 2: REX Air freight pricing Cairns to NPA

As an example, a 3 kg item sent on a normal weekday would be charged the $25.00 minimum plus $16.14 of per kg charges, plus 10% GST, for a total of $45.25.

3. Assessment of Freight Strengths, Weaknesses, Opportunities and Threats

3.1 Stakeholder feedback

Stakeholder feedback regarding logistics services supporting Northern Peninsula Area communities were varied.

1. Some residents, and people speaking from the point of view of residents, were frustrated at both the cost and delays related to moving general purpose cargoes in and out of the region.
2. Residents expressed a general level of satisfaction with the availability of fresh food, but found higher density foods (like chocolate, for example), were expensive.
3. With regards to hospital operations, Queensland Health representatives reported having a slow but intact supply chain, and while some planning was required, generally they could get what they needed.
4. Store owners described transport solutions as suitable and reasonable given the relatively remote location and the challenging nature of the logistics task. Sea Swift prioritises grocery related cargoes and sea freight delays related to wet season impacts are typically only a few days long.
5. Government organisations concerned with the health and wellbeing of the community generally were concerned that high transport costs were contributing to a reticence of local people to consume health foods, and that this is contributing to poor health outcomes in communities.
6. The cray fish industry centres around facilities on Thursday Island, where cray fish are sold by local fishermen to the wholesaler which then arranges air transport to Cairns. This was high value, but seasonal. Thursday Island currently operates as a hub for the industry due to location being central across the Torres Strait, and existing businesses and infrastructure which fulfill this role.

3.2 Needs and Directionality

Northern Peninsula Area's freight task is largely one directional, as illustrated in Table 3 (AVISTRA analysis), with the task being oriented around the supply of essential goods to the region's communities. This poses challenges for the commerciality of any freight service, as revenue mostly achievable on the inbound leg, with few options for the development of revenue on outbound legs.

Sea Swift has identified an opportunity to provide underutilised outbound cargo space to local businesses seeking to sell their products in other markets. This is a useful initiative which will assist local crafts people in accessing markets in larger population centres, such as Cairns, at a reasonable cost.

	Inbound	**Outbound**
Non urgent	Food and grocery stock (perishable and general) White goods and other household products Parts and consumables Building materials Other general merchandise Plant and Equipment Privately consigned cargoes	Privately consigned cargoes
Urgent	Coffins / deceased persons Mail and Express freight (e-commerce) Pharmaceuticals	Pathology samples Mail Cray fish

Table 3: Directionality of Freight Task

3.3 Air Freight Direct Operating Costs

Due to the high cost of aircraft operations, compared to sea transport and road transport operations, air freight is an expensive option, typically costing around 10 times as much as sea freight over the same journey. Adding to this complexity for NPA, is the challenge presented by insufficient outbound cargo volumes. This will mean low utilisation of available cargo tonne kilometres, resulting in poor airline economics. As a result, inbound (to NPA) cargoes will be charged an additional fee in order to cover both the outbound operating cost of the aircraft, and the required return on the allocation of the airline asset.

Estimated Direct Operating Cost (DOC) for three aircraft typical of freight operations are provided in Table 4 (AVISTRA analysis), along with an analysis of the price / kg that would be required to be charged by the aircraft operator in order to achieve a 20% return on DOC at the given utilisation rate.

Aircraft	Total DOC CNS-ABM	Estimated airline price / kg of cargo assuming given bidirectional utilisation rate		
		50%	60%	80%
737-300 Freighter	$13,993	$1.98	$1.65	$1.23
Bombadier Q300	$6,644	$2.66	$2.21	$1.66
Cessna 208 Caravan	$2,789	$4.78	$3.98	$2.99

Table 4: Aircraft Direct Operating Costs

In conclusion, air transport, while suited to providing urgently needed items, comes at a high cost. The use of air transport as a routine part of the logistics solution will significantly increase the cost of groceries and other items delivered to the NPA. Figure 9 (AVISTRA analysis) shows the per kilogram costs of the various current, and potential future freight services for chilled/frozen produce.

With current aviation technologies, air transport is not suited to replacing sea transport, other than for urgent, short term or ad hoc requirements.

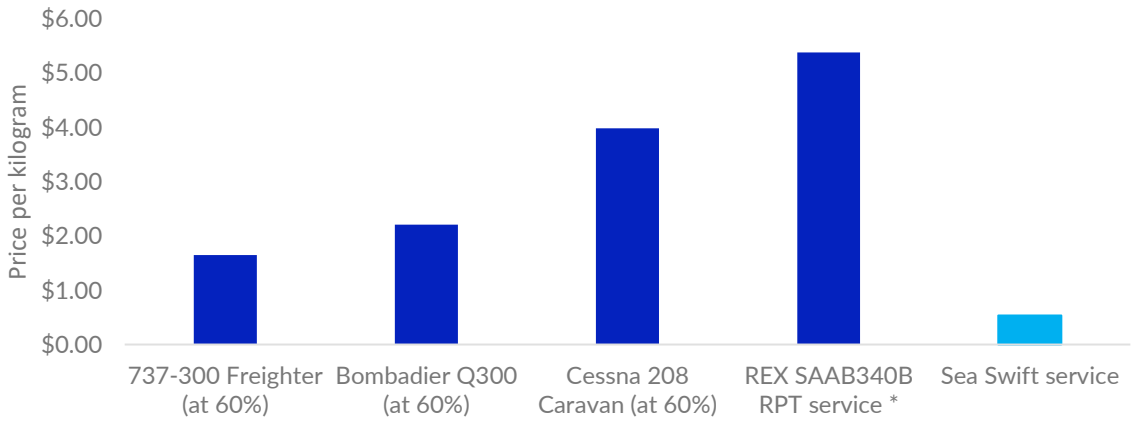

Figure 9: Freight services and their costs

* REX pricing includes a minimum of $25.00 charge which is added to the per kg rate above

3.4 Strengths and Weaknesses of Northern Peninsula Area's Freight Supply Chain

Strengths	Weaknesses
Barge service effectively prioritises food and essential items. Community is accustomed to this operating environment and plans accordingly. Two airline services currently service the region.	Very isolated and a long way from supply chain service centre (Cairns). Only small aircraft service the region, with capacity constraints. No regular road transport service. Only one operator provides the sea freight service. Sea transport can be impacted by severe weather on the sea, delaying delivery of cargo. Limited outbound freight, highly one directional market. Current airport infrastructure is limited in its ability to support larger aircraft.

3.5 Opportunities and Threats Assessment

Opportunities	Threats
Improvement of the road infrastructure (such as provision of a bridge at the Jardine River crossing) and attraction of a regular road transport service. Positioning of the Seisia Port as a service for the broader Torres Strait region (if suitable road infrastructure can be developed). Development of an Emergency Air Transport Plan designed to support communities in procuring suitable air transport, at short notice, including sharing the cost across communities. Leverage underutilised outbound capacity as an economic development opportunity – connecting local artisans to other markets. Development of larger airport infrastructure may support the role of NPA as a logistics hub for the Torres Strait Region, by providing a landing location for larger supply chain focussed aircraft. There may be some opportunities to better serve the cray fish market, through positioning NPA as a logistics centre, with either road transport options, or back loading of seasonal air freight services. Some emerging aviation technologies may hold relevance for the improvement of cost and reliability factors for industries and communities across the NPA and Torres Strait.	Increased domestic tourism puts pressure on existing supply chain and its capacity, potential to create shortages of critical items. Any local, state or Commonwealth government initiatives which raise the operating cost of the supply chain will have ramifications throughout the supply chain. Limited local resources to pursue multiple opportunities in freight and supply chain development – important to prioritise the most likely to succeed opportunities.

4. Recommendations

Northern Peninsula Area is served by a combination of air, sea and ad hoc road freight services. Most of the freight movements are inbound to the region, with a small amount of outbound freight, including a high value, but seasonal, cray fish harvest.

These recommendations are intended to consider how the freight and logistics chain might be improved to support lower cost of living and improved health, social and economic outcomes within NPARC communities.

Following this study, the following recommendations are made:

1. **Seek the improvement of road infrastructure, such as a bridge across the Jardine River**
   Significant improvements in the cost and reliability of freight services may be achieved through the improvement of road infrastructure to enable the provision of regular road freight services.

2. **Work with regional local governments to develop an Emergency Air Transport Plan**
   The development of an Emergency Air Transport Plan, across multiple local government areas may benefit communities in being able to quickly and cost effectively access air freight as a resilience and recovery measure, on an as needed basis.

3. **Seek collaborative arrangements with freight service providers to use idle outbound capacity to assist local artisans to connect to markets in Cairns etc**
   Capacity from the Northern Peninsula Area to Cairns exists on all freight modes. Leveraging this capacity may improve the economics of freight services for the region and grow economic opportunities for local people

4. **Consider the role of air freight services in positioning the NPA as a freight and logistics hub for the broader Torres Strait and Northern Peninsula regions**
   Include this possibility in the broader thinking around the potential development of a new airport site.

5. **It is not recommended that the use of air freight be pursued as a permanent substitution for sea freight**
   While air freight offers an important resource to address urgent requirements when road and sea freight options are unviable, it is expensive and unsuited as a permanent substitute for sea freight.

6. **Investigate the role of automated and electric powered aircraft in improving the freight and logistics chain for the region**
   Some emerging aviation technologies (eVTOL, eSTOL) may hold relevance for providing lower cost, more reliable freight services for the region.

7. **Consider whether sufficient appetite and business case exists to position the NPA as a freight and logistics hub for the Torres Strait and NPA for a project of this significance**
   The NPA region may be positioned, in the long term, as a freight and logistics hub serving the Torres Strait and Northern Peninsula region by a combination of air (traditional and emerging technologies), road and sea freight services. This would require investment in suitable aviation, maritime and road infrastructure (airport, port and road).

8. **Ensure the cray fish industry is engaged as solutions are developed**
   The cray fish industry is currently centered upon Thursday Island, however improvements in the logistics chain at NPA may be relevant for this industry, and it represents a useful, high yield business case for transport operators. If improvements are achieved, this industry will be a key stakeholder and will form a part of the business case.

5. Data Dictionary and Acronyms

AACA	Accredited Air Cargo Agent
ARFFS	aerodrome rescue and firefighting service
ARO	Aerodrome Reporting Officer
AsA	Airservices Australia
ATC	air traffic control
ATSA	The Aviation Transport Security Act 2004
ATSR	Aviation Transport Security Regulations 2005
CAAP	Civil Aviation Advisory Publication
CAR	Civil Aviation Regulation 1988
CASA	Civil Aviation Safety Authority
CASR	Civil Aviation Safety Regulation 1998
DHA	Department of Home Affairs
DITRDC	Department of Infrastructure, Transport, Regional Development and Communications
GA	general aviation
ICAO	International Civil Aviation Organization
LGA	local government authority
MOS	Manual of Standards: The means CASA uses in meeting its responsibilities under the Act for promulgating aviation safety standards
RFDS	Royal Flying Doctor Service
RPT	regular public transport
TSP	Transport Security Program
WSO	Works Safety Officer

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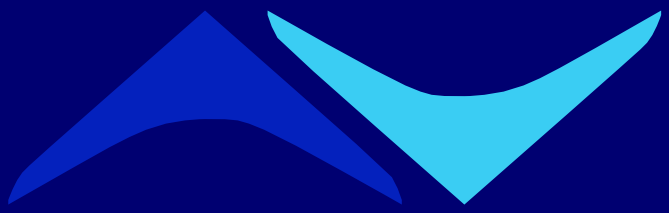

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Northern Peninsula Aerodrome Siting

PRE-FEASIBILITY STUDY (PFS)

Supporting Aviation Projects in:
Northern Peninsula Aerodrome Siting Report

Report No. E21051-01-YNPE-REP-0001-B Siting Report

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Client:	Aviation Projects
Name of project:	Northern Peninsula Aerodrome
ACG Project number:	E21051-01

CONTENTS

1. Introduction

This is an investigation into the options of siting a new aerodrome in the Northern Peninsula Area, Queensland to replace the existing Northern Peninsula Airport.

This document aims to support the pre-feasibility preparation:

- By developing an Aerodrome Concept Design that will meet the compliance and performance requirements, and
- By presenting an informed recommendation of potential sites for a constructible and operable Aerodrome.

The Aerodrome Concept Design is evaluated across multiple sites through a multi-criteria analysis and siting evaluation. The results present a high-level but practical base off which to narrow down and eliminate sites and for others to consider critical approvals and restrictions.

2. Aerodrome Concept Design

2.1. Aerodrome Design requirements

The ultimate objective is to establish an all-weather aerodrome to replace the existing aerodrome at BAMAGA, Northern Peninsula Area, Queensland. The existing airport is compromised by threat of flood (tidal) and limited expansion options.

The commission is to investigate alternate site options to accommodate aircraft and aircraft movements to service the local and regional community. All this should satisfy the performance and compliance requirements for such an Aerodrome and achieve this with minimal impact to environment and heritage and reasonable access to and from main roads and centres.

The aerodrome and associated airspace are to operate effectively and safely at the nominated site location, elevation and conditions.

For the sake of developing an Aerodrome concept model, the Aerodrome characteristics are defined as Initial Build to satisfy existing requirements and trends and as Ultimate Build for future proofing the design.

Aerodrome Characteristics:

Item	Parameter	Initial Build code 3 non-precision instrument	Ultimate Build code 4 non-precision instrument
Runway	Length Rwy Strip RESA	2100m x 30m 280m 240m (min 90m)	2400 m x 45 m 280m 240m (min 90m)
Design Aircraft	Model	Dash 8-400/E170/F100 (Code 3C)	Dash 8-400/E170/F100 (code 3C) + A321/B737 (Code 4C)
Apron	Bays	2 x Dash 8-400/E170/F100 2 x rotary wing stands 4 x King Air	4 x Dash 8-400/E170/F100 or 1 x A321/B737 + 2 code 3C, 6 x rotary wing stand + 8 x King Air GA parking
Terminal	Building Parking	1 x Code 3C (100pax) + Security + Carpark itinerant and secure parking	4 x code 3C aircraft or 1 x code 4C + 2 code 3C itinerant and secure parking
Other		Weather Station, Refuelling 8 x hangar sites for code B aircraft	Weather Station, Refuelling 8 x hangar sites for code B aircraft + duplication

Table 1: Proposed Aerodrome Characteristics

For the purposes of this Prefeasibility and Siting assessment the Runway Length is taken as **2,400m** to cater for all nominated aircraft requirements and conditions.

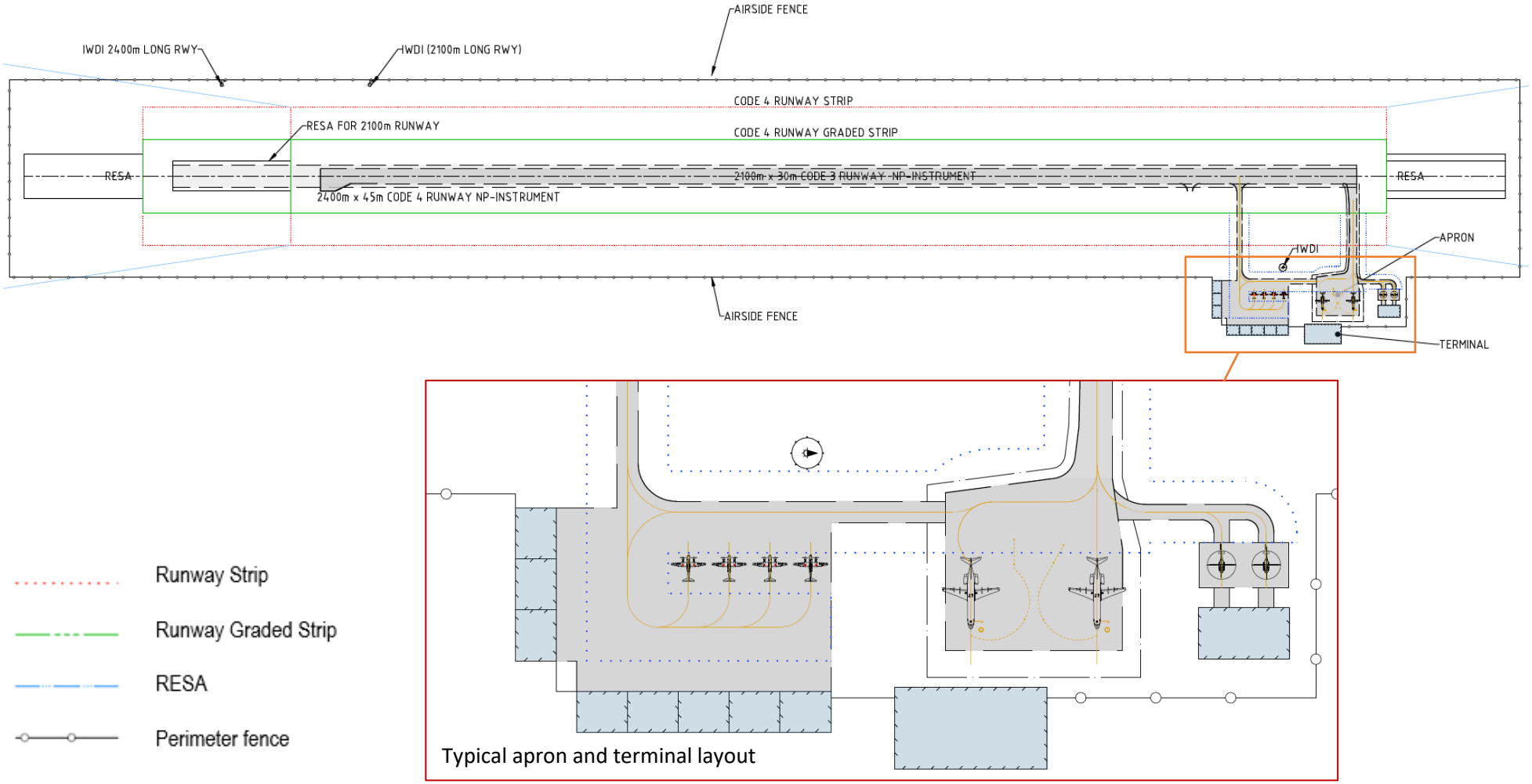
Other requirements which contribute to further design considerations and supporting infrastructure include:

- The aerodrome is to be capable of operating in all weather conditions (Wind and Rain).
- The aerodrome must be capable of operating at night.

2.2. Aerodrome Concept Design

A Concept Aerodrome Design Model from the Aerodrome Characteristics was developed in CAD to represent the compliant physical dimensions of the runway, taxiway and apron and the Obstacle Limitation Surfaces (OLS) extending out from the Aerodrome.

Figure 1: Concept Aerodrome Design



Obstacle Limitation Surface (OLS) MODEL

The Aerodrome is defined as an Instrument Non-Precision Aerodrome. Obstacle Limitation Surfaces (OLS) The OLS extends outward and upward from the Aerodrome Surface Design.

Figure 2 - Obstacle Limitation Surface (Code 4C Instrument Non-Precision) below illustrates the Approach and Landing Surfaces separately, modelling the absolute height limits of obstacles on take=off and landing paths. Similarly, all other height limitations are defined by the Inner Horizontal Conical surface which rises immediately from the Airstrip and extends outward on a defined flat and sloped cone.

This is an OLS concept model would be detailed in final design to account for final runway design levels. According to MOS139 there are NO obstacle height limits outside of this composite surface defined by the OLS model for an Instrument Non-precision Runway.

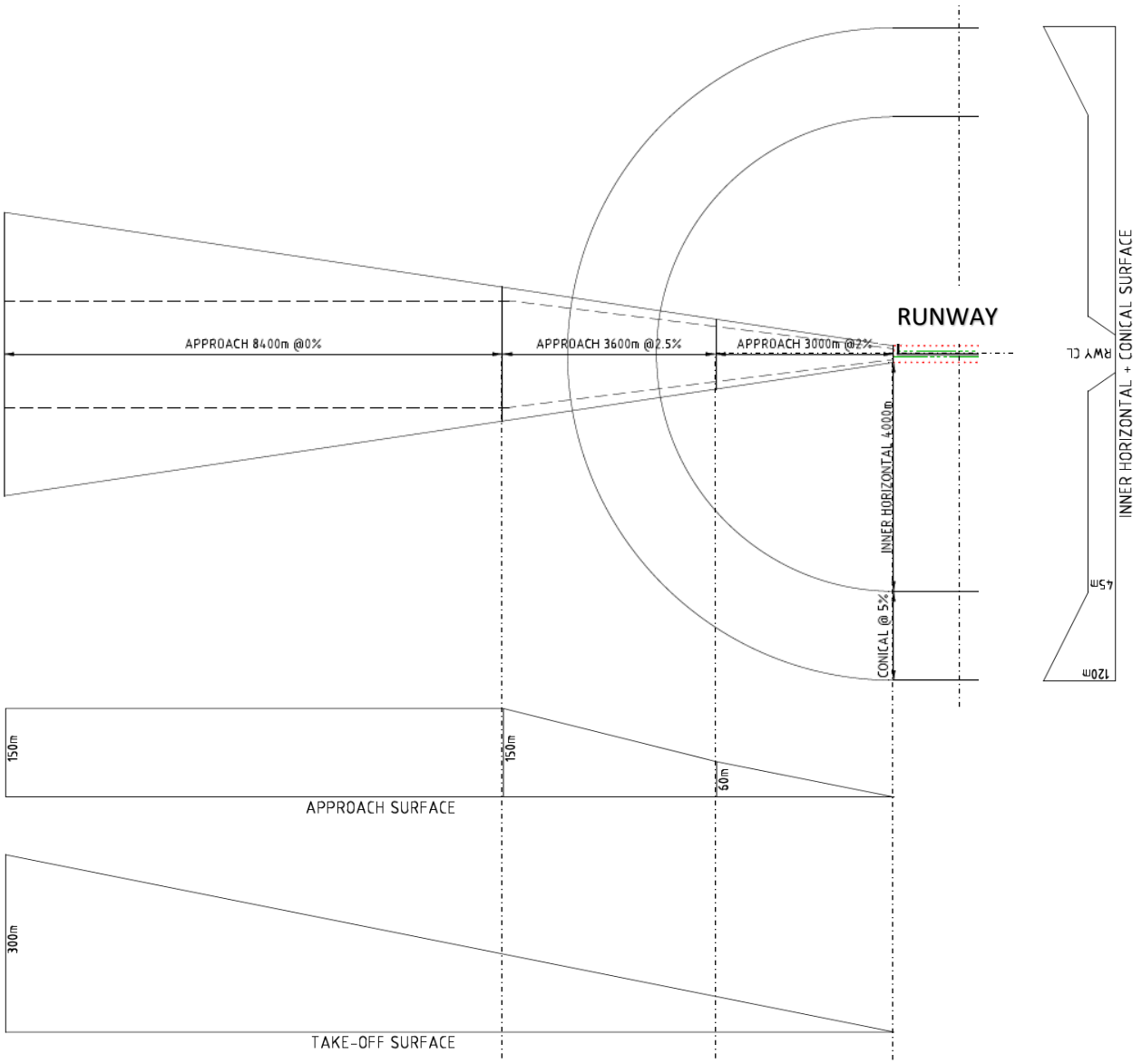


Figure 2 - Obstacle Limitation Surface (Code 4C Instrument Non-Precision)

3. Aerodrome Siting

3.1. Aerodrome Siting - Methodology

Step 1:

The Aerodrome siting followed an iterative process of positioning and rotating the Concept Aerodrome Design model within the desired area while evaluating the high-level suitability of the position against the following physical criteria:

Location Criteria

- **A.** Proximity and access to services, community / town centre
- **B.** To Main Road and Access

Topography Criteria

- **C.** Grading (Compliance) & Earthworks
- **D.** Drainage and Flooding
- **E.** OLS - Approach and take off paths, Airspace (Instrument flight procedures)
- **F.** Meteorology (Wind Direction)

A number of sites are identified and designated a Site Number as a potential location for an Aerodrome.

Each site is evaluated against the criteria (**A** – **F**). A set of high level design detail is developed for each site including earth works data for earth Cut and Fill, Obstacle Limitations and orientation relative to the prevalent winds.

At this point it is acceptable to eliminate sites where compliance, such as minimum grading, cannot reasonable be achieved.

Step 2:

Once an agreed set of sites was established in step 1, the following are added to the assessment criterion:

- **G.** Land Tenure
- **H.** Environmental Impacts
- **I.** Cultural Heritage
- **J.** General

The process of gathering data and assessing each of the criteria **G** to **J** is reliant on external expert and stakeholder advice. In this evaluation this is limited to the data extracted off the Queensland Government State Planning Policy Mapping System.

Step 3:

Scoring and Weighting of each Criteria.

For each of the criterion **A** to **J** above, a set of practical metrics and or benchmarks should be established, so that a universal scoring framework can be used to compare all sites equally against each criterion.

For criteria **A** to **F**, this evaluation is a high-level determination and evaluation based off Design Model and the available terrain models and maps.

For Criteria **G** to **J** the evaluation is limited to a commentary of the probable restrictions that each site location has relative to data extracted off the Queensland Government State Planning Policy Mapping System. Further investigation is needed to progress this evaluation to include regulatory and approval requirements.

3.2. Aerodrome Sites and Support Detail

Using data provided by Queensland Government State Planning Policy Mapping System and Queensland Globe, we followed an iterative process of placing the Concept Aerodrome Design model (of Figure 1) at various locations within the region and then positioned and orientated the Aerodrome at each location to optimally satisfy the criteria A to J.

The CAD siting exercise resulted in the identification of Six (6) potential aerodrome sites, each with varying suitability. Each was designated an identification number for further evaluation as follows:

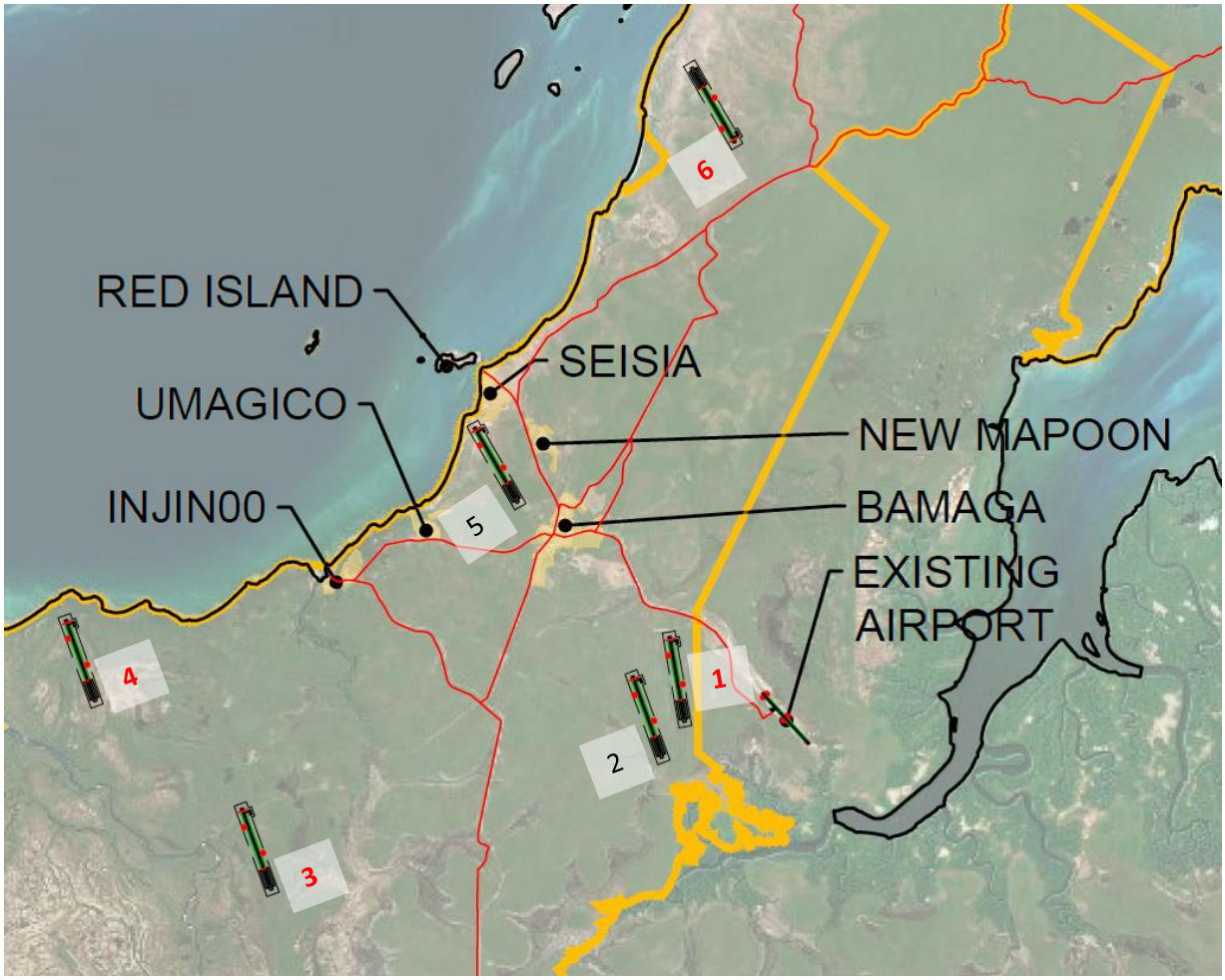


Figure 3 Aerodrome Siting Map

An initial assessment eliminated:

- site 2 for its excessive (non-compliant) slope/grades and
- site 5 due its immediate proximity to residential centres and urban development.

3.2.1. Proximity and Access (Criteria **A** & **B**)

For this study, the access to each of the proposed aerodrome site locations was assessed by its proximity to Bamaga, as the main regional centre. For simplicity this was evaluated by the direct distance from Bamaga to each site, as well as commentary on the access to roads.

Figure 4 - Distance from Bamaga

Site 1	Site 2	Site 3	Site 4	Site 5	Site 6
5km from Bamaga	5.3km from Bamaga	13km from Bamaga	15km from Bamaga	3km from Bamaga	15km from Bamaga
Adjacent to unnamed track off Airport Road	Adjacent to unnamed track off Airport Road	Adjacent to Pump Station Road & water pipeline easement	600m from Mutee Heads Rd.	Overlaps existing track near Pajinka Back Rd & Seisia Rd	Existing track near terminal area

TOPOGRAPHY

In this section each Siting of the Aerodrome Design Model is assessed on its constructability and operability with respect the local terrain.

3.2.2. Topography - Earth Works and Grading: (Criteria **C**)

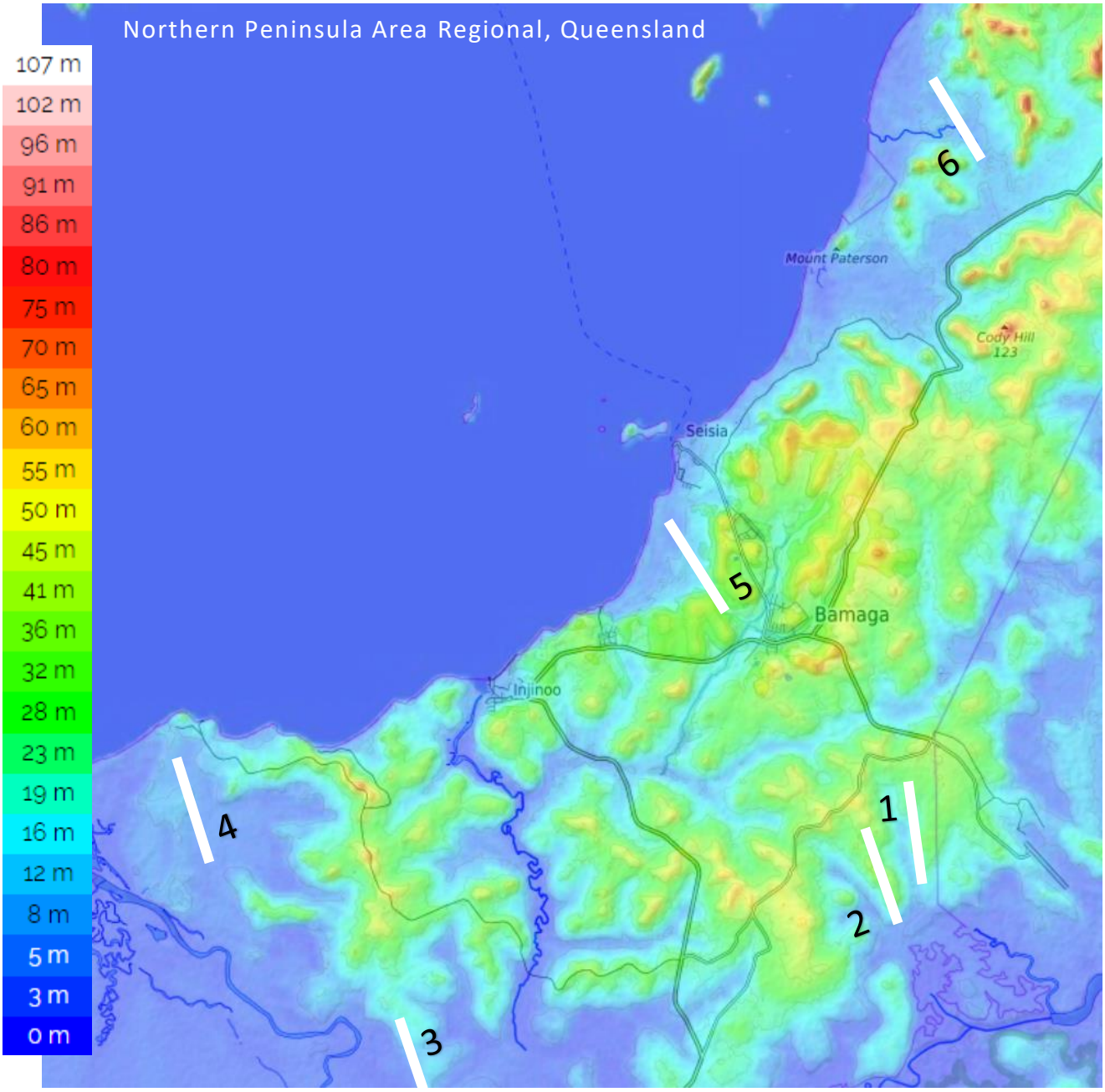
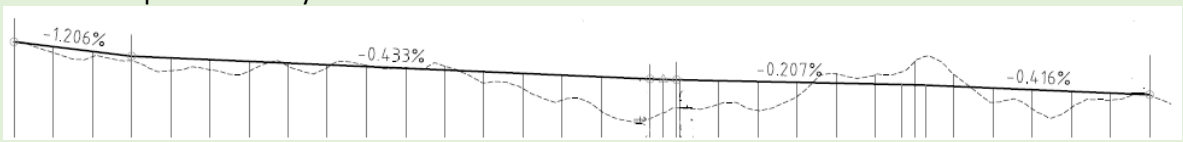


Figure 5: Open Topographical Map of Northern Peninsula

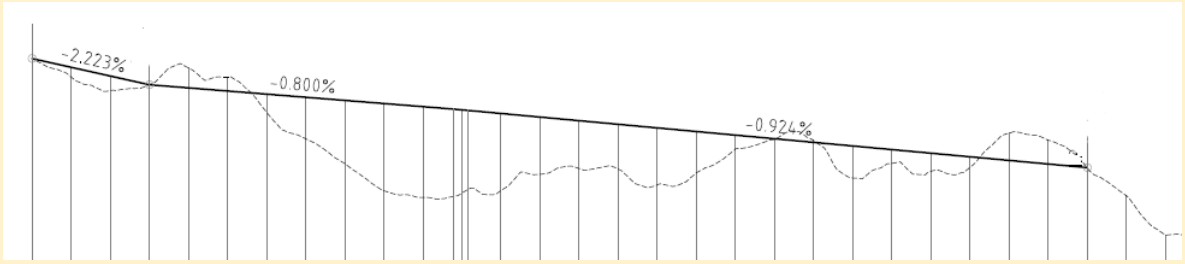
The Northern Peninsula region is undulating but does present opportunities with earth works to level for construction of an aerodromes. Refer to Table 2: Graded Runway Longitudinal Slope.

Site 2, however is the one site that the terrain presents an impractical amount of earth works to achieve a runway with compliant longitudinal grading of less than 1.25%. This site is therefore excluded from further assessment.

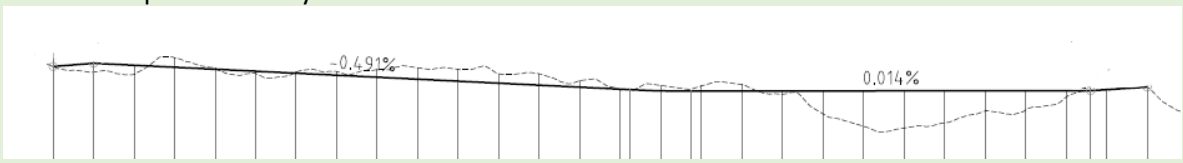
SITE 1: Compliant Runway Grade



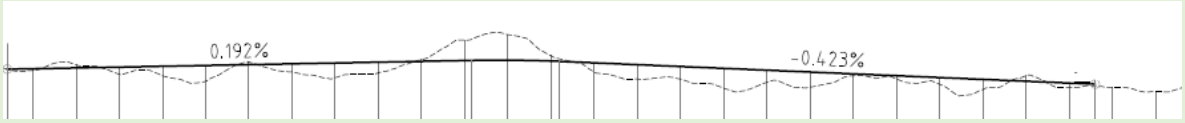
SITE 2: Excessive earth works to achieve compliant runway grade of 1.25%



SITE 3: Compliant Runway Grade



SITE 4: Compliant Runway Grade



SITE 5: Compliant Runway Grade

SITE 6: Compliant Runway Grade

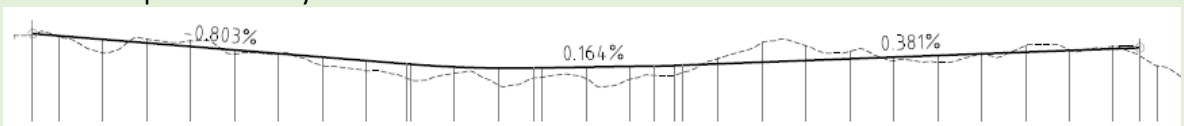
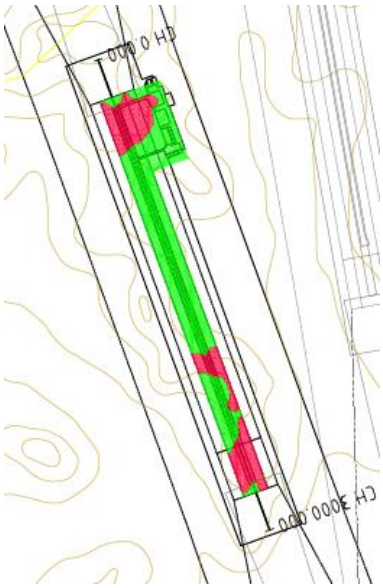
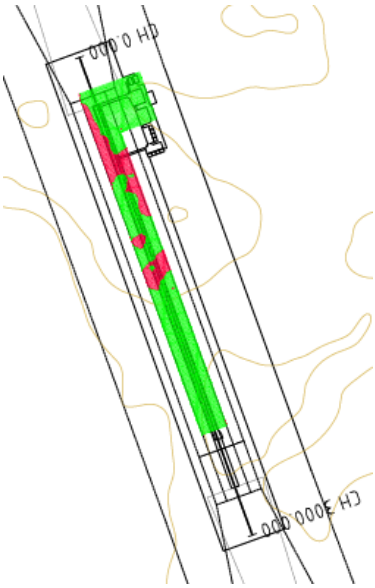


Table 2: Graded Runway Longitudinal Slope

Refer to drawing E21051-01-YNPE-SKT-0002 for detailed longitudinal slope analysis.

The runway transverse slopes are of less concern in this evaluation as there is likely to be similar challenges at all proposed Aerodrome sites. This would be reviewed and managed in detailed design with the benefit of accurate survey data.

Grading and Earth works is evaluated on the earth movement required to locate the runway into the site terrain while maintaining compliant longitudinal and transverse slopes. This is represented as a Heatmap for each Site as illustrated in Table 3: Estimate of earth works required on each site.

Site 1	Site 2	Site 3
		
Cut = 1,071,000m^3	Cut = 3,500,000m^3	Cut = 810,000m^3

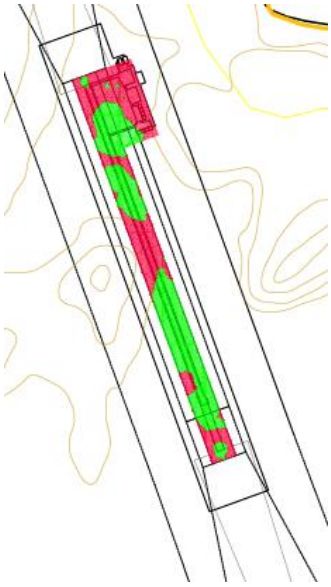
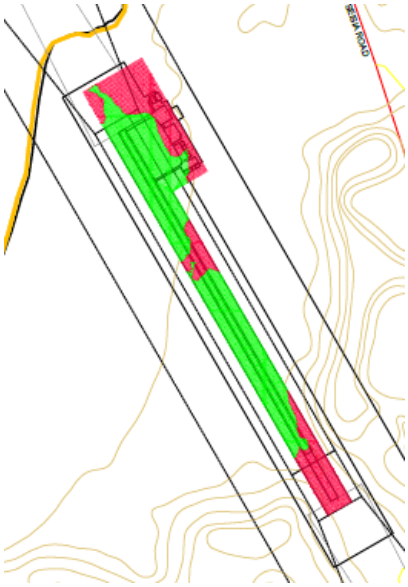
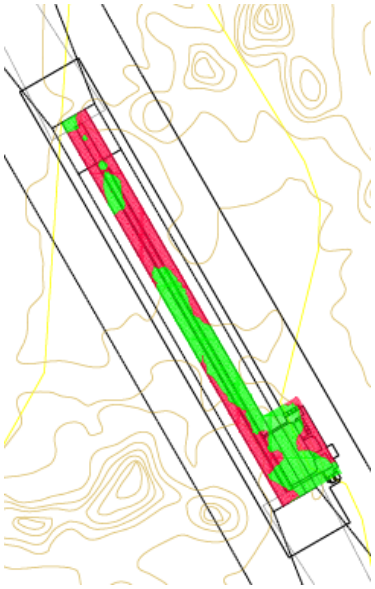
Site 4	Site 5	Site 6
		
Cut = 1,000,000m^3	Cut = 2,900,000m^3	Cut = 1,700,000m^3

Table 3: Estimate of earth works required on each site

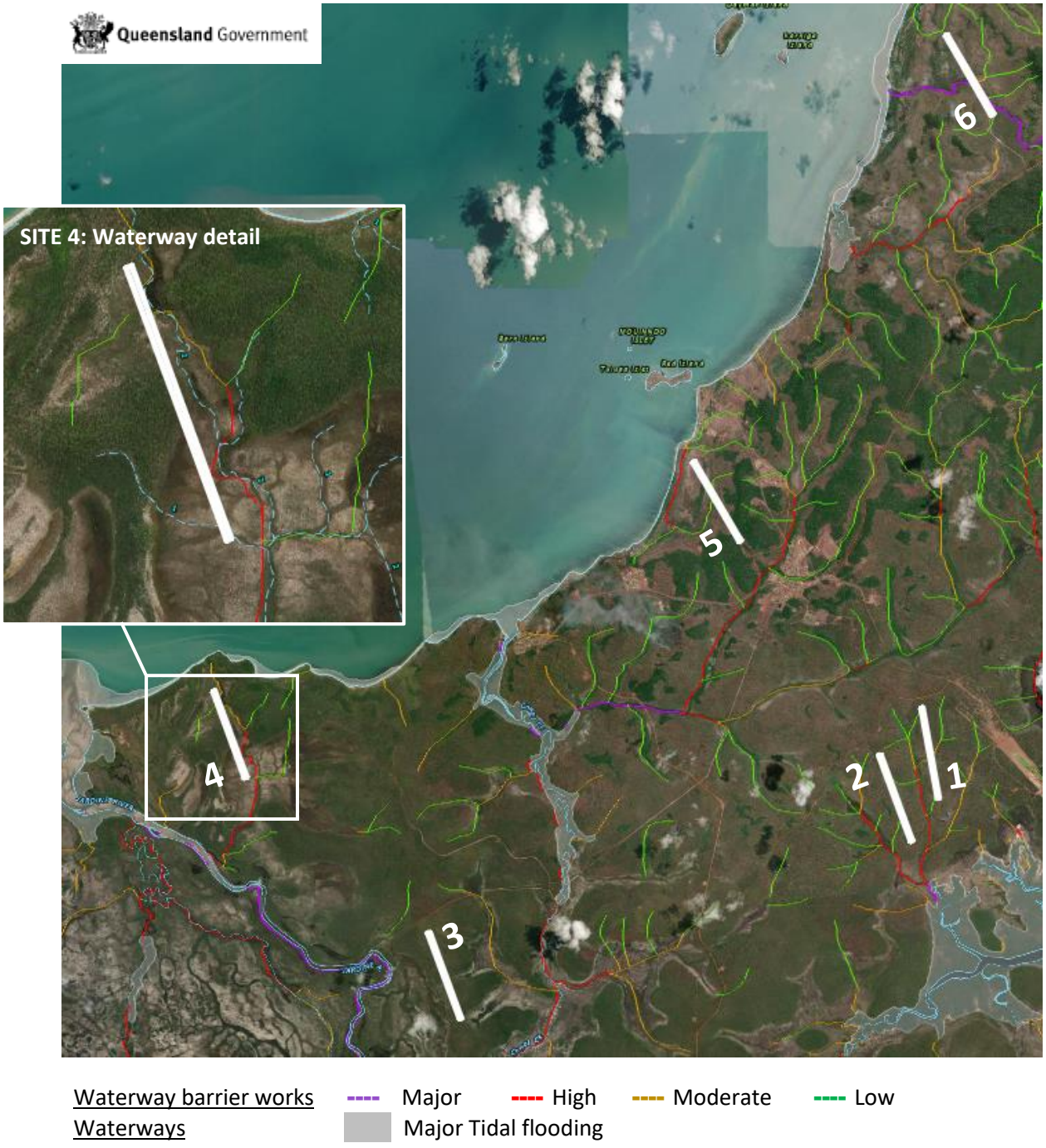
Refer to drawing E21051-01-YNPE-SKT-0001 for each Site.

3.2.3. Topography - Drainage and Flooding: (Criteria **D**)

Flooding was evaluated off QLD Globe mapping data and represents an assumption of the impact of the proposed Aerodrome layout on the site and surrounding area. The drainage and flooding for each site should be assessed further and would require commissioning a flood and surface water study.

Flooding data shows regions that are impacted by flooding and tidal flooding. All prospective Aerodrome sites avoid areas with tidal flooding. Refer to Figure 6: Flood and waterways - Queensland Globe.

Figure 6: Flood and waterways - Queensland Globe



The insert of Site 4 illustrates the waterway detail available for additional evaluation. This has helped to further score the suitability of each site.

3.2.4. Topography - OLS (Approach and Take-off): (Criteria **E**)

The Modelled Obstacle Limitation Surface (OLS) illustrated in Figure 2 above extending up and outwards from the Code 4C Instrument Non-Precision runway has been modelled into each of the Aerodrome Sites.

Figure 7 below is the OLS model of Site 4 and 6 by example indicating the terrain and potential restriction zones. In this illustration the flight path procedures for Site 6 would conflict with Horn Island Airport and therefore be scored lower with respect to airspace.

Note that for this assessment survey data is limited and that assessment of OLS as a criterion is indicative. In the final siting and optimisation of Aerodrome orientation a detailed survey of the local terrain and any existing or proposed structures and obstacles. The assessment the OLS criteria would be scored by the number and severity of the points at which restrictions are likely to be an issue and that there is zero tolerance for non-compliance where obstacles and/or terrain impinge the approach and take-off path.

Figure 7 Flight path and Obstacle Limitation Surfaces

Refer to drawing E21051-01-YNPE-DRG-0008 for airspace planning.

3.2.5. Topography - Meteorology (Criteria **F**)

Aerodrome Design must consider the dominant wind direction and velocity. It is a preferred safety component of design to orientate the runway for little or no cross winds, and to take advantage of landing and taking-off into the wind. For this assessment, the Wind Data is provided by Bureau of Meteorology for the closest station at Horn Island Airport. Figure 8 below.

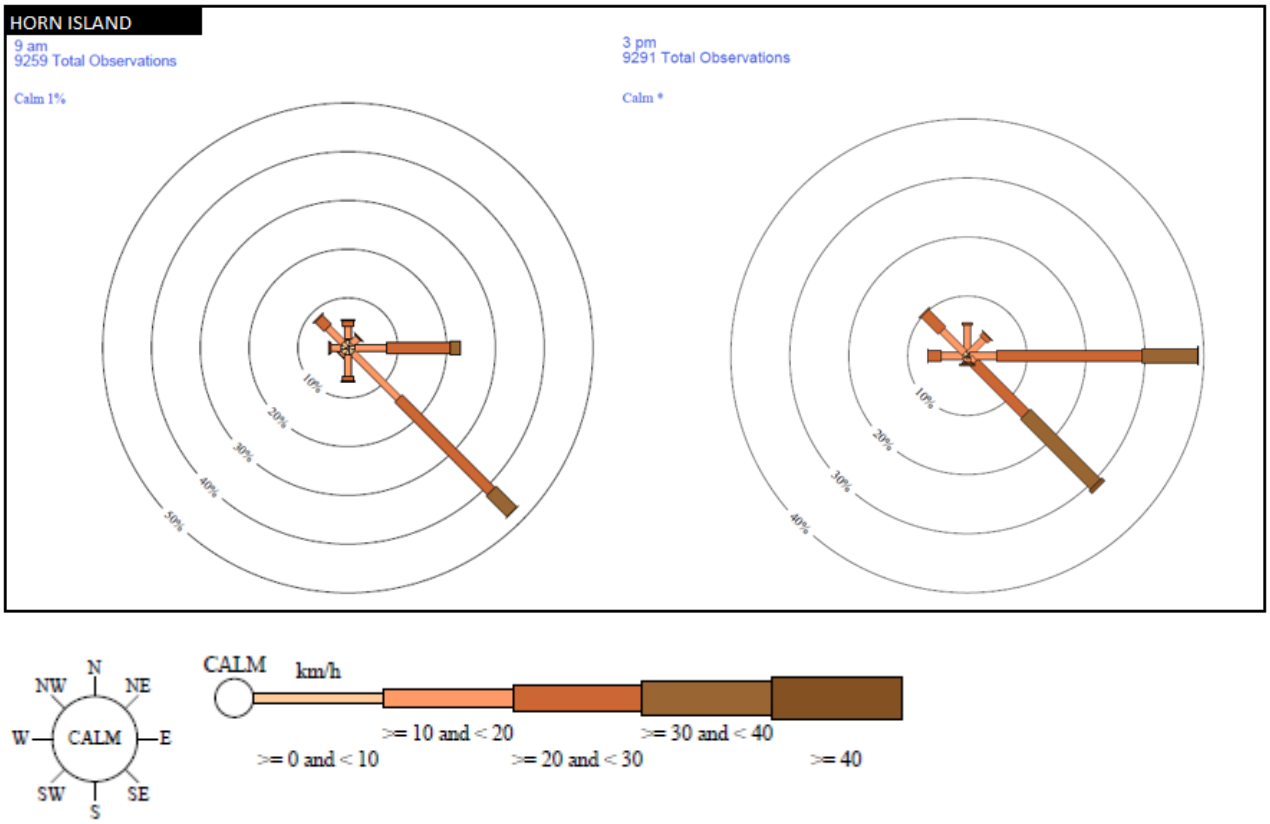


Figure 8 Rose of Wind direction versus Wind speed in km/h (02 Jan 1959 to 28 Feb 1994)

The orientation of the runways at each of the sites was score on the following colour wind rose

Wind Direction Statistics determined the preferred orientation of the Aerodrome Models at each site but could not always be achieved when other factors limited the option. A colour wind rose was established to assist in scoring the orientation of the runway at each site, with light blue being the preferred orientation.

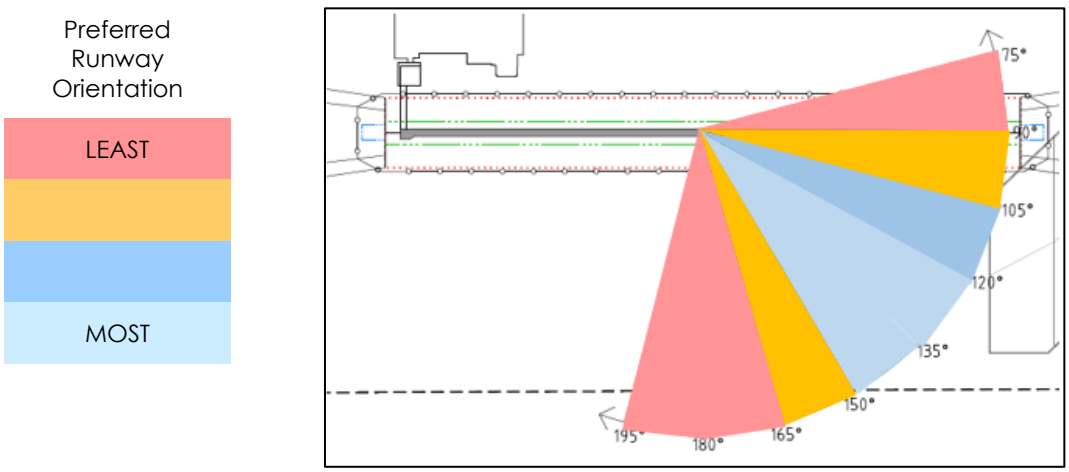


Figure 9: Colour Wind Rose for Preferred Runway Orientation

3.2.6. Land tenure (Criteria **G**)

The land tenure criteria are assessed on the status of Indigenous land interest data available in Queensland Globe. Siting options 1 to 6 are classified as either Inalienable freehold land or Transferable land Deed of grant in trust. Refer to Figure 10: Northern Peninsula Land Tenure.

The land tenure criteria would have to be verified collaboratively with representatives of community and council. Figure 10

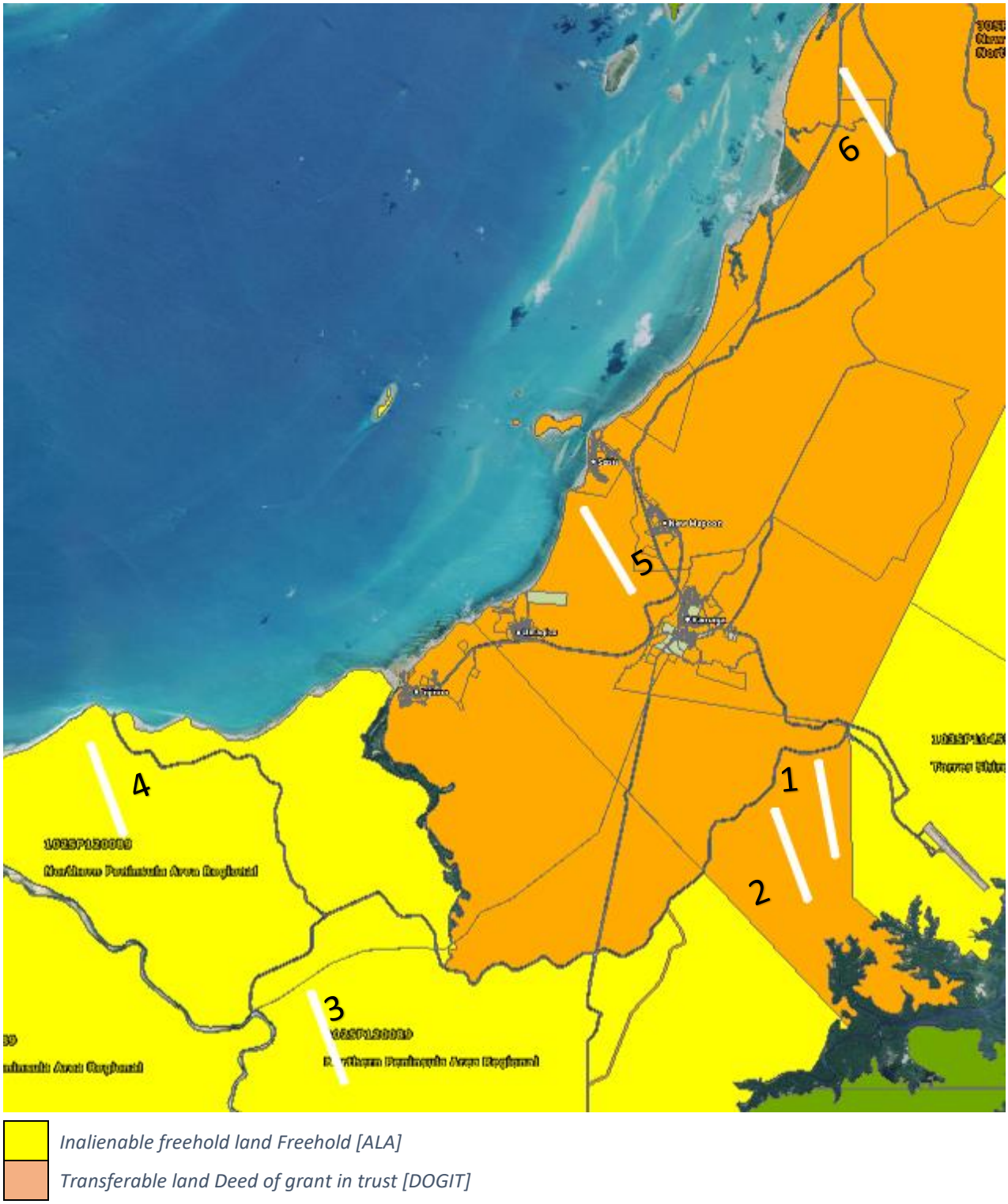


Figure 10: Northern Peninsula Land Tenure – Queensland Globe

3.2.7. Environmental Impacts (Criteria **H**)

The impact of the nominated sites on the environment in this study is based on the Queensland Government State Policy Planning Mapping system data. All sites impact on one or more environmental or biodiversity criteria.

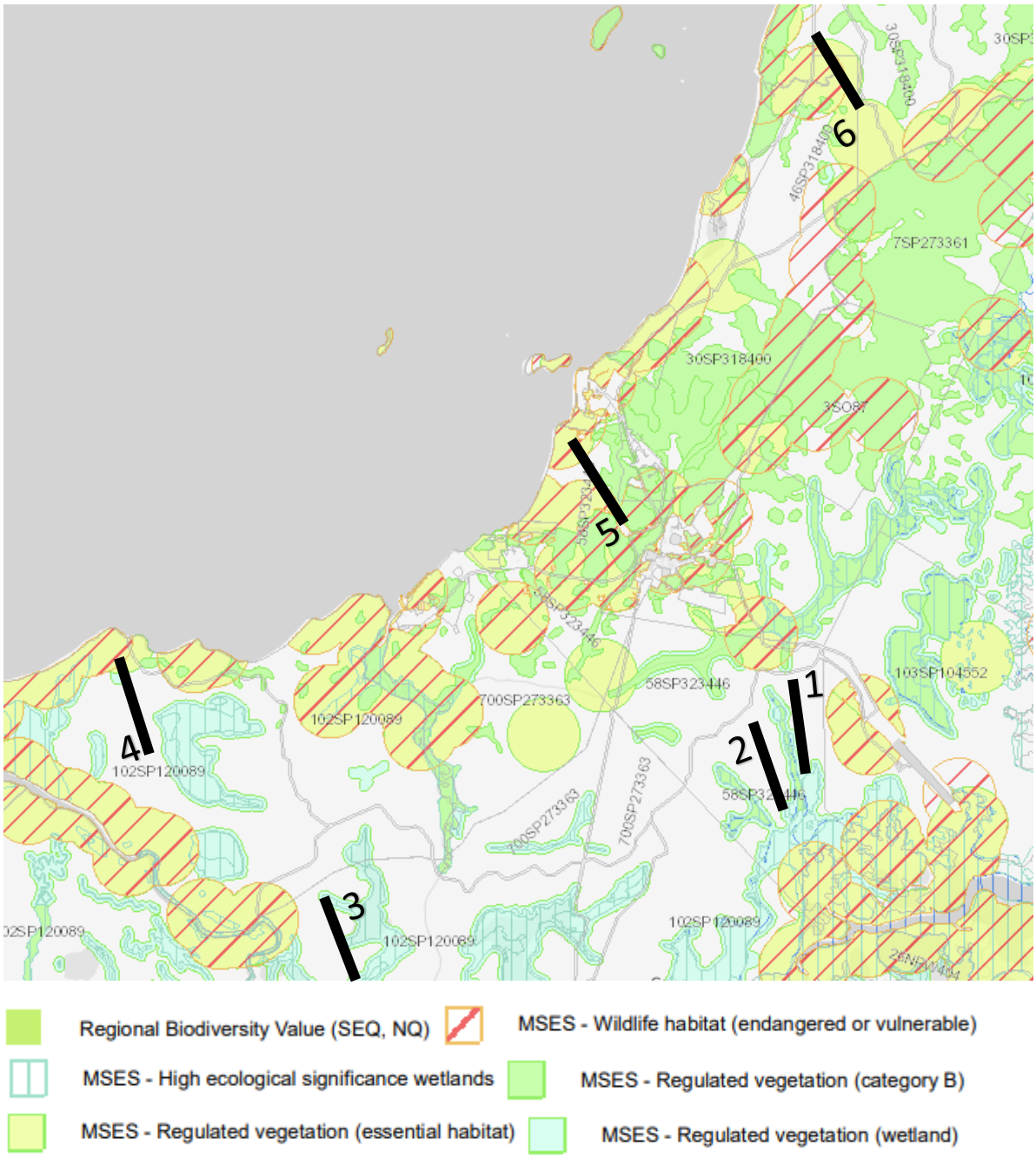


Figure 11: Environment and Biodiversity NPA

The potential for run off shadowing of all sites will be considered within the design of drains to re-instate flow in those drainage lines. Refer to Figure 6: Flood and waterways - Queensland Globe above.

Vegetation in the drainage lines downstream of the Aerodrome may rely on occasional surface water run-off for biological processes at some locations during its lifecycle. If this periodic inundation ceases the vegetation condition and/or viability may be adversely affected.

3.2.8. Cultural Heritage (Criteria **I**)

According to Queensland Government State Policy Planning Mapping system data there are no national or state heritage zones or sites within the areas of interest.

The cultural heritage criteria would have to be verified collaboratively with representatives of community and council and to refer to the relevant Local Heritage Register or local planning instrument available from local governments. Figure 10

3.2.9. General (Criteria **J**)

Criteria included as general for this study are:

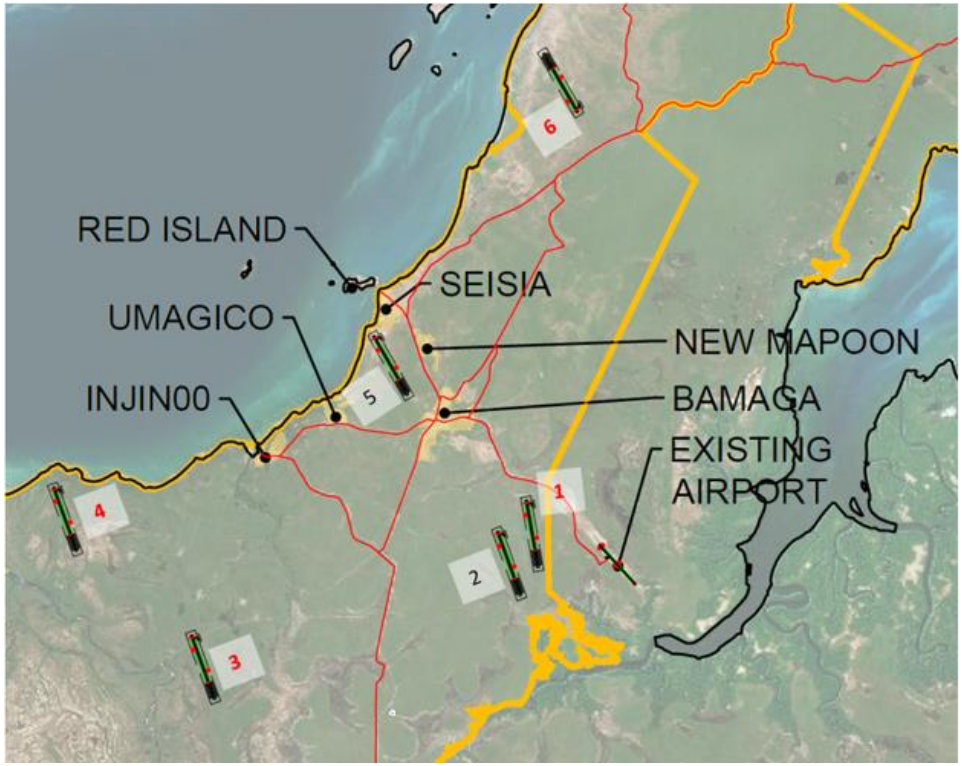
- Noise and disturbance to communities near to the Aerodrome or under the flight path
- Expandability – Does the site allow for future expansion. This study has based the assessment off a runway length with some future proofing. Expansion might include apron and runway dimension changes.

4. Multicriteria Analysis (MCA) of Sites

Each site is assessed according to the criteria (**A** to **J**) and supporting detail of section 3.2 - Aerodrome Sites and Support Detail above.

4.1. Distance to Bamaga (Criteria **A**)

Distance to Bamaga	Weight	Site 1	3.8	Site 2	3.1	Site 3	2.9	Site 4	2.9	Site 5	4.0	Site 6	2.9
Distance to Bamaga	100%		3.8		3.1		2.9		2.9		4.0		2.9
- Travel distance from Centre	20%	5 km	4	5 km	4	13 km	3	15 km	3	3 km	5	15 km	3
- Convenience	20%	Good	5	Moderate	4	Bad	4	Bad	4	Good	5	Moderate	4
- Cost of Roads	50%	Moderate	4	Moderate	3	High	3	High	3	Low	4	Moderate	3
- Interaction with Other	0%												



4.2. Distance to Main Road and Access (Criteria **B**)

Distance to Main Road and Access	Weight	Site 1	4.00	Site 2	3.00	Site 3	2.00	Site 4	2.00	Site 5	4.00	Site 6	3.00
Distance to other Centres	0%		4.8		4.8		4.8		4.0		5.0		5.0
Injinoo	25%		4		4		4		2		5		5
Umagico	25%		5		5		5		4		5		5
New Mapoon	25%		5		5		5		5		5		5
Seisia	25%		5		5		5		5		5		5
Distance to Main Road Access	100%		4.0		3.0		2.0		2.0		4.0		3.0
- to Main Road	100%	Low	4	Moderate	3	High	2	High	2	Low	4	Moderate	3

4.3. Grading & Earthworks (Criteria **C**).

Refer to drawings:

E21051-01-YNPE-SKT-0001-A Eworks-Summary.pdf,

E21051-01-YNPE-SKT-0002-A Eworks-Summary-Profile.pdf and

E21051-01-YNPE-DRG-0004.pdf

4.4. Drainage and Flooding (Criteria **D**).

Refer to section above 3.2.3 Topography - Drainage and Flooding: (Criteria **D**)

4.5. Approach and take off paths (Criteria **E**).

Refer to drawing:

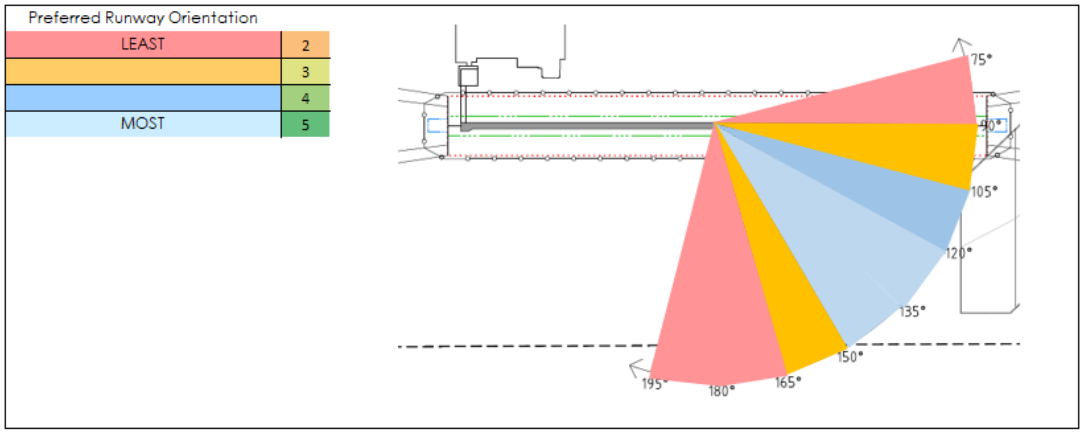
E21051-01-YNPE-DRG-0007.pdf - Obstacle Limitation Surface Mode

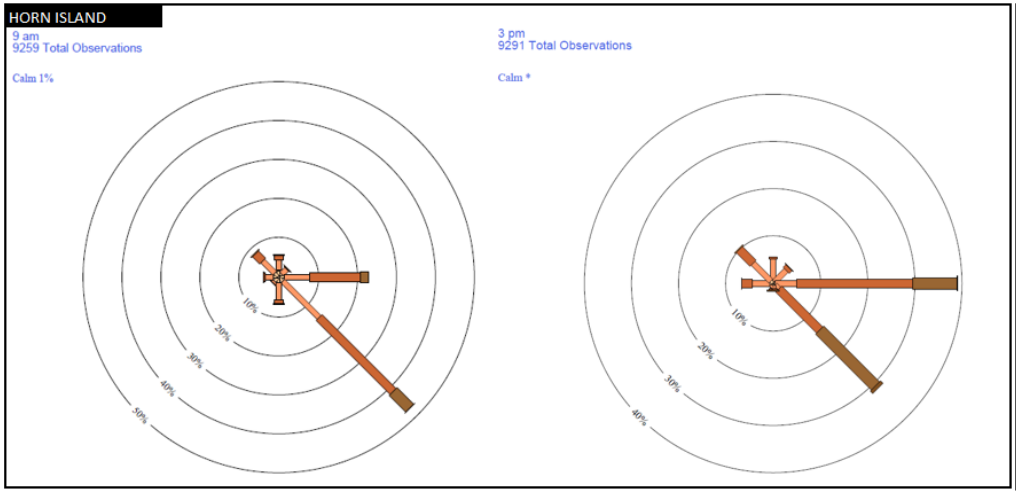
Topography	Weight	Site 1	3.60	Site 2	2.80	Site 3	4.00	Site 4	3.60	Site 5	2.48	Site 6	2.48
Grading & Earthworks	40%		3.0		1.0		4.0		3.0		1.0		2.0
Earthworks (Cut)	0%	1,071,000	1.8		2.5	810,000	5	530,000	1.3		5	554,000	4.5
Earthworks (Fill)	0%		4		4.5		2.3		5		1		2.3
Vol Material Moved	100%	1,071,000	3	3,500,000	1	810,000	4	1,000,000	3	2,900,000	1	1,700,000	2
Grade (Long / Transverse)	0%	Less than 2%	4	>2%	1	Less than 2%	4	Less than 2%	4	Less than 2%	4	Less than 2%	4
Drainage and Flooding	20%		4.0		4.0		4.0		4.0		4.0		4.0
Flood Velocity	20%		4		4		4		4	1	4		4
Flooding	50%		4		4		4		4		4		4
Tidal Flood	30%		4		4		4		4		4		4
Obstacle Limit Surface	40%		4.0		4.0		4.0		4.0		3.2		2.2
OLS - Terrain	30%		4		4		4		4		4		4
OLS - Structures	10%		4		4		4		4		2		4
OLS - Other Airspace	60%		4		4		4		4		3		1

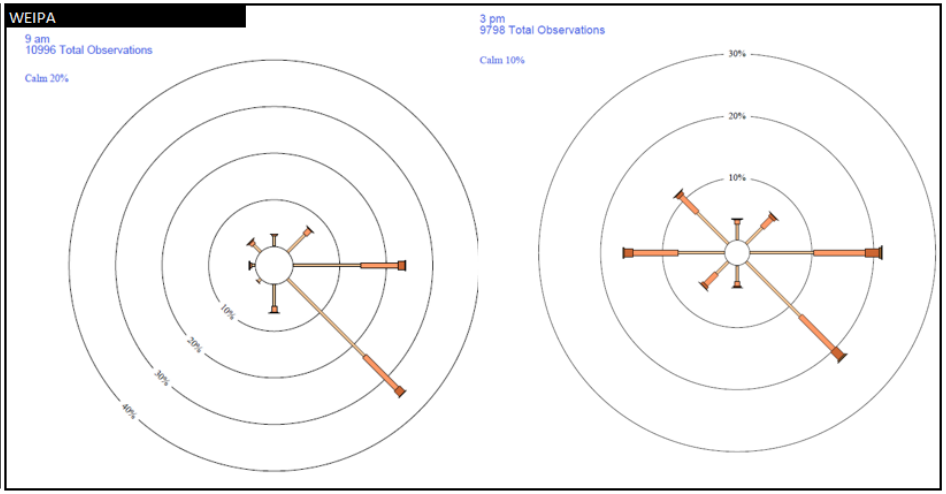
4.6. Meteorology (Criteria **F**)

Runway Orientation with respect to Wind Direction (Wind Rose)

Meteorology	Weight	Site 1		Site 2		Site 3		Site 4		Site 5		Site 6	
			3.0		3.0		3.0		3.0		5.0		5.0
RWY Alignment			3.0		3.0		3.0		3.0		5.0		5.0
RWY Orientation [°]	100%	170	3	160	3	160	3	160	3	150	5	150	5

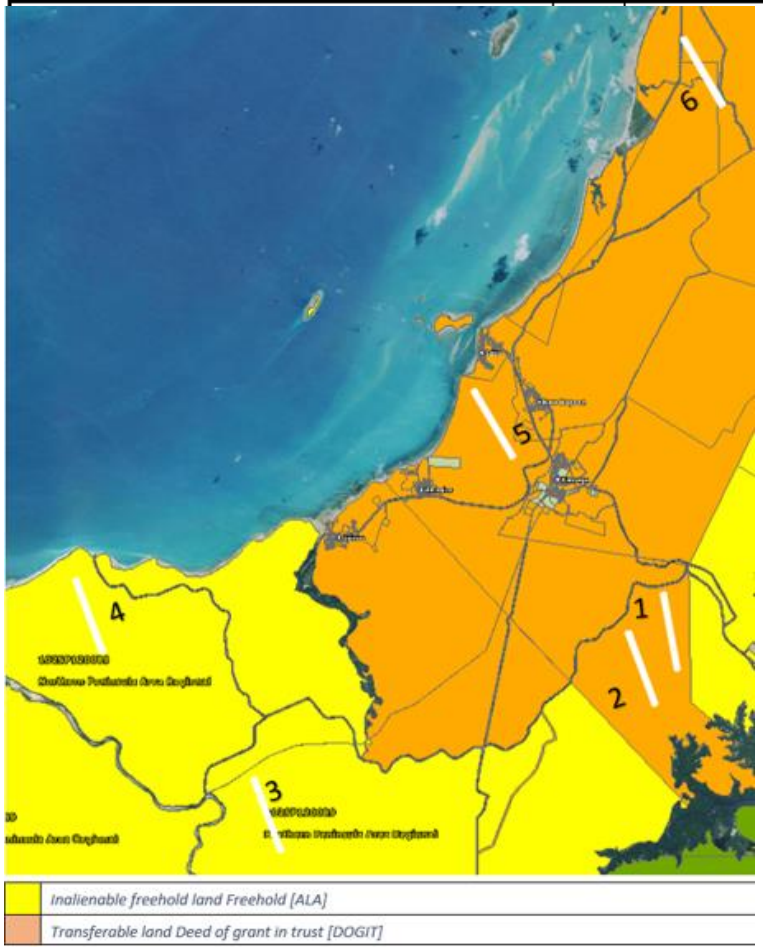






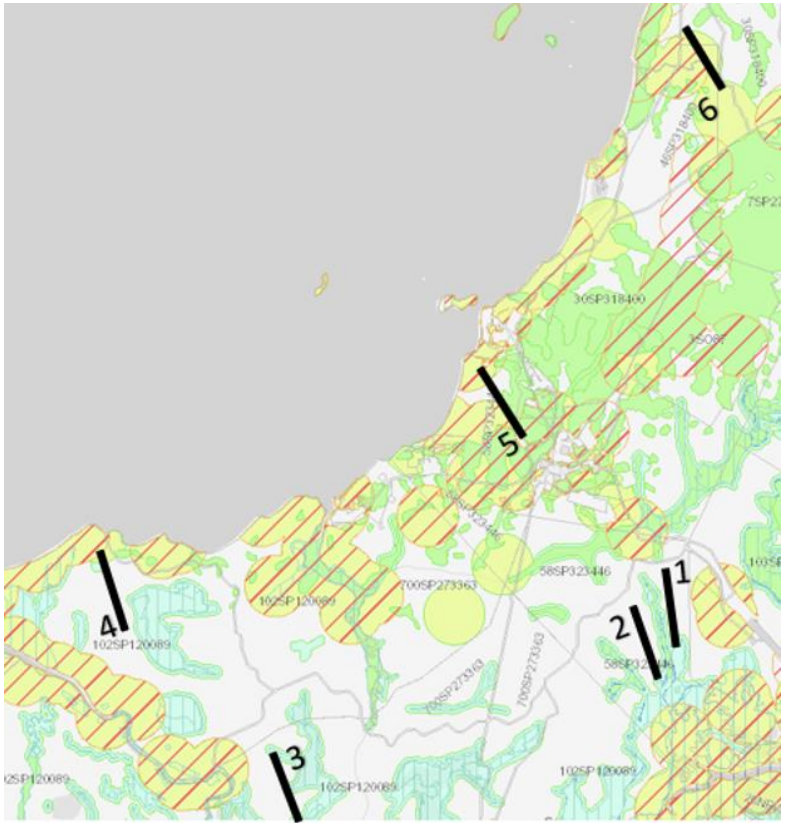
4.7. Land Tenure (Criteria G)

Land Tenure	Weight	Site 1	Site 2	Site 3	Site 4	Site 5	Site 6
		4.00	4.00	3.50	3.50	3.00	4.00
Freehold / Reserve	0%	3.0	3.0	3.0	3.0	3.0	3.0
Freehold / Reserve	100%	3	3	3	3	3	3
Approvals	100%	4.0	4.0	3.5	3.5	3.0	4.0
Transferable	50%	4	4	3	3	4	4
Multiple Land Tenure	50%	4	4	4	4	2	4



4.8. Environmental Impacts (Criteria **H**)

Environmental Impacts	Weight	Site 1	Site 2	Site 3	Site 4	Site 5	Site 6
		3.32	3.32	3.32	3.32	2.76	2.76
Run-off shadowing	40%	4.0	4.0	4.0	4.0	4.0	4.0
Impacting Veg Downstream of RWY	100%	4	4	4	4	4	4
Impact to significant species	40%	2.8	2.8	2.8	2.8	1.4	1.4
Flora	35%	4	4	4	4	2	2
Fauna	35%	4	4	4	4	2	2
SRE (Site Reliability Engineering)	30%						
(Scalable and reliable)							
Approvability	20%	3.0	3.0	3.0	3.0	3.0	3.0
	100%	3	3	3	3	3	3



4.9. Cultural Heritage (Criteria I)

Cultural Heritage	Weight	Site 1	Site 2	Site 3	Site 4	Site 5	Site 6
		4.00	4.00	4.00	4.00	4.00	4.00
Indirect impact of airstrip facility	**10%**	**4.0**	**4.0**	**4.0**	**4.0**	**4.0**	**4.0**
Noise	55%	4	4	4	4	4	4
Dust - construction	5%	4	4	4	4	4	4
Visual impact	40%	4	4	4	4	4	4
Airstrip proximity to heritage area	**20%**	**4.0**	**4.0**	**4.0**	**4.0**	**4.0**	**4.0**
Sites	25%	4	4	4	4	4	4
Tracks	15%	4	4	4	4	4	4
Archaeological	5%	4	4	4	4	4	4
Recent / Historical	15%	4	4	4	4	4	4
Highly significant/ sensitive area	40%	4	4	4	4	4	4
Indirect impact of usage - flight path	**10%**	**4.0**	**4.0**	**4.0**	**4.0**	**4.0**	**4.0**
Noise	30%	4	4	4	4	4	4
Visual	30%	4	4	4	4	4	4
exposure of sites/ country to public	40%	4	4	4	4	4	4
Flight path proximity to heritage area	**15%**	**4.0**	**4.0**	**4.0**	**4.0**	**4.0**	**4.0**
Sites	30%	4	4	4	4	4	4
Tracks	15%	4	4	4	4	4	4
Recent / Historical	15%	4	4	4	4	4	4
Highly significant/ sensitive area	40%	4	4	4	4	4	4
Surveyed	**25%**	**4.0**	**4.0**	**4.0**	**4.0**	**4.0**	**4.0**
Archaeological survey	50%	4	4	4	4	4	4
Development Envelope clearance	50%	4	4	4	4	4	4
Access to Country	**20%**	**4.0**	**4.0**	**4.0**	**4.0**	**4.0**	**4.0**
encroachment on landscape	35%	4	4	4	4	4	4
Impact on access to sites /places/ existing tracks	50%	4	4	4	4	4	4
exposure to public/ loss of privacy	15%	4	4	4	4	4	4

- The heritage assessment is an initial ‘screening’ / first pass and none of the sites are necessarily ‘precluded’ from further development.

4.10. General (Criteria J)

- Community Impact Noise - This relates to the impact of noise emanating from the Aerodrome toward the local community.
- Expandability – This relates to any restrictions and extent of these restrictions that may exist on the physical expandability of the Aerodrome and its associated operations and services.

General	Weight	Site 1	Site 2	Site 3	Site 4	Site 5	Site 6
		4.60	3.80	3.80	4.60	2.00	3.80
Community Impact Noise	80%	5.0	4.0	4.0	5.0	2.0	4.0
Proximity to Communities	100%	5	4	4	5	2	4
Expandability	20%	3.0	3.0	3.0	3.0	2.0	3.0
	100%	3	3	3	3	2	3

4.11. Summary Matrix

Consolidation of all preceding Criteria Assessments

SITE	General		Land Tenure		Distance to Main Road and Access		Distance to Bamaga		Topography						Meteorology		Environmental Impacts		Cultural Heritage	
									Grading & Earthworks		Drainage and Flooding		Obstacle Limit Surface							
1	Community Impact Noise	5.0	Freehold Land	3.0	Distance to other Centres	4.8	Distance to Bamaga	3.8	Vol Material Moved	3.0	Flood Velocity	4.0	OLS - Terrain	4.0	RWY Alignment	3.0	Run-off shadowing	4.0	Indirect impact of airstrip facility	4.0
	Expandability	3.0	Approvals	4.0	Distance to Main Road Access	4.0			Grade (Long / Transverse)	4.0	Flooding	4.0	OLS - Structures	4.0			Impact to significant species	2.8	Airstrip proximity to heritage area	4.0
											Tidal Flood	4.0	OLS - Other Airspace	4.0			Approvability	3.0	Indirect impact of usage - flight path	4.0
																			Flight path proximity to heritage area	4.0
																			Surveyed	4.0
																			Access to Country	4.0
Score		4.60		4.00		4.00		3.80		3.00		4.00		4.00		3.00		3.32		4.00
2	Community Impact Noise	4.0	Freehold Land	3.0	Distance to other Centres	4.8	Distance to Bamaga	3.1	Vol Material Moved	1.0	Flood Velocity	4.0	OLS - Terrain	4.0	RWY Alignment	3.0	Run-off shadowing	4.0	Indirect impact of airstrip facility	4.0
	Expandability	3.0	Approvals	4.0	Distance to Main Road Access	3.0			Grade (Long / Transverse)	1.0	Flooding	4.0	OLS - Structures	4.0			Impact to significant species	2.8	Airstrip proximity to heritage area	4.0
											Tidal Flood	4.0	OLS - Other Airspace	4.0			Approvability	3.0	Indirect impact of usage - flight path	4.0
																			Flight path proximity to heritage area	4.0
																			Surveyed	4.0
																			Access to Country	4.0
Score		3.80		4.00		3.00		3.10		1.00		4.00		4.00		3.00		3.32		4.00
3	Community Impact Noise	4.0	Freehold Land	3.0	Distance to other Centres	4.8	Distance to Bamaga	2.9	Vol Material Moved	4.0	Flood Velocity	4.0	OLS - Terrain	4.0	RWY Alignment	3.0	Run-off shadowing	4.0	Indirect impact of airstrip facility	4.0
	Expandability	3.0	Approvals	3.5	Distance to Main Road Access	2.0			Grade (Long / Transverse)	4.0	Flooding	4.0	OLS - Structures	4.0			Impact to significant species	2.8	Airstrip proximity to heritage area	4.0
											Tidal Flood	4.0	OLS - Other Airspace	4.0			Approvability	3.0	Indirect impact of usage - flight path	4.0
																			Flight path proximity to heritage area	4.0
																			Surveyed	4.0
																			Access to Country	4.0
Score		3.80		3.50		2.00		2.90		4.00		4.00		4.00		3.00		3.32		4.00
4	Community Impact Noise	5.0	Freehold Land	3.0	Distance to other Centres	4.0	Distance to Bamaga	2.9	Vol Material Moved	3.0	Flood Velocity	4.0	OLS - Terrain	4.0	RWY Alignment	3.0	Run-off shadowing	4.0	Indirect impact of airstrip facility	4.0
	Expandability	3.0	Approvals	3.5	Distance to Main Road Access	2.0			Grade (Long / Transverse)	4.0	Flooding	4.0	OLS - Structures	4.0			Impact to significant species	2.8	Airstrip proximity to heritage area	4.0
											Tidal Flood	4.0	OLS - Other Airspace	4.0			Approvability	3.0	Indirect impact of usage - flight path	4.0
																			Flight path proximity to heritage area	4.0
																			Surveyed	4.0
																			Access to Country	4.0
Score		4.60		3.50		2.00		2.90		3.00		4.00		4.00		3.00		3.32		4.00
5	Community Impact Noise	2.0	Freehold Land	3.0	Distance to other Centres	5.0	Distance to Bamaga	4.0	Vol Material Moved	1.0	Flood Velocity	4.0	OLS - Terrain	4.0	RWY Alignment	5.0	Run-off shadowing	4.0	Indirect impact of airstrip facility	4.0
	Expandability	2.0	Approvals	3.0	Distance to Main Road Access	4.0			Grade (Long / Transverse)	4.0	Flooding	4.0	OLS - Structures	2.0			Impact to significant species	1.4	Airstrip proximity to heritage area	4.0
											Tidal Flood	4.0	OLS - Other Airspace	3.0			Approvability	3.0	Indirect impact of usage - flight path	4.0
																			Flight path proximity to heritage area	4.0
																			Surveyed	4.0
																			Access to Country	4.0
Score		2.00		3.00		4.00		4.00		1.00		4.00		3.20		5.00		2.76		4.00
6	Community Impact Noise	4.0	Freehold Land	3.0	Distance to other Centres	5.0	Distance to Bamaga	2.9	Vol Material Moved	2.0	Flood Velocity	4.0	OLS - Terrain	4.0	RWY Alignment	5.0	Run-off shadowing	4.0	Indirect impact of airstrip facility	4.0
	Expandability	3.0	Approvals	4.0	Distance to Main Road Access	3.0			Grade (Long / Transverse)	4.0	Flooding	4.0	OLS - Structures	4.0			Impact to significant species	1.4	Airstrip proximity to heritage area	4.0
											Tidal Flood	4.0	OLS - Other Airspace	1.0			Approvability	3.0	Indirect impact of usage - flight path	4.0
																			Flight path proximity to heritage area	4.0
																			Surveyed	4.0
																			Access to Country	4.0
Score		3.80		4.00		3.00		2.90		2.00		4.00		2.20		5.00		2.76		4.00

4.12. Weighted Results

Summary of Weighted scores and Totals of Multi-Criteria Analysis.

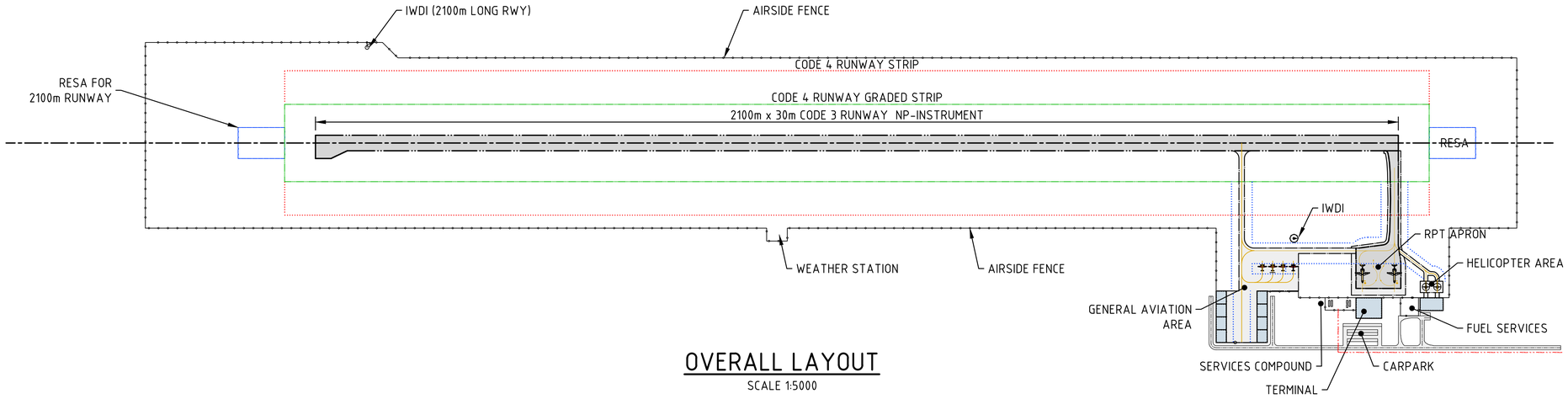
Weighted Scores

Criteria	Weight Factor	Site 1		Site 2		Site 3		Site 4		Site 5		Site 6		Risk / Mitigation
		Raw Score	Weighted Score	Raw Score	Weighted Score	Raw Score	Weighted Score	Raw Score	Weighted Score	Raw Score	Weighted Score	Raw Score	Weighted Score	
General	3	4.60	13.80	3.80	11.40	3.80	11.40	4.60	13.80	2.00	6.00	3.80	11.40	Engineer / Admin
Land Tenure	5	4.00	20.00	4.00	20.00	3.50	17.50	3.50	17.50	3.00	15.00	4.00	20.00	Critical
Distance to Main Road and Access	4	4.00	16.00	3.00	12.00	2.00	8.00	2.00	8.00	4.00	16.00	3.00	12.00	Engineering
Distance to Bamaga	3	3.80	11.40	3.10	9.30	2.90	8.70	2.90	8.70	4.00	12.00	2.90	8.70	Engineering
Grading & Earthworks	5	3.00	15.00	1.00	5.00	4.00	20.00	3.00	15.00	1.00	5.00	2.00	10.00	Engineering
Drainage and Flooding	4	4.00	16.00	4.00	16.00	4.00	16.00	4.00	16.00	4.00	16.00	4.00	16.00	Engineering
Obstacle Limit Surface	5	4.00	20.00	4.00	20.00	4.00	20.00	4.00	20.00	3.20	16.00	2.20	11.00	Compliance Critical
Meteorology	4	3.00	12.00	3.00	12.00	3.00	12.00	3.00	12.00	5.00	20.00	5.00	20.00	Compliance Critical
Environmental Impacts	5	3.32	16.60	3.32	16.60	3.32	16.60	3.32	16.60	2.76	13.80	2.76	13.80	Engineering
Cultural Heritage	5	4.00	20.00	4.00	20.00	4.00	20.00	4.00	20.00	4.00	20.00	4.00	20.00	Critical
SCORE			160.80		142.30		150.20		147.60		139.80		142.90	

5. Discussion of MCA Results

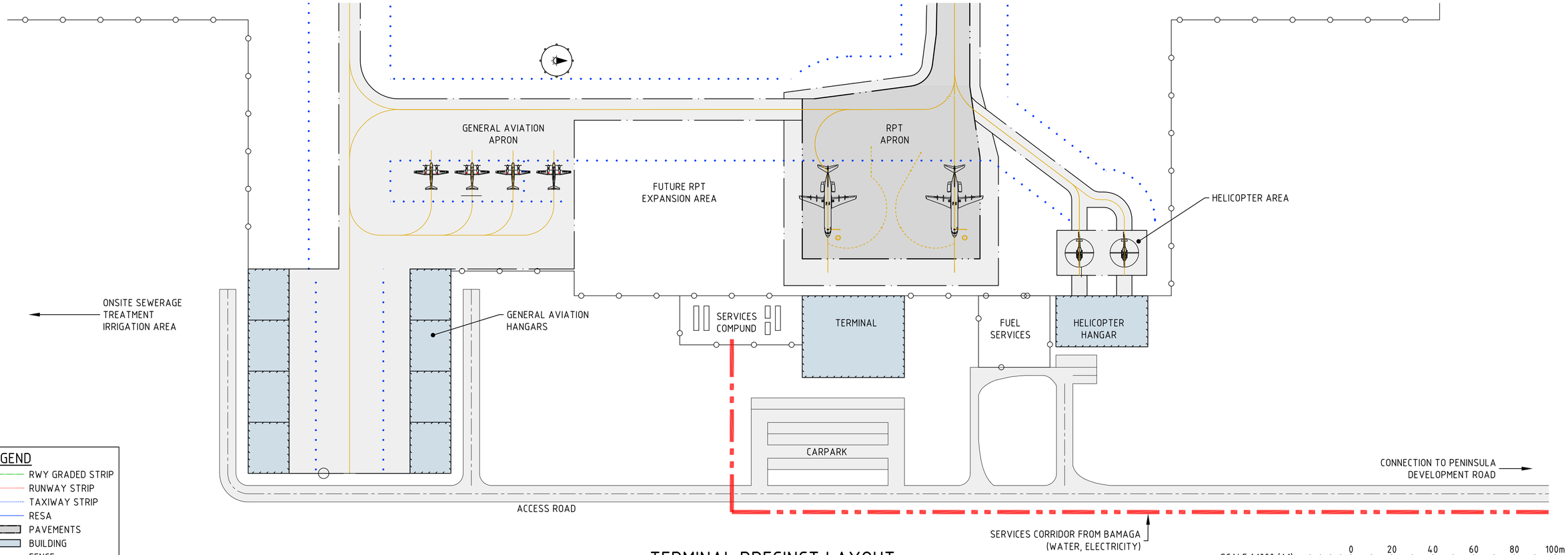
General observations:

- Site 2 & 5 - The earth works required to achieve compliant runway grading with the terrain at site 2 and site 5 is excessive (3.5 and 2.9 million cubes respectfully)
- Site 2, 3, 4 & 6 – Distance and access potentially presents challenges to the cost and construction of roads to and from the Aerodromes
- Site 5 – Proximity to developed area presents likelihood of noise and disturbance to local community as well as limits future expansion of the Aerodrome
- Site 1 appears to be the most suitable site for an Aerodrome
- Note that some criteria could pose significant compliance issues, approvals or costs, enough to eliminate the site regardless of the overall score



OVERALL LAYOUT

SCALE 1:5000



TERMINAL PRECINCT LAYOUT

SCALE 1:1000

SCALE 1:1000 (A1) 0 20 40 60 80 100m (20 10)

SCALE 1:5000 (A1) 0 100 200 300 400 500m (100 50)

REV	DESCRIPTION	DATE	DESIGN	VERIFIED	APPROVED
B	REVISED LAYOUT FOR ULTIMAT SCOPE	08.03.2022	APC	PJO	
A	ORIGINAL ISSUE				

CLIENT: NORTHERN PENINSULA AREA REGIONAL COUNCIL

PROJECT: BAMAGA AIRPORT RELOCATION PROJECT

.. ..

DRAWN	APC	06.12.2021
DRAFTING CHECK	PJO	06.12.2021
DESIGNED	APC	06.12.2021
DESIGN CHECK	KRF	06.12.2021
VERIFIED	KRF	06.12.2021
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GENERAL
GENERIC AIRFIELD LAYOUT

DRAWING SCALE	GRID	ORIG. SIZE	DRAWING No.	REVISION
1:5000, 1:1000	MGA-Z54	A1	E21051-01-YNPE-DRG-0006	B
	DATUM AHD			

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GULF OF CARPENTERIA

NEW MAPOON

UMAGICO

BAMAGA

NORTHERN PENINSULA AREA REGIONAL COUNCIL BOUNDARY

AIRPORT RD (ASSUMED NO WORKS)

AIRPORT RD

SERVICES CORRIDOR ALONG AIRPORT RD & PENINSULA DEVELOPMENT RD

- POWER SUPPLY 5500m (ERGON CONTRIBUTION 50%)
- WATER SUPPLY ASSUMED AVAILABLE ALONG AIRPORT DRIVE. EXTENDED INTO AIRPORT SITE (1100m)
- COMMUNICATION CABLING NOT ALLOWED FOR (3G/4G/5G ASSUMED, OR CABLE SUPPLIED BY CARRIER)

UPGRADE EXISTING PENINSULA DEVELOPMENT RD (550m)

PENINSULA DEVELOPMENT RD

EXISTING NORTHERN PENINSULA AIRPORT

JACKY JACKY CREEK

AIRPORT RD (ASSUMED NO WORKS)

SERVICES CORRIDOR FROM BAMAGA

UPGRADE EXISTING PENINSULA DEVELOPMENT RD (550m)

ACCESS INTO SITE

ALLOWANCE FOR FUEL FACILITY (POTENTIALLY PROVIDED BY SUPPLIER)

TERMINAL (ALLOWANCE FOR REGIONAL BASIC STYLE AND BASIC FITOUT. EXCLUDES SECURITY AND BAGGAGE FACILITIES)

ONSITE SEWERAGE TREATMENT & IRRIGATION (SUITABLE FOR ULTIMATE DEVELOPMENT CAPACITY)

FULL PERIMETER SECURITY FENCE

INSET
SCALE 1:10,000

PLAN
SCALE 1:25,000

LEGEND

NORTHERN PENINSULA AREA REGIONAL COUNCIL BOUNDARY

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A	ORIGINAL ISSUE	08.03.2022	apc	pjo	kf

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NORTHERN PENINSULA AREA REGIONAL COUNCIL

PROJECT
BAMAGA AIRPORT RELOCATION PROJECT

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DRAFTING CHECK	PJO	08.03.2022
DESIGNED	APC	08.03.2022
DESIGN CHECK	KRF	08.03.2022
VERIFIED	KRF	08.03.2022
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FOR INFORMATION

SITE 1
COST ESTIMATE SUPPORT PLAN

DRAWING SCALE	GRID	ORIG. SIZE	DRAWING No.	REVISION
1:25,000	MGA-Z54	A1	E21051-01-YNPE-DRG-0009	A
	DATUM AHD			

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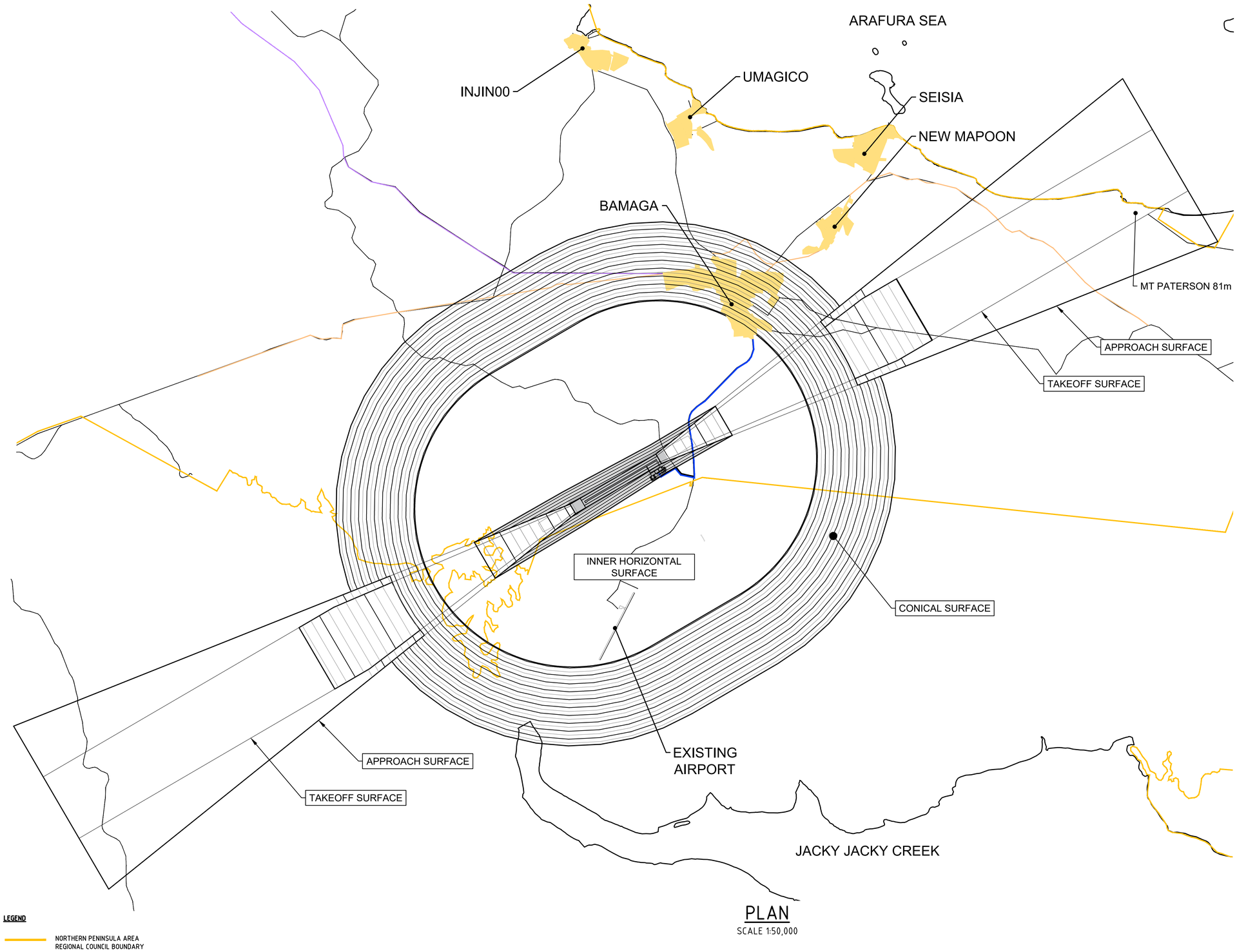

PLAN
SCALE 1:50,000

LEGEND

NORTHERN PENINSULA AREA REGIONAL COUNCIL BOUNDARY

Code 4 Instrument Non-Precision	
OLS & Dimension	**Measurement**
CONICAL SURFACE	
Slope	5%
Height (m)	100
INNER HORIZONTAL SURFACE	
Elevation (m) RED+45m	88.5
Radius (m)	4000
APPROACH SURFACE	
Length of inner edge	280^
Distance from threshold (m)	60
Divergence each side	15%
First Section length (m)	3000
Slope	2%
Second section length (m)	3600
Slope	2.5%
Horizontal section length (m)	8400
Total Length	15000
TRANSITIONAL SURFACE	
Slope	14.3%
TAKE-OFF CLIMB SURFACE	
Length of inner edge (m)	180
Distance of inner edge from runway edge (m)	60
Rate of divergence (each side)	12.5%
Final Width (m)	1800
Overall length (m)	15000
Slope (m)	2%

Reference Elevation Datum (m)	43.5

Threshold RL (AHD)	
RWY 17 Threshold RL	50.28
RWY 35 Threshold RL	36.95

NOTES:

1. ALL DIMENSIONS AND DISTANCES ARE IN METRES, UNLESS OTHERWISE STATED.
2. ELEVATION DATUM - AHD.
3. OLS SURFACES IN ACCORDANCE WITH MOS PART 139 / ICAO Annex 14.

REV	DESCRIPTION	DATE	DESIGN	VERIFIED	APPROVED
A	ORIGINAL ISSUE	08.03.2022	APC	PJO	

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SITE 1
OBSTACLE LIMITATION SURFACE (OLS)

DRAWING SCALE	GRID	ORIG. SIZE	DRAWING No.	REVISION
1:50,000	MGA-Z54	A1	E21051-01-YNPE-DRG-0010	A
	DATUM AHD			

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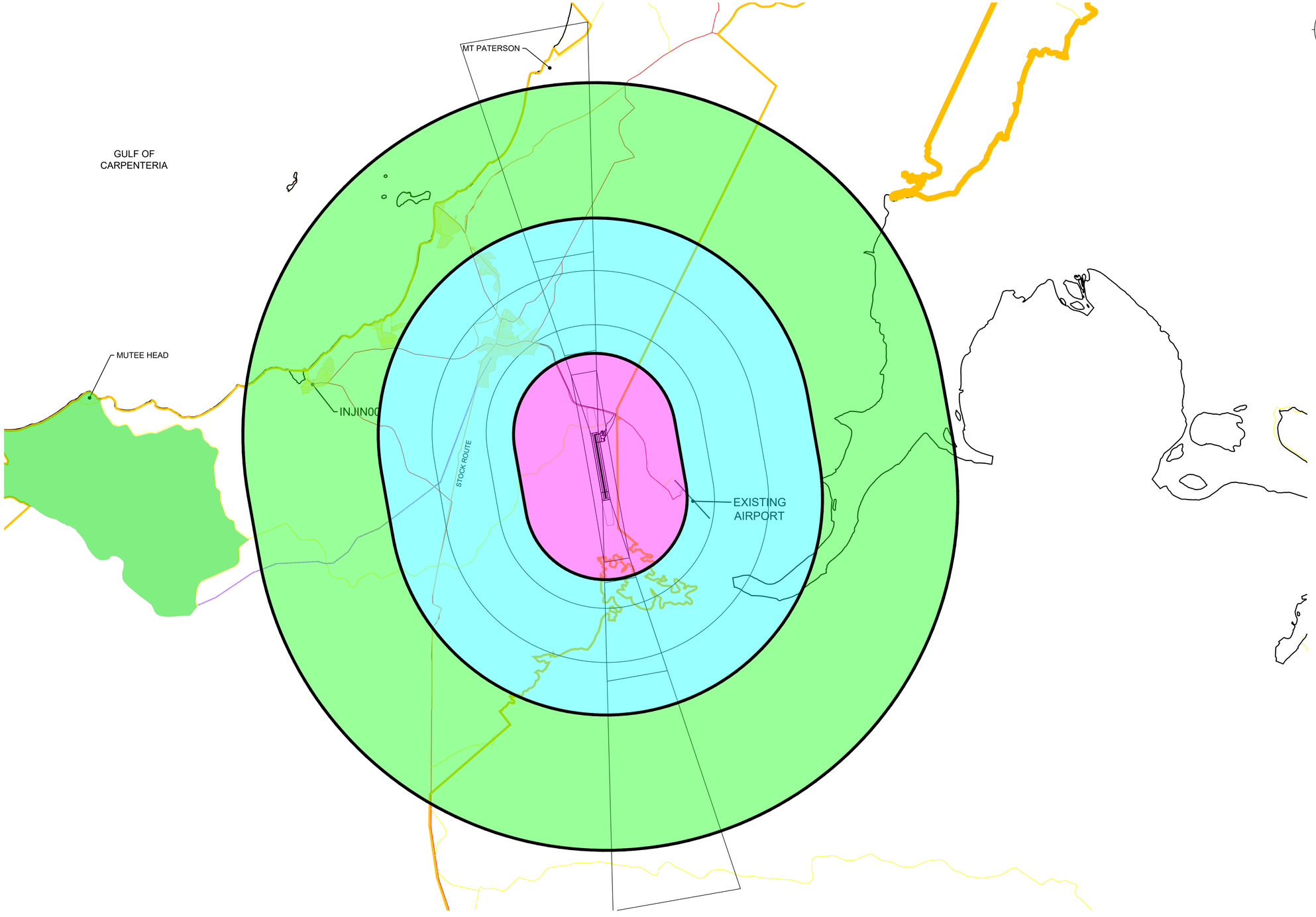

AIRPORT BUFFER ZONES

- 3km ZONE
- 8km ZONE
- 13km ZONE

LEGEND

- NORTHERN PENINSULA AREA REGIONAL COUNCIL BOUNDARY

PLAN

SCALE 1:75,000

REV	DESCRIPTION	DATE	DESIGN	VERIFIED	APPROVED
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NEW MAPOOON
BAMAGA
UMAGICO
INJINOO
NPARC
NORTHERN PENINSULA AREA REGIONAL COUNCIL

CLIENT
NORTHERN PENINSULA AREA REGIONAL COUNCIL

PROJECT
BAMAGA AIRPORT RELOCATION PROJECT

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AVIATION PROJECTS

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DESIGNED	APC	08.03.2022
DESIGN CHECK	KRF	08.03.2022
VERIFIED	KRF	08.03.2022
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SITE 1
WILDLIFE BUFFER ZONES

DRAWING SCALE	GRID	ORIG. SIZE	DRAWING No.	REVISION
1:75,000	MGA-Z54	A1	E21051-01-YNPE-DRG-0011	A
	DATUM AHD			

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LEGEND DESCRIPTION

MAXIMUM INTENSITY OF LIGHT SOURCES
MEASURED AT 3° ABOVE THE HORIZONTAL

ZONE A	0 cd	600m WIDE 1000m FROM RWY STRIP
ZONE B	50 cd	900m WIDE 2000m FROM RWY STRIP
ZONE C	150 cd	1200m WIDE 3000m FROM RWY STRIP
ZONE D	450 cd	1500m WIDE 4500m FROM RWY STRIP

MAXIMUM INTENSITY OF ZERO CANDELLA
ABOVE THE HORIZONTAL
(Refer Airport Developmental Guidelines)

GENERAL LIGHT CONTROL ZONE
(6km RADIUS)

REFER CASA MOS 139 SECTION 9.21
LIGHTING IN THE VICINITY OF AERODROMES.

LEGEND

NORTHERN PENINSULA AREA
REGIONAL COUNCIL BOUNDARY

PLAN
SCALE 1:30,000

REV	DESCRIPTION	DATE	DESIGN	VERIFIED	APPROVED
A	ORIGINAL ISSUE				

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DESIGNED	APC	08.03.2022
DESIGN CHECK	KRF	08.03.2022
VERIFIED	KRF	08.03.2022
APPROVED		

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FOR INFORMATION

SITE 1
LIGHT INTENSITY ZONES

DRAWING SCALE	GRID	ORIG. SIZE	DRAWING No.	REVISION
1:30,000	MGA-Z54 DATUM AHD	A1	E21051-01-YNPE-DRG-0012	A

DATE: Tuesday, 18 September 2018 9:49:37 AM BY: AARON COGHILL FILE: D:\E21051 NPA\01\E21051-01-YNPE-DRG-0012-A SITE1 LIGHTZONES.DWG

TECHNICAL MEMORANDUM

To	Gus Yates (Northern Peninsula Area Regional Council			**Date**	29.01.2022
From	Peter Owen	**Position**	Design Manager	**Project No**	E21051-01
Review	Phil Bell	**Position**	Director/RPEQ	**Revision**	A
Project	*Northern Peninsula Airport*				
Subject	Proposed & Existing Airport Cost Estimates				

1 Introduction

This memorandum is in support to the options for siting of a new aerodrome in the Northern Peninsula Area Council (NPAC), Queensland. It is further to the Aerodrome Siting Pre-Feasibility Study Report and outlines expected costs for:

- New airport construction
- Maintenance and ongoing costs for the existing airport
- The new aerodrome Pre-Feasibility Study evaluated multiple sites through a multi-criteria analysis and siting evaluation. Following client review of the study it was requested to provide a cost estimate for ***Site No.1*** as defined in the study and as shown below.

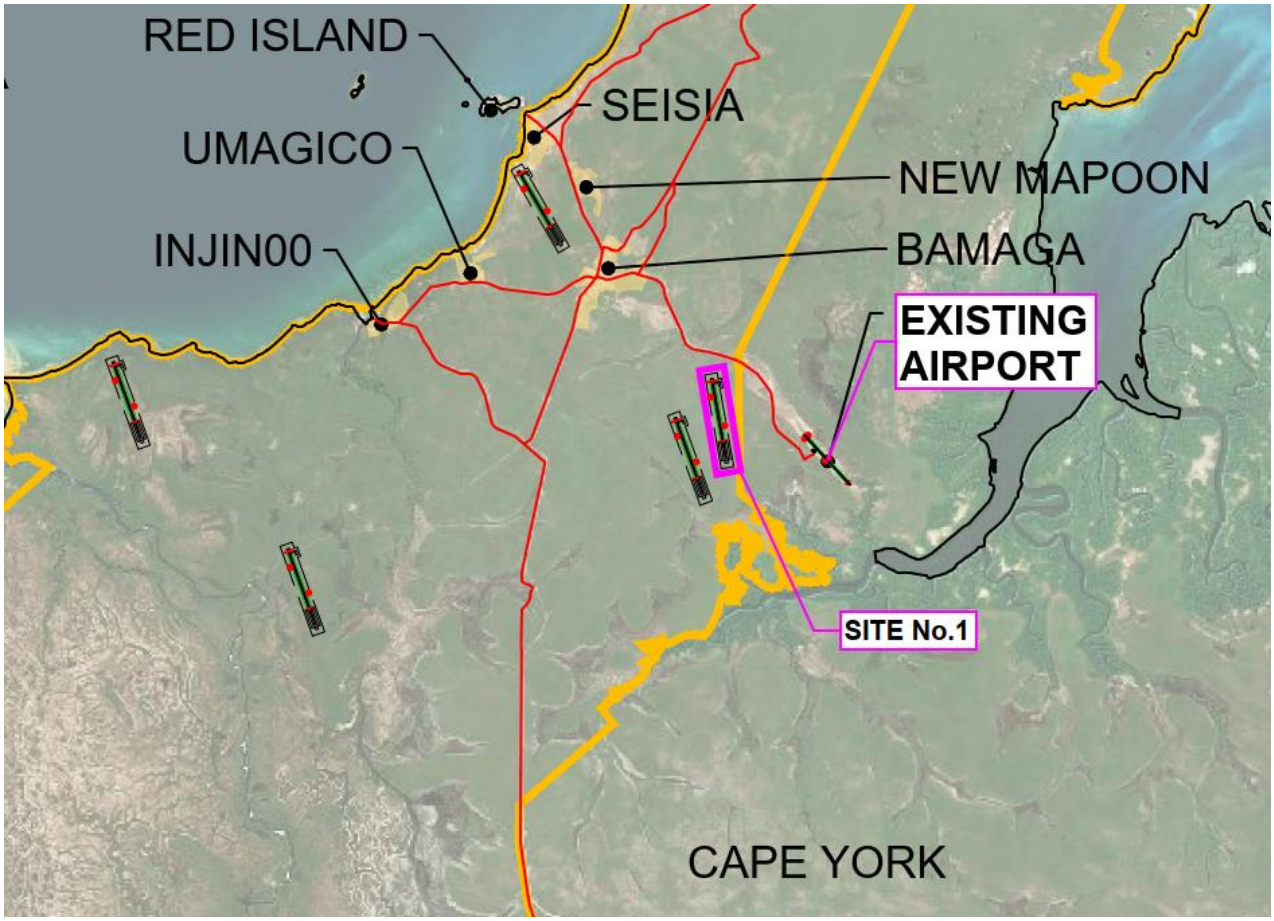

Figure 1 Site Locations

2 New Airport Cost Estimate

The new airport location cost level summary is shown below. It is important to note the assumptions and exclusions on a high-level estimate of this nature. Contingency rates have also been applied to reflect the level of data available at the time of the estimate.

Opinion of Cost Summary

Northern Penninsula Airport

New Airfield Site

ACG Project No. *E21051-01*

Location: Northern Penninsula Area Regional Council

Date: 10/03/2022

Prepared by: PJO/KF/AC

Reference Drgs: E21051-01-YNPE-DRG-0006(B)
E21051-01-YNPE-DRG-0009(A)

Reviewed by: PJO/PB

(A)	**CONSTRUCTED WORKS**				**TOTAL COST**
1	Preliminaries			$	3,754,000
2	Earthworks			$	12,937,000
3	Pavements	*Pavements Airfield*			
		3a	Code C High Strength	$	11,441,000
		3b	GA, Heli, Code C L/S	$	3,998,000
		Pavements Roadways			
		3c	New Road	$	1,098,000
		3d	Car Parking	$	188,000
4	Line Marking			$	100,000
5	Stormwater			$	275,000
6	Refuelling	6a	Refuelling Facilities (or Vehicle)	$	500,000
7	Services	*Services*			
		7a	Water	$	272,000
		7b	Telecommunications		*Excluded*
		7c	Sewerage	$	300,000
		7d	Electrical Supply	$	835,000
8	Buildings	(a)	Terminal and Hangars	$	3,293,750
9	Aeronautical Ground Lighting	(a)	Ground Lighting (AGL, IWDI)	$	649,000
		(b)	High Mast Lighting	$	150,000
		(c)	PAPI	$	100,000
10	Weather Station	(a)	AWS	$	580,000
		TOTAL SECTION (A):		**$**	**40,470,750**

(B)	**Investigation and Consultancy Fees**			
1	Consultants (Engineering/Planning)		$	1,011,769
2	Geotech		$	150,000
3	Survey		$	75,000
		TOTAL SECTION (B):	**$**	**1,236,769**

(C)	**Contingencies**			
	Contingency for Pre-Design level of detail	*50%*	**$**	**20,235,375**
	Contingency range for Remote Site (lower)	*20%*	**$**	**8,094,150**
	Contingency range for Remote Site (higher)	*40%*	**$**	**16,188,300**
	Total Estimated Cost (lower range):		**$**	**70,037,044**
	Total Estimated Cost (upper range):		**$**	**78,131,194**

To assist in understanding the estimate quantities and allowances, refer to ACG drawing EE21051-01-YNPE-DRG-0006 and 0009.

Further to the cost estimate, listed below are notes and disclaimer items that should be noted and understood.

	Preliminary Estimate of Costs - Disclaimer
1.	This document is produced by Airport Consultancy Group Pty Ltd (ACG) solely for the benefit of and use by the client in accordance with the terms of the contract. ACG does not and shall not assume any responsibility or liability whatsoever to any third party arising out of any use or reliance by any third party on the content of this document.
2.	This estimate is based on attached Sketch / Dwg No as described above.
3.	It is understood that this indicative Opinion of Cost is preliminary in nature and it should be reviewed with further liaison or responsibility for interpretations or use of the information. It should also be noted that the estimate may be affected by a number of factors outside the control of Airport Consultancy Group Australia Pty Ltd and we cannot warrant the accuracy of the information provided and recommend a further review of the information contained herein be undertaken by the client prior to use.
4.	This Opinion of Cost is to be read in conjunction with any supplied covering letter, email, drawings/sketches, etc.
5.	This assessment has been based on the information available at this time.
6.	This Opinion of Cost is intended for development costing planning only and excludes items such as, but not limited to, Acquisition Costs, Holding Charges, Legal Costs, Survey Fees, Selling Costs etc.
7.	There are risks associated with preparing and using estimates prepared at such a preliminary stage of a development. Airport Consultancy Group Australia Pty Ltd will not be responsible for any decisions made based on the preliminary information provided.
8.	This Opinion of Cost is based on typical construction rates. Contingency allowances should be noted by the client and if not listed, further allowances should be made for escalation with time.
	Preliminary Estimate Notes
1.	Quantities and hence, costs, are based on an assumed extent of works.
2.	Pavement depths are estimated from an assumed CBR value.
3.	New roads assumed at 8m wide with no channelisation and swales with free draining outlets.
4.	No allowances for protection, relocation, or upgrading of existing services.
5.	Electrical costs assume suitable power supply connection is available.

3 Existing Airport

3.1 Existing Airport Information

The Northern Peninsula Airport is also known as Bamaga Airport and is owned by the Northern Peninsula Area Regional Council. It is located South East of the Bamaga community in the Torres Shire. The runway is a 30m wide and currently about 1595m in length. This section discusses options for ongoing maintenance to the existing airport pavements to be able to operate for approx. another 10 years whilst NPAC plans and budgets for a new airport to be constructed in a preferred location.

Figure 2 Northern Peninsula Airport Runway Ends

3.2 Condition of Existing Pavements

3.2.1 Pavement Condition Survey

To provide site specific cost effective treatment options for the runway and apron pavements, it is imperative that the existing condition of the pavements be identified by conducting a condition survey. The scope of the investigation would include the collection of pavement surface condition to identify the different types of pavement distress. The condition survey shall be carried out in accordance with the guideline provided in the following documents:

- Paver Distress Identification Manual, Asphalt Surfaced Airfields, US Army Corps of Engineers, ERDC-CERL, June 2009, and
- Standard Test Method for Airport Pavement Condition Index Surveys, Designation: D5340 – 12 (Reapproved 2018), ASTM International, 100 Barr Harbor Drive, PO Box C700, West Conshohocken, PA 19428-2959, USA.

The Runway shall be divided into 128 sections for the purpose of the pavement condition survey. The dimension of the pavement section shall be 15m width by 25m in length on both sides of the centre line. Pavement distress collected during the survey and the severity level of each type of distress should be reported for all the pavement sections in the runway and apron.

3.2.2 The Concept of PCI

Pavement Condition indexes (PCI) can be developed based on the aggregation of several distress types. The PCI provides a measurement of the overall condition of the pavement. Experience from World Bank funded projects has shown that if maintenance is not carried out at the early stage of the pavement life (around PCI >60), the maintenance cost can be four or five times more when the condition had dropped significantly at the later part of the pavement life (PCI <25) (see Figure 1).

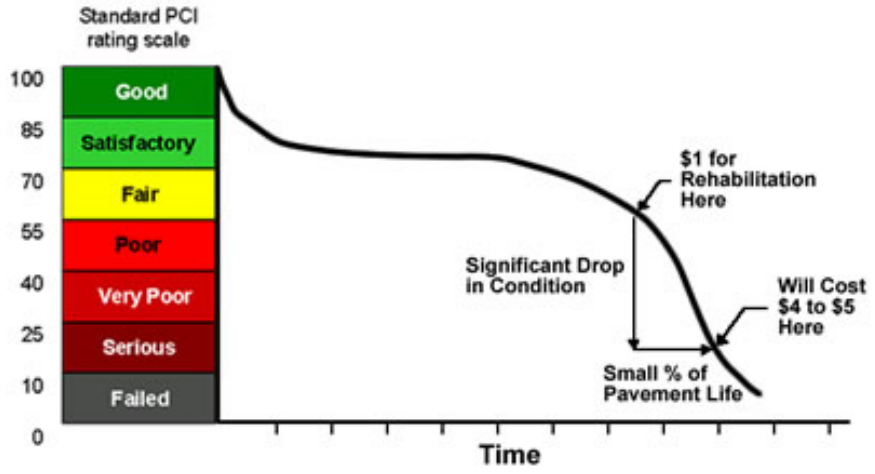

Figure 3 Implication of delay in maintenance and the escalating cost (PAVER, 2021)

3.3 Geotechnical Investigation

If previous geotechnical information of the aerodrome is not available, a geotechnical investigation is required to obtain the following data for developing the suitable pavement maintenance treatment options:

- Existing pavement thickness,
- The type and condition of the existing base layer, and
- The subgrade CBR and the ground water table.

3.4 Potential Maintenance Treatments

The areas with pavement defects shall be identified by the Pavement Condition Survey as specified in Section 2. Pending the results of the Pavement Condition Survey and Geotechnical Investigation, the potential maintenance treatments for reinstatement of the pavement defect areas are as follows:

Table 1 Potential Maintenance Treatment Option

	Option 1A – Treatment of Base	Option 1B – Treatment of Base & Subbase
Base	Excavating the pavement defect area to the depth of 200mm of the existing base layer.	Excavating the pavement defect area to the depth of 200mm of the existing base layer.
Subbase	Inspect the existing subbase layer and to proceed with compaction if the subbase is not found to be saturated and in poor condition.	Inspect the existing subbase layer and if the subbase is observed to be saturated and loose condition, the subbase material will need to be replaced to a depth of 150mm with a Plant mixed Cement Modified Type 2.1 material (UCS 0.75 MPa at 28 day).
Plant mixed Cement Modified Type 2.1 base material	Placing of 200 mm (Plant mixed) Cement Modified Type 2.1 base (UCS 0.75 MPa at 28 day) material on the compacted subbase layer.	Placing 200 mm (Plant mixed) Cement Modified Type 2.1 (UCS 0.75 MPa at 28 day) material on the newly laid 150 mm Cement Modified Type 2.1 subbase layer (UCS 0.75 MPa at 28 day).
Double/Double Spray Seal	Prime and applying a 2 coat Spray Seal (14mm/7mm) as surfacing layer.	Prime and applying a 2 coat Spray Seal (14mm/7mm) as surfacing layer.

Note:

Technical specifications (Cement Modified base, Subbase, Sprayed Seal and Prime Coat) for the maintenance reinstatement options are required and shall be prepared prior to any maintenance work. The followings are the general notes pertaining to the maintenance treatment:

- Care must be exercised to ensure that the finished level of the reinstated pavement must be the same as the surrounding finished level.
- Allow for sufficient width outside the edge of the depression area to be included in the reinstatement. This is because the repair area will need to extend beyond the limit of the visible distress in order to get to sound material. ACG suggests a minimum width of approximately 300 mm extending from the edge of the depression area. The actual width and dimension of the repair area shall be determined on site.
- Pending the inspection of the existing subbase layer material, the depth of replacement shall be confirmed at site and the appropriate treatment (Option 1A or 1B) can be applied.

4 Cost Estimate for maintenance to existing site

A high level estimate based on typical industry procedures is below, however site investigations will assist in confirming priorities and extents for maintenance activities.

It is important to note the limitations of the above estimate of costs. Typical factors that would affect the costs are:

- Outcome of investigations
- Remote area logistics and availability of materials and labour
- Frequency of weather events and impact on pavements
- Changes in aircraft types

Item	Timeframe	Estimate of Cost
Field Investigations, Inspections and PCI Reporting	2022	$100K
Outcome from investigations/Routine Maintenance Treatments	2022/2023	$1.4M
Annual Routine Maintenance	2023 - 2027	$900K
Planned Maintenance - Base repair and preparation - Reseal	2027 / 2028	$4M
Annual Routine Maintenance	2028 - 2032	$1MK
Total		$7.4M

NORTHERN PENINSULA AIRPORT

Business Plan

DATE: 12 April 2022

Document Control

Document Title:	Business Plan
Reference:	ABM-01
Prepared by:	D Mellish
Reviewed by:	S Hales, E Duly
Released by:	S Hales

Revision History:

Version	Description	Transmitted	Reviewed By	Date
0.1	First Draft	12/04/22		
0.2	Second Draft			

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Table of Contents

List of Tables

List of Figures

Executive Summary

Northern Peninsula Airport (NPA) is an essential piece of economic and social infrastructure serving the communities of Northern Peninsula Area Regional Council (NPARC).

Opportunities to grow the viability of businesses and services at NPA are constrained by current infrastructure, as such, NPARC has indicated an interest in exploring the possibility of acquiring a new airport.

In the meantime, NPARC must continue to operate a safe, compliant and fit for purpose airport which supports essential services for the region's communities.

Council can improve the financial performance of the existing airport business by:

1. Optimising performance of the fuel business, and
2. Supporting the sustainable development of airline services.

The process to acquire a new airport is long and challenging. It starts with defining the needs, aligning the concept with policy outcomes, identifying key stakeholders, and developing a high level pre-feasibility study. This work can be leveraged to identify and pursue funding to support the development of a detailed business case and concept development, which, upon completion can then be used to advocate for and acquire funding for the design and construction of a new airport.

Policy alignment and key stakeholder engagement will be critical throughout the process.

A new airport for NPARC communities could unlock key economic opportunities, and position NPARC as a service centre for the broader Northern Peninsula and Torres Strait regions. This can improve regional resilience to both climate change and seasonal weather impacts and deliver real benefits for remote communities.

1. Overview

1.1 Purpose and Scope

Northern Peninsula Area Regional Council (NPARC) requested the development of an Airport Master Plan and supporting Business Plan, to understand and articulate current and future demand for the Northern Peninsula Airport (NPA) and provide flexibility to facilitate business opportunities within the NPARC local government area (LGA).

The Business Plan will support the Master Plan's proposed implementation plan, which together will provide strategic direction for the NPA, in terms of future infrastructure development, land use and cost recovery, balanced against the economic and social requirements and aspirations of NPARC communities.

During the development of the Master Plan it was identified that the current airport site is significantly constrained. Recommendations were made to NPARC to pursue the development of another airport site.

This Business Plan provides guidance on improving the financial performance of the current Northern Peninsula Airport in the short and medium term, as well as some advice on progressing the concept of a new airport to better meet the needs of Northern Peninsula communities.

1.2 Methodology

Economic and industry research underpins this plan, which considers the current state, and future environment of Northern Peninsula Airport. Client provided operational and financial data has also been assessed, and where possible or applicable, benchmarked to appropriate comparable airports.

The Business Plan has been developed in response to an understanding of market needs, change and the airport and region's capabilities. Consideration has also been given to the findings of stakeholder engagement activities conducted elsewhere by Aviation Projects as part of its Airport Master Plan.

Additional research around funding and potential commercial opportunities for a new airport has also been provided.

Northern Peninsula region

The Northern Peninsula region is located at the northern most tip of Queensland, 939 km by road north-north-west of Cairns, and 1,273 km east of Darwin, per Figure 1. It is an approximate 2-hour flight distance from both locations, with flights currently operating to/from Cairns and to/from Horn Island via Bamaga.

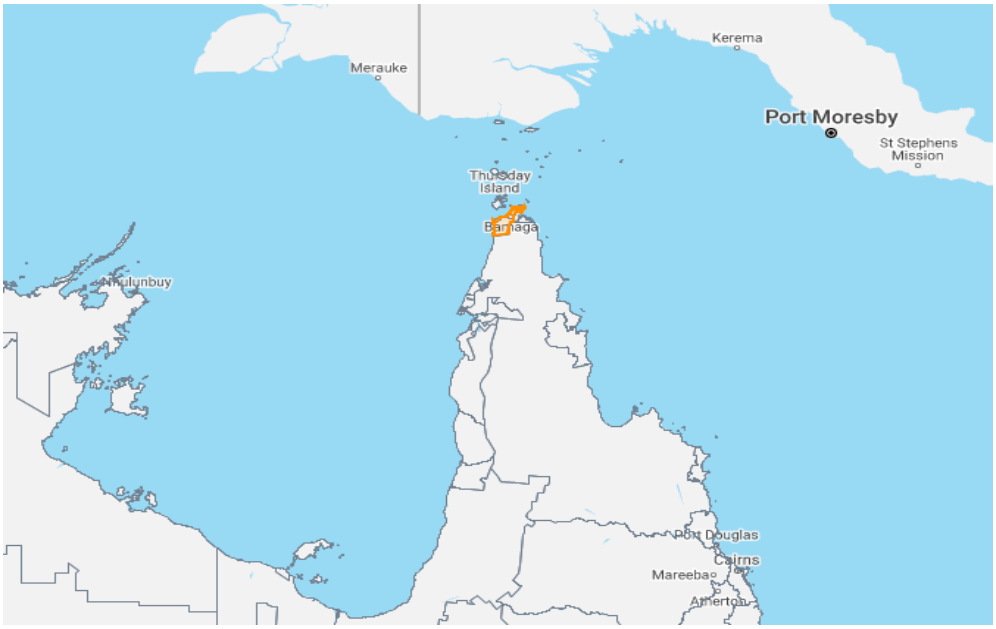


Figure 1: Location of Northern Peninsula Area Regional Council

Two Local Governments administrate the general Northern Peninsula region, Northern Peninsula Area Regional Council (NPARC) and Torres Shire Council (TSC).

The NPARC local government area (LGA) has a total land area of 1,052km^2, and an estimated population of 3,200, with 94% of these born in Australia (Queensland Treasury, 2021). Responsibility for the management of Northern Peninsula Airport (NPA) rests with NPARC.

The median age of 23.9 years is significantly lower than the state average of 37.8 years, with more than 35% of the population aged under 15 years, as seen in Figure 2 (Queensland Treasury, 2021)

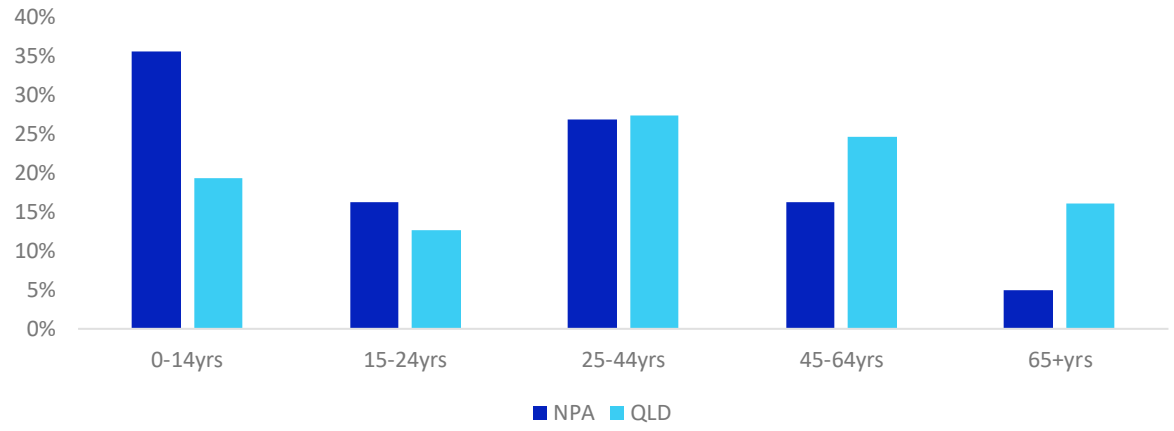


Figure 2: Resident population by age (2020)

Over 80% of residents speak a language other than English at home, with the vast majority of these being Australian Indigenous Languages. The most common ancestries are Torres Strait Islander (48%) and Australian Aboriginal (32%) (ABS, 2016).

1.3 Economy

The median total personal income for people in the NPARC LGA is $468 per week, which compares to the Queensland average of $660 per week (ABS, 2016). Total family income median is $55k per annum, compared to Queensland's $86k, with more than 25% of families having total income family income of less than $33,800 per annum (Queensland: 9%) per Figure 3 (ABS, 2016).

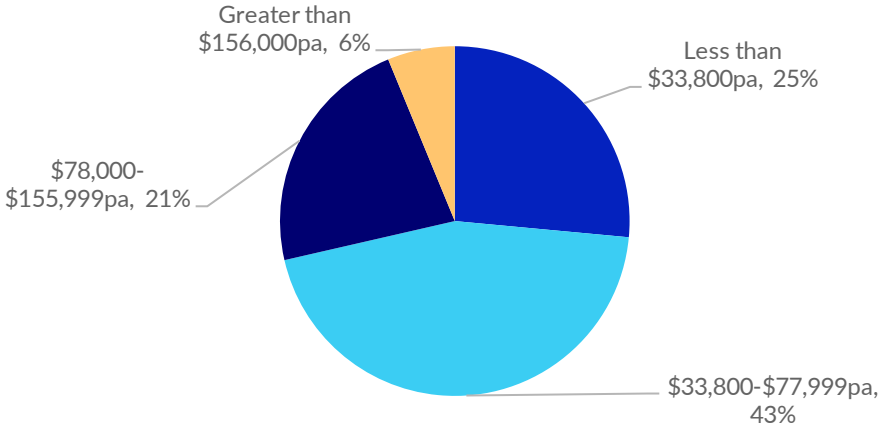


Figure 3: Total Family Income 2016

Over the past 4 years, the unemployment rate has ranged from 16% to almost 26%, and is currently at 23.3%, compared to Queensland's rate of 6.8% as of June 2021. This can be seen in Figure 4 (National Skills Commission, 2021).

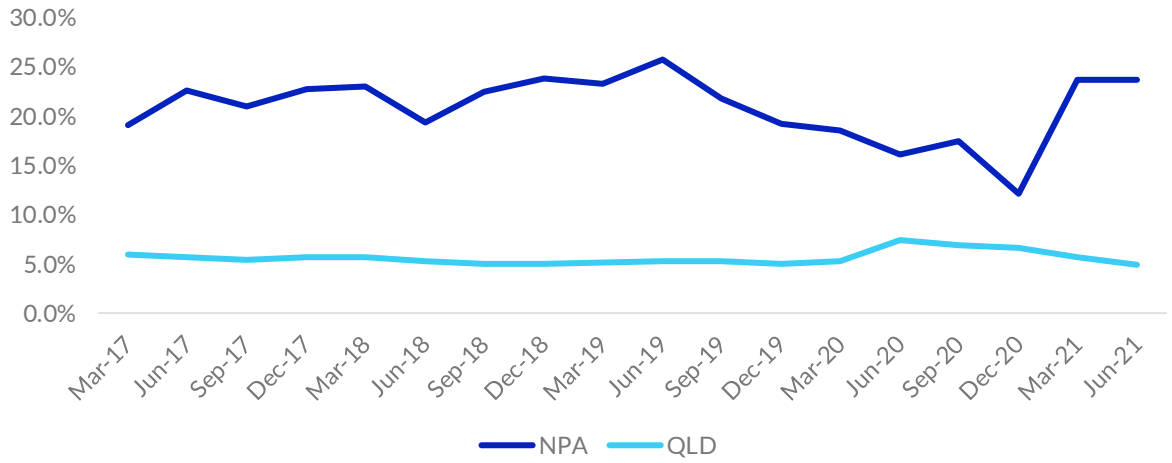


Figure 4: Unemployment rate - NPARC and QLD

The NPARC LGA supports 804 jobs across 52 businesses. The main employment sectors are Public Administration and Health Care & Social Assistance, with Figure 5 (Queensland Treasury, 2021) showing the top five employment sectors in terms of job numbers.

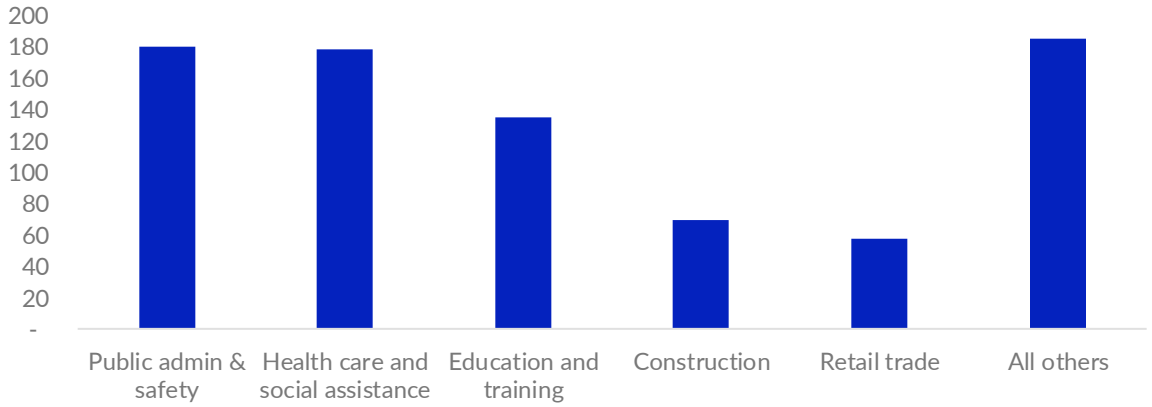


Figure 5: Employment sectors and number of jobs

1.4 Tourism

There are nine local businesses in the NPARC LGA, identified by Tourism Research Australia as 'Tourism businesses' (Tourism Research Australia, 2021), primarily centred on fishing tours, ecological tours, and cultural experiences. Tourism statistics and insights are minimal.

The Northern Peninsula region has a small land area, and is a region classified as 'Very Remote', per the Australian Bureau of Statistics Remoteness Area (RA) scoring. Tourism (and related businesses) has been identified by NPARC in its 2018-2022 Corporate Plan, as a subset of one of its six key themes, under 'Community economic development' (NPARC, 2018). These six key themes, which were formed through community consultation, include:

- Infrastructure services (including airport's terminal redevelopment and runway extension)
- Community wellbeing
- Community economic development (including tourism business and a cultural precinct)
- Local environment
- Leadership
- Land & housing

Within the theme 'Community economic development', Council has developed key corporate strategies relevant to the tourism industry, these include:

- To advocate for local development opportunities
- Ensure business plans are developed for all enterprises to monitor and report performance
- Foster organisational culture that is committed to teamwork and quality of customer service

2. Government Policies of relevance to the Northern Peninsula Airport

2.1 Local Government policies

Relevant Local Government policies and plans include:

- **NPARC Planning Scheme (July 2018)** - prepared in accordance with the Sustainable Planning Act 2009 (the Act) as a framework for managing development in a way that advances the purpose of the Act. The planning scheme sets out NPARC's intention for future development in the planning scheme area over the next 20 years. It includes a specific Northern Peninsula Airport (NPA) overlay (section 8.1), which deals with the protection of safe and efficient airport operations, as well as managing any land use conflicts. NPA is also mentioned in terms of an ongoing requirement and intent of upgrading airport facilities.

- **NPARC 2010-2020 Transport and Drainage Asset Management Plan** - describes NPARC's oversight of the four categories of transport and drainage services (road network, drainage network, NPA and the Jardine River Ferry). NPARC target a level of service for each category in terms of adequacy, safety and quality, and classify the NPA's demand levels as 'currently operates significantly fewer flights than its capacity'.

- **NPARC Corporate Plan 2018-2022** - developed from community engagement activities, information, themes and community aspirations provided through the community planning process. NPA is listed under 'Priority Services' and specifically mentioned under Key Corporate Strategies Theme 1 Infrastructure Services as 'develop the NPA terminal redevelopment and runway extension'.

2.2 State Government policies and bodies

Relevant State Government policies and bodies include:

- **State Planning Policy (July 2017) and the Planning Act 2016** - The State Planning Policy (SPP) is a key component of Queensland's planning system. The SPP expresses the state's interests in land use planning and development, and outlines 'state interests' as those which affect an economic or environmental interest of the state. The SPP lists NPA as a 'strategic airport and aviation facility' due to its role as essential transport infrastructure. As a strategic airport, the state will seek to protect NPA from incompatible development so that it may continue to support the growth of aviation in Queensland.

  All policies developed by Regional Councils are required to integrate the SPP with a number of specific requirements for development and associated activities at strategic airports and aviation facilities.

- **Cape York Tourism Development Action Plan 2016-2021** – following on from its initial plan in 2008, the Queensland Government has developed a series of plans for the Cape York Peninsula and Torres Strait, recognising these areas as two of the most spectacular and culturally important tourism regions in Queensland, and an important point of difference for the state's tourism industry. Under these plans, the State Government works with industry and local communities to identify and develop tourism opportunities that in turn will provide employment, training and career path opportunities, including increasing the involvement of the local indigenous people in all facets of the regions' tourism. The Plans set out specific recommended actions, with upgrades to regional airports, including NPA, which was specifically referenced in the initial 2008-2011 Plan.

- **Regional Tourism Organisations (RTOs) and Local Tourism Organisations (LTOs)** - the Queensland Government has thirteen membership based RTOs spread across the state, which together represent more than 4,000 regional tourism businesses. These RTOs work with the Queensland Government to facilitate investment in new tourism products. The closest RTO to the Northern Peninsula region is Tourism Tropical North Queensland (TTNQ). In turn, TTNQ works with its four LTOs, targeting grass roots industry development, in-region trade and collaborative marketing investments.

2.3 Commonwealth Government policies and bodies

Relevant Federal Government policies and bodies include:

- **Northern Australia Infrastructure Facility (NAIF)** - a $5 billion development financier to infrastructure projects in the Northern Territory, Queensland and Western Australia. NAIF's mission is to be an innovative financing partner in the growth of northern Australia, to drive public benefit, economic and population growth and Indigenous involvement. NAIF has a detailed assessment and approval process, including mandatory eligibility criteria and a requirement for all applications to include an Indigenous Engagement Strategy.

- **Australian Border Force (ABF) –** ABF protects Australia' s border and enables legitimate travel and trade, to ensure the continued safety and security of Australia. ABF has officers who work in all of Australia' s major and regional international airports, more than 60 international seaports (including those in remote areas such as mining ports), and locations where international air and sea cargo (including international mail) are processed after import or before export. ABF operations include border surveillance activities carried out by aircraft contracted by the ABF, some of these aircraft are currently based at Horn Island Airport. While the current operations of NPA do not entail the ongoing presence of ABF officers, NPARC should remain aware of ABF's role, range of responsibilities and requirements, particularly should any relevant future operations require ABF's involvement .

- **Department of Infrastructure, Transport, Regional Development and Communications (DITRDC) –** DITRDC provides strategic policy advice, regulation, programs, projects and services in Australia's major infrastructure, transport, communications and arts sectors. In recent years, they have released an Aviation Recovery Framework, which outlines the Government's response to COVID-19 and how it will help boost recovery, as well as new policies to reposition aviation post COVID-19. DITRDC have also implemented a number of specific aviation assistance measures and programs. DITRDC are also the Department within which CASA and Home Affairs (security regulator) sit.

- **Civil Aviation Safety Authority (CASA)** – CASA is the government body that regulates aviation safety in Australia, including licensing pilots, registering aircraft, overseeing aviation safety and administering Australian airspace. Operating within a legislative framework made up of acts, regulations, associated legislative instruments and guidance material, the main role of CASA is described in The Civil Aviation Act 1988. This Act also forms the basis of the Civil Aviation Safety Regulations. These regulations are broken into parts, which may have an associated Manual of Standards, as well as supporting guidance materials.

- **National Indigenous Australians Agency (NIAA)** – Established in 2019, the NIAA leads and coordinates Commonwealth policy development, program design and implementation and service delivery for Aboriginal and Torres Strait Islander peoples, as well as other advice and activities to promote reconciliation. It has a number of key areas of focus, which are relevant to a growing, sustainable airport and the benefits it creates for a region, including:
    - Economic development
    - Employment
    - Health and wellbeing
    - Empowered communities
    - Grants and funding (refer to section 6.1.2).

3. Case Studies

Organisations, working together with remote area airports and Government programs, have in the past delivered a range of successful outcomes for local Indigenous people, in the areas of training, skills development, job creation and developing sustainable businesses in their communities and regions.

3.1 Case Study 1 – Arnhem Land Progress Aboriginal Corporation (ALPA) AROs

Figure 6: ALPA trained ARO in Ramingining, NT

ALPA, via its group company Bukmak Constructions have provided local Yolngu people in Ramingining, Northern Territory with Aerodrome Reporting Officer (ARO) accreditation through CASA.

AROs inspect critical areas of the airfield to ensure runways, taxiways, aircraft movement areas and airport infrastructure is safe for use, and generally maintain the safety of aircraft on the ground at airports.

Provision of ARO training not only improves the local airport's access to essential, qualified staff, but also provides local people with a nationally recognised work qualification in an exciting and global industry.

3.2 Case Study 2 – Remote Airstrip Upgrade Program successful applicants

This ongoing program, administered by the Commonwealth Government, provides funding to improve aerodromes in remote areas of Australia - with stated aims of providing year round all weather access, and improving the delivery of essential goods and services. The Commonwealth Government funds 100% of the cost of successful applications from Indigenous owned and operated aerodrome projects, and 100% of Local Government owned projects of $150,000 or less (with projects over $150,000 funded at 50%).

There were 40 successful applicants in Round 7 of this program in 2020, with grant funding totalling $8.5m for total project costs of $12.8m. Some of the successful applicants with airstrips in areas predominantly occupied by Indigenous People include the following, with projects centred largely on upgrading infrastructure:

- Cape Barren Island (TAS) – airstrip and drainage upgrade and vegetation management
- Djarindjin Lombadina (WA) – new lighting system including solar powered LEDs
- Doomadgee (QLD) – airstrip and lighting upgrades, install of security gates and other equipment
- Northern Territory – Northern Territory wide Aerodrome fencing and access gate upgrades at five aerodromes servicing very remote Aboriginal communities.

4. Current performance (baseline)

4.1 Flight schedule

A typical week flight schedule for the NPA-Cairns city pair currently consists of the following, per Table 1 (REX, 2021), (Skytrans, 2021) with R indicating REX and S indicating Skytrans.

Time slot	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Early morning	R	R	R	R	R	R	
Late morning			S	S	S		
Early afternoon	S	S					
Late afternoon	R	R	R	R	R		R
Early evening							

Table 1: Typical weekly flight schedule ABM-CNS pair (November 2021)

NPA experiences significant volumes of Government related travel, reducing reliance upon the local population for travel demand. Royal Flying Doctor Service (RFDS) also uses NPA when necessary. Community use of NPA declined significantly after the Lockhart River Air Disaster tragedy in 2005, when all fifteen on board a flight from NPA to Cairns died.

4.2 Aircraft

Regional Express (REX) operate a SAAB340B aircraft to NPA, with a seating capacity of 33, as seen in Figure 7.

Figure 7: REX SAAB340B

Skytrans operates De Havilland Dash 8-100 aircraft to NPA, with a seating capacity of 36, as seen in Figure 8.

Figure 8: Skytrans Dash 8-100

4.3 Route / passenger performance

NPA's Regular Public Transport (RPT) operations are concentrated on the Bamaga/Cairns sector, serviced historically by REX. In August 2021, Skytrans launched a Cairns-Horn Island-Bamaga route – with the Horn Island/Bamaga pair being the shortest RPT service in Australia, at 10 minutes.

Total annual passengers can be seen in Figure 9Figure 9: Passengers by year 2017-2020.

Note: the 2020, and to a lesser extent, 2021 calendar year operations were significantly impacted by COVID-19 travel restrictions.

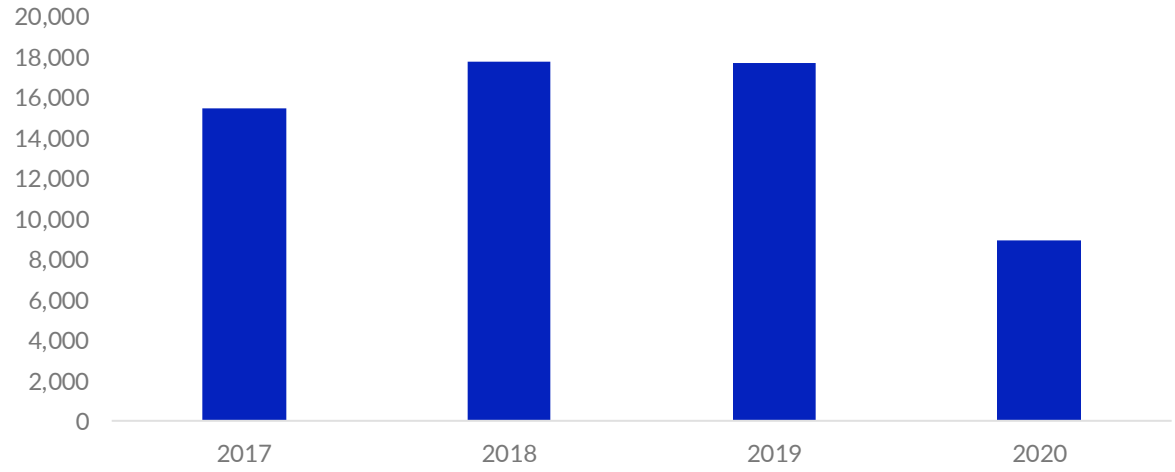


Figure 9: Passengers by year 2017-2020

Apart from subdued travel over the January – March holiday / wet season period, seasonality appears reasonably minimal, as can be seen in Figure 10 and Figure 11.

Note: 2020 and early 2021 were COVID-19 impacted periods.

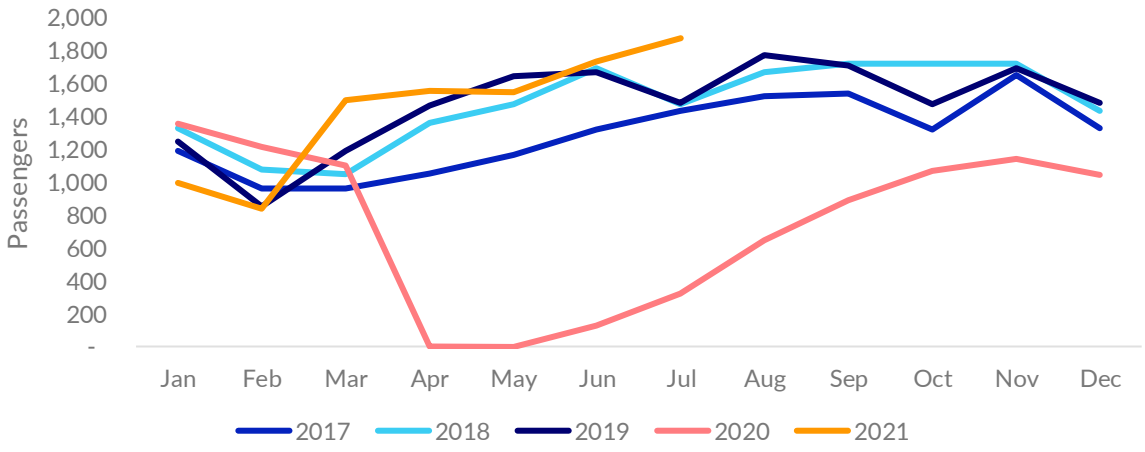


Figure 10: Monthly passengers 2017-2021

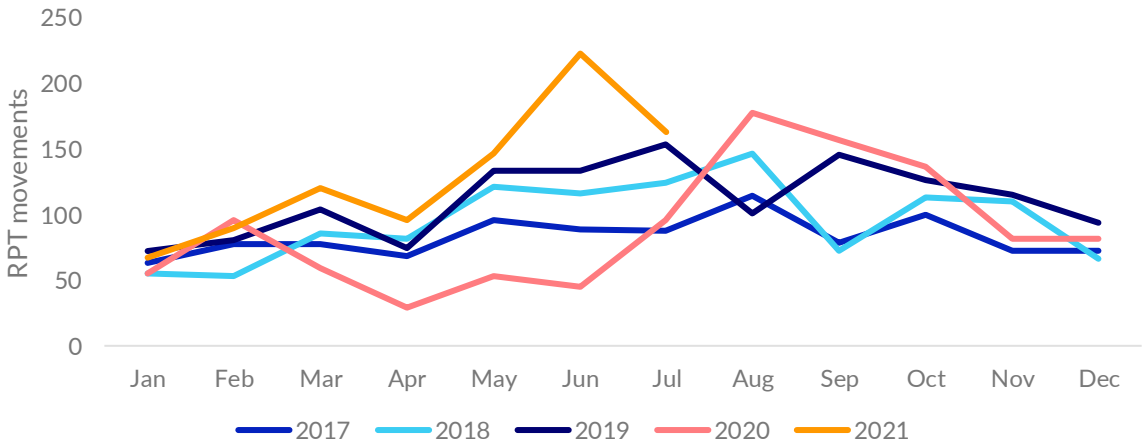


Figure 11: Monthly RPT movements 2017-2021

All passenger services were significantly impacted in 2020 by COVID-19 related travel interruptions and border closures, with a gradual recovery being evidenced throughout 2021. Annual passenger decreases for these years were 50% in 2020, and a further 9% in the first quarter of 2021, followed by a gradual recovery to 2019 levels in quarters 2 and 3 of 2021.

4.4 Aeronautical fees

In terms of RPT fees, NPA's current passenger head tax per arriving and/or departing passenger is $20.00 (excluding GST), placing it in the middle of a range of comparable airports, as can be seen in Figure 13 (Torres Shire Council, 2021), (Cook Shire Council, 2021).

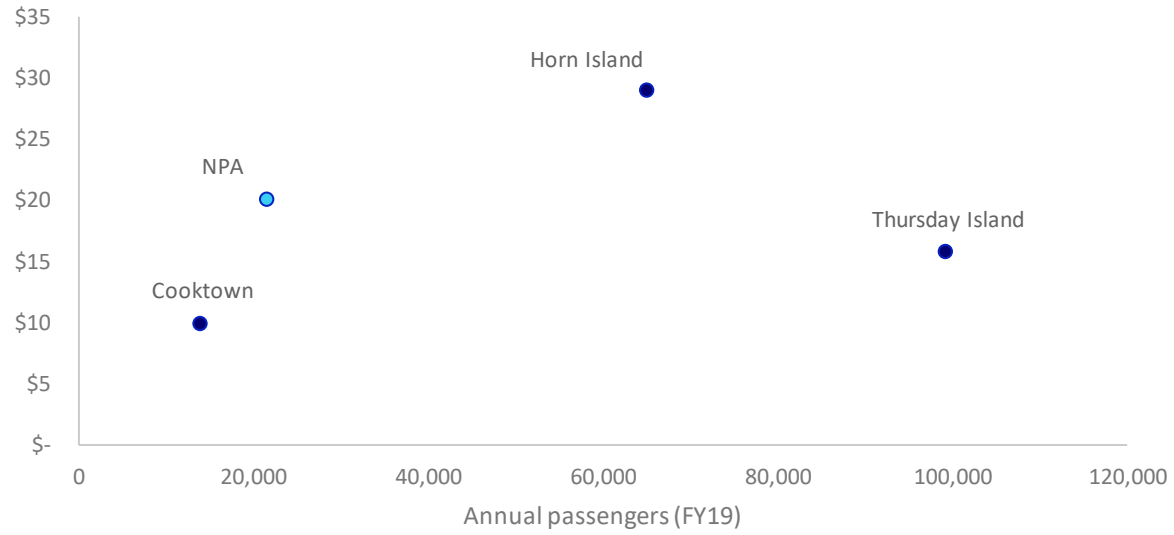


Figure 12: Passenger fee comparison

The comparable airports represent those in the wider geographical area, which are similarly owned by local councils. Not all are comparable based on passenger numbers or other operations/facilities. Cairns, with almost 5.0 million passengers (domestic and international) in FY19 has been excluded on this basis. Horn and Thursday Islands, both owned and operated by Torres Shire Council, have the same fee structure, however differ based on whether the airport is screened or non-screened ($15.80 for unscreened, or $29.00 for screened).

4.5 Revenue composition

The composition of NPA's revenue can be seen in **Error! Reference source not found.Error! Reference source not found.**. In recent years, the total of Jet fuel and Avgas sales has made up around 66% of NPA's revenue, with the remainder being aeronautical revenue – the vast majority being from passenger fees. It was noted that in the four years of data supplied, the prices of these fuels did not appear to move (Jet fuel @ $2.70/litre, Avgas @ $2.85/litre). We note that some of the comparable airports charge these items at cost plus a margin (eg Cooktown charge Jet fuel @ cost + 30% and Avgas @ cost + 20%) and would suggest that NPARC considers implementing a similar cost plus margin pricing structure to ensure sustainable revenue and margin over time. More details on this are in Section 6.2.1.

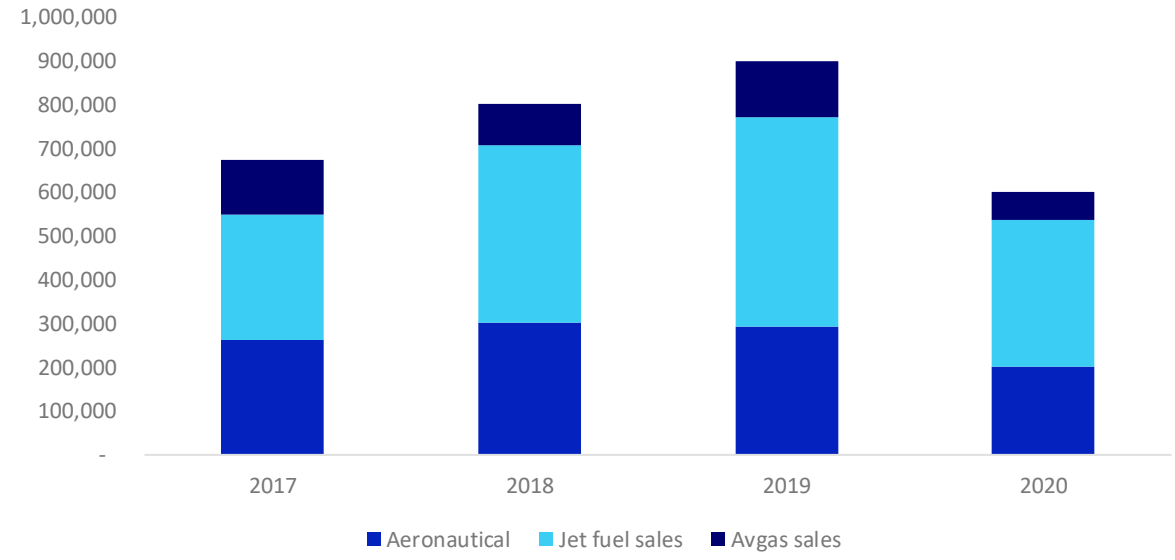


Figure 13: Revenue composition 2017-2020

5. Forecast

Figure 15 (BITRE, 2021) (AVISTRA, 2021), shows high level modelling of passenger numbers over the next 20 years, under three scenarios (cases).

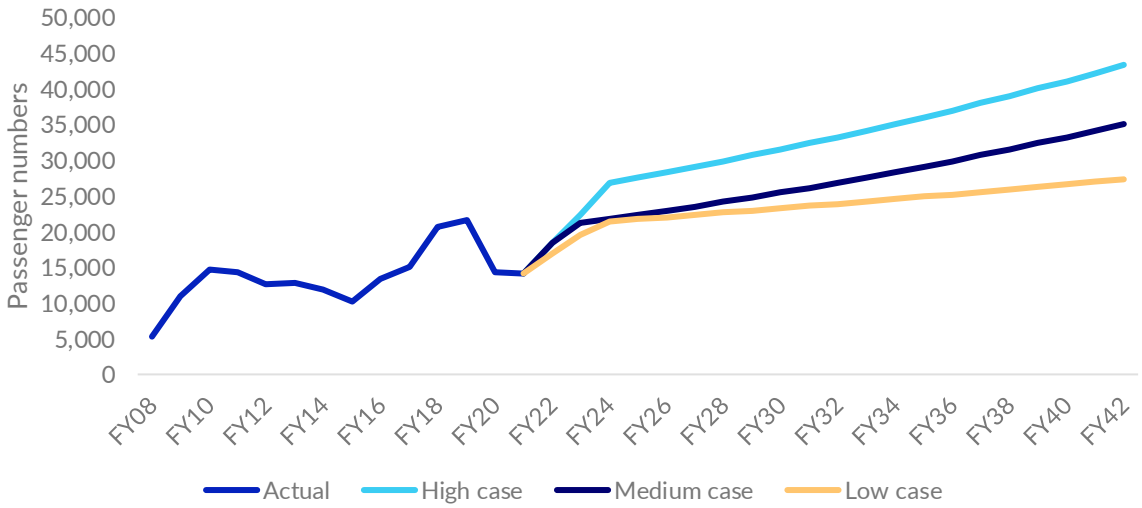


Figure 14: Passenger number modelling

Estimates around recovery of the passenger business after COVID-19 are based around general industry views and international experience. However, it is difficult to predict further impacts of COVID-19 and how they may affect the business.

A summary of key assumptions for each case above is outlined in Table 2.

Assumption	Low case	Medium case	High case
Years to recover (from FY21) to FY19 (pre COVID) passenger levels	3	2	<2
Long term underlying growth rate p.a. post COVID recovery (out to FY42)	1.35%	2.70%	2.70%
New services	-	-	Horn Island or Torres Strait Islands *
Historic 20 year (FY01-FY21) CAGR (compound annual growth rate) for NPA	2.70%	2.70%	2.70%
Historic 5 year (FY16-FY21) CAGR for NPA	1.20%	1.20%	1.20%

Table 2: Passenger forecast key assumptions

** Passenger air services currently exist from Horn Island, located only 33km from Bamaga, with direct flights to/from 10 Australian destinations – Cairns, Bamaga and eight of the Torres Strait islands. It is serviced by Qantas and Skytrans to/from Cairns, and Skytrans, Torres Air, Cape Air, Babcock, Nautilus and GBR for RPT and charter services to the outer islands. Aircraft are largely a mix of Dash 8-400s, Dash 8-100s and Cessna 208B Grand Caravans. The high case incorporates, from FY24 onwards, additional Bamaga/Horn Island services (alongside the existing Skytrans) and/or new services to other islands as an extra hub, in the way Horn Island currently does.*

High level modelling of aircraft movements over the next 20 years can be seen in Figure 15 (BITRE, 2021) (AVISTRA, 2021). Note: movements have been forecast based on no significant changes to aircraft load factors or seating capacity from those experienced over the pre COVID-19 period FY08-FY20, in particular recent years (ie the five years to FY20).

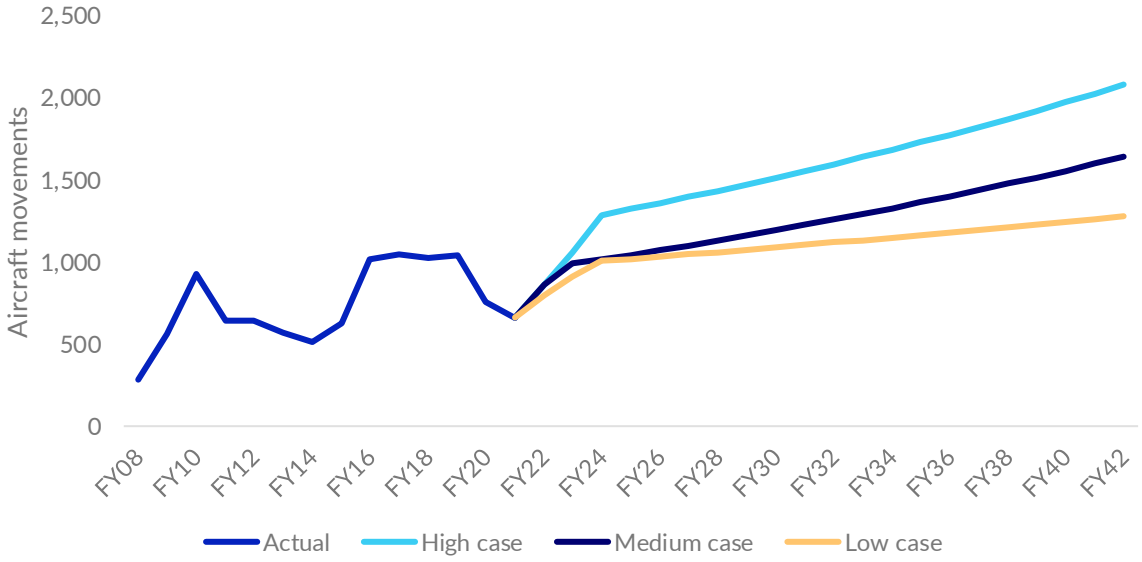


Figure 15: Aircraft movements modelling

6. Business Plan

During the master planning process, evidence was provided around the need to consider new infrastructure in the form of a new airport. NPARC decided to pursue the goal of having a new airport built for the community.

A new airport will:

- Create new business and economic opportunities for NPARC communities
- Provide improved essential infrastructure with greater resilience to short term weather impacts, and to climate change
- Assist to position the Northern Peninsula region as a service centre for the broader Torres Strait and Northern Peninsula regions
- Cater for potential future growth in aviation users at the Northern Peninsula Airport
- Support the operation of future aircraft types and fuel sources, as well as current aircraft types.

Successful pursuit of funding for a new airport, and subsequent construction and commissioning of a new airport is a significant undertaking. In the interim, NPARC must continue to operate and maintain the current Northern Peninsula Airport.

This business plan has two aims:

1. Guide and inform next steps on the journey towards a new airport.
2. Provide options to improve the financial performance of the current airport over the interim period (which can be assumed to be between 5 and 10 years).

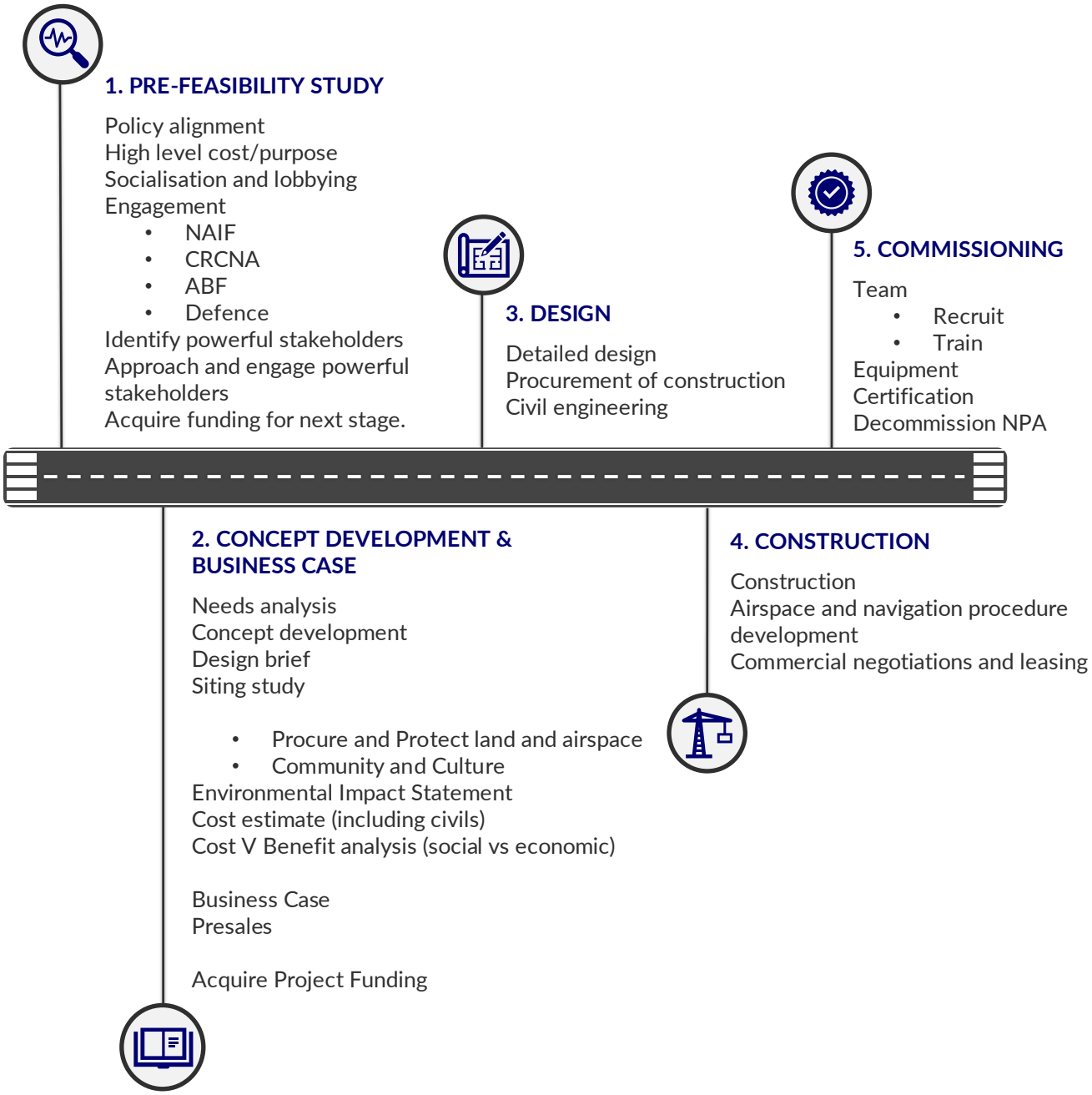
6.1 The journey to a new airport

The process of acquiring a new airport is a challenging, long-term journey. Even the planning, design and business case phases are expensive.

We provide the following guidance to help NPARC commence the journey.

6.1.1 An early roadmap

An early roadmap would include the following phases, which will be completed along the journey to NPARC having a new airport.



6.1.2 Potential funding sources

A number of potential funding sources exist for some costs relating to a new airport:

- **Northern Australia Infrastructure Facility (NAIF)** - as noted in Section 0, this is the predominant financier to infrastructure projects in the Northern Territory, Queensland and Western Australia. The NAIF includes detailed assessment and approval processes to be followed.
- **Regional Airports Program** – running until the 2022/23 financial year, this four year $100 million Federally funding program is a competitive grants program intended to improve the safety of aircraft, operators and passengers using regional airports or aerodromes, facilitate improved delivery of essential goods and services (including food supplies and health care) and meet the operational requirements of aeromedical and other emergency services in regional areas. This program offers grants from $20,000 to $5 million, for up to 50% of eligible costs, with relevant projects required to be completed by 30 April 2025. The current round (round 3) of this program is open until 17 May 2022, with a total of $29 million of funding available. The fourth and final round is then expected to be in late 2022/23. Eligible expenditure covers a wide range of project specific costs, including costs of employees, contractors, training, materials and capital expenditure – however specifically excludes project or tender planning, design, research or feasibility costs. This funding would be suitable for urgent works to keep the current air field operational.
- **Cooperative Research Centre for Developing Northern Australia (CRCNA)** could assist in funding initial studies and investigations. CRCNA is investing $75m of Commonwealth funds over ten years to support industry-led research collaborations. The funding will develop new technologies, products and services, which address industry issues within three initial focus areas:
    - Northern Australia health service delivery
    - Traditional Owner-led business development
    - Agriculture and food (including aquaculture, horticulture and forestry).
- **Department of Local Government, Racing and Multicultural Affairs – Local Government Grants and Subsidies Program (LGGSP) (State Government).** Grants to local governments to assist with priority infrastructure improvements, essential to the needs of local communities, including airport/airside infrastructure. Annual applications usually close in early October. Amounts are capped at $5 million and the projects (which can be stages/components of a larger project) must be delivered by 30 June 2024. There are also grants for up to $250,000 for strategic planning activities (studies etc), business cases and/or detailed design projects for infrastructure projects.
- **Department of Regional Development, Manufacturing and Water (State Government) – Building Our Regions scheme**. Open to all Queensland Regional Councils. Aviation infrastructure is in scope for funding consideration, and may include airside works, such as the upgrade of runways, aprons, and taxiways, construction of animal proof fencing, and lighting and terminal improvements.
- **Department of Transport and Main Roads' (State Government) Transport Infrastructure Development Scheme (TIDS)**. TIDS provides funding to local governments, as members of a Regional Roads and Transport Group (RRTG), for transport related initiatives which support state government objectives. TIDS provides support for a range of projects, including those which have the purpose of enhancing the safety and accessibility of regional/remote airports. Each RRTG receives an annual allocation of TIDS funds determined by the Roads and Transport Alliance Board. RRTGs are required to allocate their TIDS funding to the highest priority road

and transport projects in its region, and to match TIDS funding at a minimum of 50:50.

- **National Indigenous Australians Agency (NIAA)** fund projects aimed at helping Indigenous Australians. Funding is allocated through a number of methods, the most relevant to NPARC being the Indigenous Advancement Strategy (IAS). In the 2021-22 Budget, the Federal Government allocated $5.7 billion to the IAS, over four years to 2024-25, for grant funding processes and administered procurement activities that address the IAS objectives of education employment, economic development, social participation, and healthy and safe homes and communities. The IAS administers programs for grant opportunities across a number of areas targeted towards the above objectives. It also has a specific 'Program 1.5: Remote Australia Strategies' which includes remote infrastructure (and within that 'new discrete infrastructure projects').

6.1.3 Potential revenue streams for the new airport

Airports derive revenue from a combination of aeronautical and non aeronautical business streams. Aeronautical revenue includes landing fees, passenger head taxes, security screening fees etc. Non aeronautical includes rent of facilities, food and beverage revenues. These are outlined further in **Error! Reference source not found.**.

Aeronautical revenue streams	
Landing fees	Variable per aircraft - most Australian airports have defined pricing for Government customers, such as Defence.
Aircraft parking	Short (apron) or longer term (defined parking areas).
Hangars	Leased on long term bases.
Security charges	On a per passenger basis for security screened airports – on a mandated security cost recovery basis, including related capital expenditure, as well as operational costs.
Military exercises	Training and war games, such as Exercise Talisman Sabre.
Non aeronautical revenue streams	
Commercial Rent	Lease revenue for Commonwealth agencies and their contractors, eg Defence, ABF, Patrol contractor, maintenance operators etc.
Energy / Electricity	Provision of electricity for all tenants, including for the eventual recharging of electric aircraft. Many airports explore renewable energies for this.
Fuel	Jetfuel, Avgas etc - charged on a usage basis at an appropriate commercial margin reflecting variable fuel and transport costs (refer to section 4.5).
Freight	Leases to commercial freight operators.
Food & beverage	Leases to operators or provided in house (cafes, carts, vending machines).
Tourism/car rental	Tourism desk, car rental kiosks, parking bays and storage areas.
Car parking	Short term (commuters) or longer term leases (businesses on airport).

Table 3: Potential revenue streams

With a new piece of infrastructure, NPARC is able to offer the aviation community and industries, which it supports, a fit for purpose, modern and resilient piece of infrastructure, which will be well positioned to play a key role as the aviation services hub for the Northern Peninsula and Torres Strait regions. This is especially relevant as rising sea levels and other constraints continue to impact operations at the current hub (Horn Island).

The business case stage should develop a full picture of potential revenue streams for the new airport infrastructure. Some opportunities were uncovered, however, during the development of the Master Plan, Business Plan and Freight Study. Potential customers and revenue sources identified, include:

- **Department of Defence** – ad hoc use of facilities for exercises and operations, flight training etc. Defence have their own facilities on the Peninsula, however may use the new facilities in ways similar to how they use the current facility.
- **Australian Border Force** – Potential aircraft base for border patrol aircraft that are operating border surveillance activities along the North Coast. Leasing and other operational needs including accommodation.
- **Disaster resilience and recovery activities** – A potential staging base for disaster recovery coordination and base of operations servicing the Northern Peninsula area. Likely an ad hoc revenue opportunity, however worth exploring whether there could be long term revenue attached to providing the necessary infrastructure in advance of a disaster (eg, construction of adequate aircraft pavement for a base of operations).
- **Health and emergency services operators** – Potential aircraft base. Leasing and other operational needs including accommodation.
- **Aircraft operators servicing the mining, oil and gas industry** for various tasks around movement of goods and people, eg: remote operation supply, shore to ship pilot transfer etc. Aircraft base, leasing, other operational needs, including accommodation.
- **Tourism operators** – including road and air transport operators. A potential aircraft base, base of operations, and parking location. Potential exists for the use of the passenger terminal as a location to welcome coach tours to the region.
- **Food and beverage** – if sufficient economy of scale can be created in terms of activity at the airport (both tenants and airport users / passengers / coaches / tourists), it is possible that a food and beverage tenancy might evolve.
- **Aircraft refuelling and bulk fuel supply** to off-site remote aircraft bases.
- **Aircraft maintenance facilities** servicing the Northern fleet with basic requirements – potential for leasing and accommodation.
- **Airline base of operations -** A new airport with a resilient runway which is not impacted by sea levels, and with suitable precision navigation provisions may be a suitable base for relocation.
- **Multi modal freight facility**. It is important to understand where the opportunity lies with regards to air freight development. Freight aircraft pay only a small amount of landing fees. The business case for development of supporting infrastructure can rarely be made on the landing fees of the aircraft. Freight and logistics facilities, however, do provide a reasonable source of rent when they are viable as a business entity. In the long run, the positioning of the new NPA as freight hub would create good revenue opportunities around freight and logistics. In the short term though, with NPARC communities playing the role they currently fulfill within the local freight and logistics network, there is little opportunity for significant revenue due to very low cargo volumes.
- Other Commonwealth and State agencies and their contractors related to those above.

6.1.4 Next steps

The initial task is to secure support for the project and to develop an early project prospectus.

This should include:

1. Identifying and aligning the project with key Commonwealth and State policy.
2. Identifying key decision makers and stakeholders, including:
    a. Politically (Key Ministers and local MPs)
    b. Public servants
    c. Potential key commercial customers of the new facility (such as ABF)
    d. Local community, including Indigenous owners of the proposed location.
3. Developing a pre-feasibility and prospectus report which articulates the importance and value of the project to the community, Queensland and Australia, the likely project outline and indicative cost. This should include a conceptual plan.
4. Develop a firm project outline and cost for the design, feasibility and environmental studies phase. This provides the basis for a budget for funding requests to fund the next stage.
5. Socialisation of the prospectus among key stakeholders (securing their support). This should include indication of interest in using the facility from potential key customers.
6. Socialisation of the project among key funding sources, identifying alignments and developing a clear plan around who to approach for funding.
7. Application to potential funding sources for funding of the next stage of the project (business case development and concept design).

NPARC must also give some consideration to creating a suitable environment within which the businesses and industry which sustains and benefits from an airport might thrive. Ensuring planning, and other activities are aligned to support the development of complimentary business activities will be important in adopting this posture and is likely a part of a broader strategic vision for the communities.

6.2 Improving the financial performance of Northern Peninsula Airport

It is essential that NPARC continue to operate a safe, compliant and fit for purpose facility at NPA while pursuing the journey towards the establishment of a new airport facility. Financial performance of NPA should be optimised to minimise the financial pressure it places upon the broader NPARC business, and possibly even position NPA as an economic and business asset.

Having investigated the current airport business, some opportunities for improvement of the financial performance of the business are apparent. This section deals with leveraging these opportunities to both improve the financial performance of the NPA business, and to ensure that the facility is providing as much benefit for local communities as possible.

6.2.1 Fuel business

Given the significance of the aviation fuel business at NPA to NPARC, in terms of both revenue and net profit (refer Section 4.5), it is essential that NPARC considers implementing a cost-plus margin pricing structure to ensure sustainable revenue and margin over time. The current revenue structure is a fixed price, which hasn't changed for some time, exposing NPARC to reduced operating margin due to increased fuel purchase price.

As can be seen in the 2021 full year financials in Table 4 below, the variable cost of purchasing fuel and its associated high transport costs to a remote region can significantly impact the margins and any resulting net profit of the fuel business. These fluctuations are especially evident in the actual versus budgeted freight costs below. Whilst 2021 fuel purchase costs were lower than budgeted (on a margin basis), volatile fuel costs already seen in recent months of 2022 would be expected to create similar, potentially negative, budget risk – especially under a fixed price revenue structure.

Revenue/Cost item	2021 Actual		2021 Budget	
	$	% revenue	$	% revenue
Fuel sales	371,778	100%	305,000	100%
Fuel purchase costs	(266,125)	72%	(250,000)	82%
Fuel freight costs	(54,029)	15%	(25,000)	8%
Fuel other costs (servicing etc)	(8,607)	2%	-	-
Fuel net profit	**43,017**	**12%**	**30,000**	**10%**

Table 4: NPA Fuel business 2021 financial summary

Figure 16 shows estimated operating results per litre, by applying NPARC's fixed price revenue structure to historic (variable) jet fuel wholesale costs, adjusting for a margin for IOR, and adding a fixed transport cost. Margins and financial results fluctuate – often wildly – across months and years. This is particularly evident from 2020 - 2022, with COVID-19 initially depressing fuel costs, and disrupted worldwide fuel supply chains in early 2022 dramatically increasing costs in recent months.

Due to the fixed nature of the sell price, the margin has shrunk significantly. On this basis, in March, it is possible that NPARC will make a net loss on its fuel business.

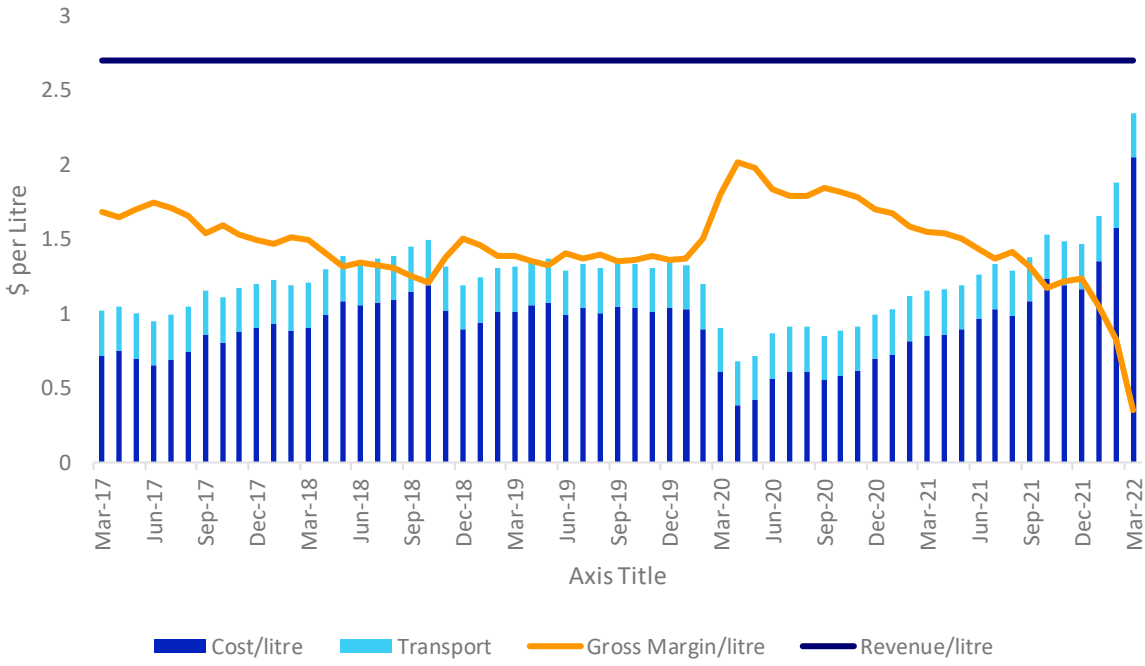


Figure 16: Fuel revenue and costs per litre

It is recommended that NPARC adopts a variable fuel pricing model for fuel sales, protecting a profit margin. It is noted that the local market is unlikely to be significantly sensitive to fuel price due to the absence of nearby competitors and the high aviation fuel need.

It is also recommended that the pricing mechanism is expressed as a margin of cents per litre rather than as a percentage. When fuel prices increase or decrease significantly, a percentage-based margin does not adequately protect a reliable profit in terms of dollars, and potentially creates higher than necessary profit margins, passing on exorbitant costs to users.

In March 2022 for example, based on our model and assuming that the airport sells 15,000 L of fuel for the month, the gross margin for the airport would be $5,268 (13% of revenue). By adopting a fixed margin of $1.45 per litre (the average pre COVID-19 margin per litre on fuel sales at NPA), over the same fuel sales, the gross margin would be $21,750 (38% of revenue). Over time, this can make a significant difference to the airport's business performance. Figure 17 illustrates the estimated difference between these two approaches.

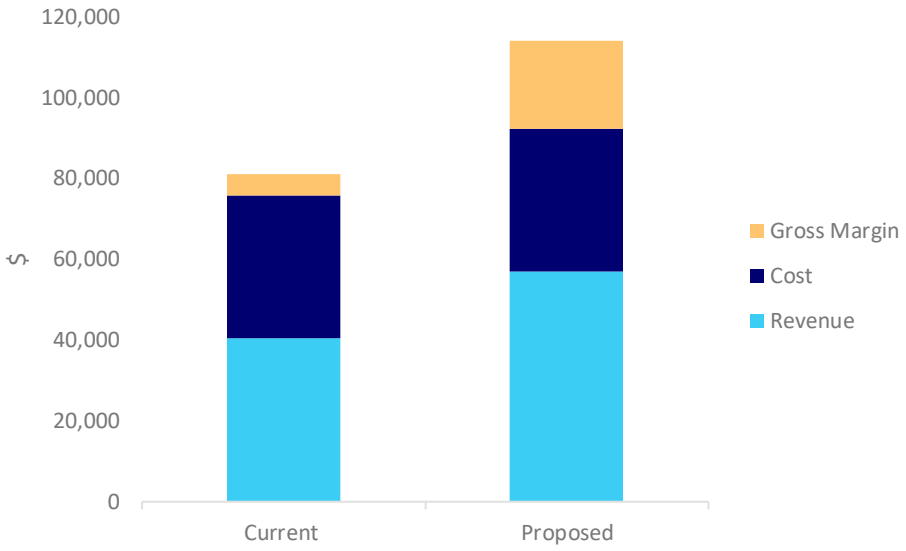


Figure 17: Current vs Proposed fuel pricing model, March 2022

It is further recommended that NPARC undertake further modelling of this pricing structure with its internal finance team, and improved access to internal cost data. While the geographical location of the operation suggests demand will withstand some price increases, some consideration should be given to competitor fuel prices (Horn Island, for example), and the impact to industry.

It is important to recognise that it is possible that the fuel business at NPA is not currently profitable or commercially sustainable. Additionally, this part of the business represents the best opportunity to improve the performance and financial viability of the NPA business.

6.2.2 Airline and RPT development

Airline business at NPA has cycled between involving either one or two airlines, operating predominantly to Cairns, however, also operating via NPA on the Cairns – Horn Island sector, providing useful connectivity into the Torres Strait.

The region receives support from the Queensland Government in terms of inclusion within the Local Fare Scheme – which is an airfare subsidy for regional and remote Queensland. This scheme ensures local residents have access to affordable air fares through the provision of a discount on return travel. Feedback from the community indicated that the current provisions for administration of this scheme are adequate.

The region does not benefit from any Regulated Air Services (air services which receive funding from the Queensland Government in order to ensure essential connectivity for communities where there is insufficient demand to support air services on a standard commercial basis). Additionally, as NPA currently has air services which are sustained on normal commercial grounds, it is difficult to anticipate that the region could successfully advocate for Regulated Air Services.

Review of the passenger numbers, and discussion with airlines suggests that demand for scheduled passenger transport services is both greater than ideal for one carrier, and insufficient to sustainably support two carriers in the long term. Currently NPA is serviced by both REX and Skytrans.

Given current levels of utilisation there appears to be few options to dramatically change or grow the current scheduled airline operations at NPA. Efforts should focus on addressing poor performing periods, ensuring that operators have sufficient loads.

Recommendations to support the current airline business are articulated in Table 5:

Tourism development	While there is little tourism capacity within the Northern Peninsula region, there remains the opportunity to support the development of low volume niche tourism products. Working with tourism operators to assist their connection to aviation services (both chartered and scheduled) can be helpful, however, is unlikely to result in a significant difference in aviation capacity or services in the immediate term. Over land tour operators may use air services as either the inbound or outbound leg for customers who opt for a one-way experience (for example, a motor bike safari from Cairns to Pajinka, and then fly back), and fishing safari's, which may attract people from southern regions who wish to fish this stunning remote area. Assisting tourism operators to have conversations with airlines to develop supportive products, such as a package which includes allowance for the essential baggage that such customers must have, can assist greatly. Solving small scale problems and growing small scale opportunities such as this may not make a big difference to NPARC in the immediate term, however, over time such opportunities may grow to create tangible employment, economic and aviation benefits for the broader community.
Airline relationships	It is recommended that NPARC officers form a relationship and regular dialogue with airline customers to best understand business drivers, anticipate change and advocate for community needs.
Torres Strait connectivity	Anecdotally there appears to be an opportunity to improve connections between the Northern Peninsula and Torres Strait regions. NPARC should consider entering into a discussion with airline operators about this. If there is an opportunity to pursue a Regulated Air Service, this might be it, however, it will likely be challenging to make the business case.

Table 5: Airline business development options

Conclusion

Northern Peninsula Airport (NPA) is an essential piece of economic and social infrastructure serving the communities of Northern Peninsula Area Regional Council (NPARC).

Opportunities to grow the viability of business and services at NPA are constrained by the current infrastructure, as such, NPARC has indicated an interest in exploring the possibility of acquiring a new airport.

In the meantime, NPARC must continue to operate a safe, compliant and fit for purpose airport which supports essential services for the region's communities.

NPARC can improve the financial performance of the existing NPA business by:

1. Optimising performance of the fuel business, and
2. Supporting the sustainable development of airline services.

The process to acquire a new airport is long and challenging. It starts with defining the needs, aligning the concept with policy outcomes, identifying key stakeholders, and developing a high level pre-feasibility study. This work can be leveraged to identify and pursue funding to support the development of a detailed business case and concept development, which, upon completion can then be used to advocate for and acquire funding for the design and construction of a new airport.

Policy alignment and key stakeholder engagement will be critical throughout the process.

A new airport for the Northern Peninsula region could unlock key economic opportunities, and position NPARC as a service centre for the broader Northern Peninsula and Torres Strait regions. This can improve regional resilience to both climate change and seasonal weather impacts and deliver real benefits for remote communities.

Data Dictionary and Acronyms

Aerodrome	A defined area of land or water (including any buildings, installations and equipment) intended to be used either wholly or in part for the arrival, departure and surface movement of the aircraft
Aerodrome facilities	Physical things at an aerodrome which could include: (a) the physical characteristics of any movement area including runways, taxiways, taxilanes, shoulders, aprons, primary and secondary parking positions, runway strips and taxiway strips; and (b) infrastructure, structures, equipment, earthing points, cables, lighting, signage, markings, visual approach slop indicators
ARO	Aerodrome Reporting Officer
CASA	Civil Aviation Safety Authority
CRCNA	Cooperative Research Centre for Developing Northern Australia
DITRDC	Department of Infrastructure, Transport, Regional Development and Communications
GA	general aviation
LGA	local government area
LGGSP	Local Government Grants and Subsidies Program
NIAA	National Indigenous Australians Agency
NPA	Northern Peninsula Airport
NPARC	Northern Peninsula Area Regional Council
RFDS	Royal Flying Doctor Service
RPT	regular public transport
RRTG	Regional Roads and Transport Group
Runway	A defined rectangular area on a land aerodrome prepared for the landing and take-off of aircraft
TIDS	Transport Infrastructure Development Scheme

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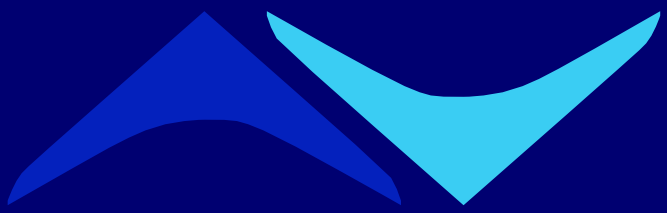

WE KNOW AVIATION

Title of Report: NPARC Batching Plant Supply of Service Report
Agenda Item: 10.2
Classification: For Decision
Author Acting Executive Manager, Enterprises
Attachments Injinoo Readymix Plant Business Plan 29th January 2015 (D16/01189)

Officers Recommendation:

That Council

1. **note the report**
2. **endorse in principle the transfer of the Batching Plant Operations through an EOI process to a 3rd party**

Subject to

3. **full assessment of the requirements for the continued provision of materials to the Council and local Trade Services and community and**
4. **those options ensure the uninterrupted services to the community**

PURPOSE OF REPORT

To provide an update on Council's Batching Plant Operation and the current business plan in place and outline possible options being considered for the future delivery of concrete, sand and gravel supply to the Northern Peninsula Area (NPA).

BACKGROUND AND CONTEXT

As part of a broader examination of Council services, an initial review of the Batching Plant located in Injinoo has been undertaken. The current Batching Plant operation combined the service provided by each of the five community Councils on amalgamation in 2008.

The Batching Plant's current services and products include:

- wet concrete (various grades)
- sand supply
- gravels/aggregate (various sizes)

The Batching Plant not only provides for the Council's own internal needs, but also caters for the requirements of trade service providers and community residents. The pricing for products has not increased since 2019 and the current pricing structure and internal cost allocation model does not all capture costs. These costs when recognised would further highlight a continuing financial drain on Council. It should also be noted that local community residents have been receiving a 35% discount for non-commercial usage of products.

The Batching Plant is currently being impacted by supply of product issues which has a significant influence on cost and is contributing to poor financial performance.

The Batching Plant has been operating with seven permanent full-time staff over the last 2 years and is currently operating with six permanent full-time staff.

In 2015 a review of the Batching Plant operations by Towers Business Development Pty Ltd identified a number of 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.

Batching Plant sales fluctuate from year to year depending on the capital works program. The proposed building program for the immediate future appears to be limited. The current operational structure does not consider these fluctuations and the appropriate staffing levels when planning operational staffing requirements, especially considering the seasonal nature of work.

Financial Performance Summary – Last Three Years

Year/type	YTD 2022	June 2021	June 2020	June 2019
Revenue (whole $)	$235,147	$701,620	$1,323,266	$962,498
Expenditure	$474,386	$854,683	$659,524	$523,994
Surplus/(Deficit)	($239,239)	($153,063)	$663,742	$438,504

SWOT analysis

Strengths:

- The business manufactures concrete and delivers it to all parts of the Northern Peninsula Area.
- The council owns the concrete mixing trucks.
- There are no competitors in the Northern Peninsular Area.

Weaknesses:

- The climate of Far North Queensland.
- Funding the infrastructure relative to plant and equipment upgrades.
- Requiring an upgraded storage shed for cement.
- Plant and equipment – vehicles are getting older.
- Aggregate is transported from an area outside the Northern Peninsular Area. The transport costs are a significant factor in the final delivered price of aggregate to Injinoo.

Opportunities:

- Manufacture of cement blocks.
- Manufacture of cement pavers.
- Sourcing of aggregate from Traditional Owners' land.
- Constructing the business' own crushing plant.

Threats:

- Government policies on building houses in the Northern Peninsula Area.
- Maintenance programme on plant, equipment and vehicles.
- Policy on truck replacements.

Based on this analysis there are several options available as follows:

Differing financial planning around Project requirements and how they can be charged from a Batching Plant perspective may also limit risk exposure in relation to this enterprise.

Options

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
2	Reorganise current operating model: Council may opt to continue operations with the proviso that the Batching Plant Business plan is reviewed, updated and implemented within a set date. This is to identify how to improve services and if there is a way for the Batching Plant operations to contribute to the Financial Position of the Council.	Improved margins leading to possible surplus Identify appropriate strategies to improve general performance	Failure to identify issues leading to continued poor performance (as above
3	Divest the operations of the Business – Council may opt to endorse in principle the transfer of the Batching Plant Operations through an EOI process to a 3rd party. This may provide a local business opportunity for the Community	Possible increase in costs to source materials No control of pricing	

I have been informed there has been some general enquiries from local business interests regarding the operation of the Batching Plant. It may be possible that there are local businesses who are able to conduct local supply for services and therefore this is an area where Council needs not be involved while also promoting the possibility of further growth in local people/businesses.

Recommended Option (option 3)

Divest the operations of the Business - **It is recommended that the Council endorse in principle the transfer of the Batching Plant Operations through an EOI process to a 3rd party.**

CRITICAL DATES

N/A.

LEGAL AND LEGISLATION CONSIDERATIONS

N/A

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

NORTHERN PENINSULA AREA REGIONAL COUNCIL CORPORATE PLAN 2018 - 2022
Theme 1: Infrastructure Services
Key Corporate Strategies (particular)

- Implement, maintain and monitor effective financial and control systems within department budget

Theme 5: Leadership
Key Corporate Strategies (particular)

- Promote best practice and continuous improvement culture
- To provide diligent financial management

Operation Plan 2021-2022

1.4 Financially viable and sustainable

1.4.1 Be aware of our funding and resource limitations

Review all of Council's commercial activities and develop options to ensure the activities contribute positively to the Council's financial position

FINANCIAL AND RESOURCE CONSIDERATIONS

Funding for the preferred option to canvas external would be from internal revenue. Redundancy and/or retirement of staff and reallocation to an appropriate level of staffing (4 full time positions plus seasonal workers). Further costing would be necessary to determine an exact value.

CONSULTATION

Mr Michael Booth (Finance Manager)
Mr George Ropeyarn (Batching Plant Manager)
MANEX

NORTHERN PENINSULA AREA REGIONAL COUNCIL

INJINOO READYMIX PLANT
BUSINESS PLAN

Funded by the Queensland Government
Department of Local Government, Community Recovery and Resilience

Prepared by:
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TABLE OF CONTENTS

Page

FORMS

A. EXECUTIVE SUMMARY

The business plan for the Injinoo Readymix Plant reviews the current operation and outlines suggested strategies to be implemented to improve the overall performance of the Readymix business.

Key items discussed in the business plan include:

- Identification of procedures, mainly on a daily basis, to safeguard.
- Comments on systems from suppliers.
- Team training on a regular basis.
- The appointment of a "buddy" to assist each new team member to settle into their position.
- 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 Readymix Plant by the team members.
- Implementation of ongoing team training in all aspects of the Readymix operations so that the team members have a wider appreciation of their role in the organisation.
- 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 on the basis that the Readymix business does have a competitor in the Northern Peninsula Area. This strategy is advanced on the basis that the Injinoo Readymix Plant should be offering an outstanding service so as to discourage any other organisation that might consider opening a concrete batching plant in the Northern Peninsula Area.
- Strategies are included for encouraging customer feedback by the establishment of "think tank" meetings between team members and customers to analyse customers' thoughts on the products being made available.
- Promotional activities such as seasonal themes, market days 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 supermarket as well as Injinoo Service Station, 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 commercial customer organisation database for businesses operating in the Northern Peninsula Area would be produced so as to facilitate direct communication with those organisations by the Readymix plant.
- 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 is able to analyse. This is based on the concept that to manage you must be able to measure the 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 could 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 within the business 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 set in the budgets.

- The business plan envisages the establishment of a Board of Advice for the Injinoo Readymix Plant. The membership of the Board of Advice is to be the:
  - Mayor
  - Chief Executive Officer
  - Executive Manager – Corporate Service
  - Executive Manager – Finance
  - Business Manager
  - Injinoo Readymix Plant Manager

  It is envisaged that the Board of Advice will meet on a monthly basis to review all aspects of the performance of the Injinoo Readymix Plant.

- 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 stock ordering system.	2	Manager	
2.	Contact suppliers for promotional assistance.	3	Manager	
3.	Implement the "buddy" system.	4.3	Manager	
4.	Contact the Council's Workplace, Health and Safety Officer for a visitation schedule.	4.6	Manager	
5.	Organise a weekly team meeting with team members to discuss the previous week's performance and to plan the current week.	4.7	Manager	
6.	Discuss with the Business Manager the implementation of a team training programme and implement the team training programme.	4.8	Manager	
7.	Implement a programme of regular team member performance reviews.	4.9	Manager	
8.	Implement a marketing strategy for Injinoo Readymix on the basis that there are direct competitors.	5.1 5.2	Manager	
9.	Encourage customers to give comments on the products and services made available to them.	5.3 5.4	Manager	
10.	Establish "think tank" meetings of team members and customers to review the products and services being made available to customers.	5.5	Manager	

Item No	Details	Business Plan Reference	By Whom	By When
11.	Prepare weekly Key Performance Indicator Report.	8.2	Manager	
12.	Conduct weekly team meeting.	8.3	Manager	
13.	Submit a copy of the minutes of the weekly team meeting to the Business Manager.	8.3	Manager	
14.	Attend weekly management meeting with the Business Manager.	8.3	Manager	
15.	Prepare a report for the monthly Board of Advice meeting.	8.4	Manager	
16.	Attend monthly Board of Advice meeting.	8.4	Manager	
17.	Analyse weekly performance.	8.5	Manager	
18.	Prepare fortnightly performance report.	8.6	Manager	
19.	Review monthly financial accounts with the Business Manager.	8.7	Manager	
20.	Read articles supplied as part of the professional development reading schedule.	8.8	Manager	
21.	Organise the ongoing general maintenance programme in and around the Readymix Plant.	8.9	Manager	
22.	Meet with the Business Manager for consideration of targets for sales and gross profit percentages including review of the operating expenses of the Injinoo Readymix Plant.	8.12	Manager	
23.	Prepare a report for submission to the Board of Advice meeting.	10.	Manager	

C. OPERATIONAL ISSUES

1. Key Functions

The key functions of the Injinoo Readymix Plant include:

- the manufacture and delivery of concrete throughout the Northern Peninsula Area;
- ensure that all members of the Readymix team have a current knowledge of appropriate laws relating to the manufacture of concrete;
- control stock investments within the budget limits;
- ensure that staff are adequately briefed on product knowledge; and
- analyse the weekly performance report for the Readymix activities noting:
  - sales;
  - gross profit;
  - wages;
  - other direct costs;
  - contribution to overheads;

2. Stock Management

Order all new stock (cement, aggregate and sand) with the official order.

Check all incoming products to the plant to ensure that they are the required quality and quantity. Do not accept the products if they are not of the required standard.

The Readymix Plant Manager will monitor the aggregate and sand pits to ensure that sufficient quantities are available for the scheduled production run.

3. Suppliers

The key supplies to the business are:

- cement
- sand
- aggregate

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.

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 Readymix Manager.

4.2 The Team

The Readymix team comprises:

- full time staff
- casual staff on rosters

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 Readymix systems and procedures.

4.4 Work Rosters

The manager will prepare the team rosters and discuss with the individual team members their rostered days and hours.

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 Workplace Health & Safety

The manager will liaise with the Council's Workplace Health & Safety Officer for a visitation schedule to ensure that the Readymix Plant complies with Workplace Health & Safety Regulations.

4.7 Team Meetings

Team meetings should be held on a weekly basis. An agenda template for a weekly team meeting is attached as **Addendum IR02**.

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 implementation of ongoing staff 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 for each staff 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 was handed to team members should be filed in the staff training file maintained.

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 activates to enable a business to communicate with current customers and potential customers as to the range of products and services that can be supplied.

Marketing is concerned with everything relating to the transfer of the product in this case concrete that the Readymix plant has manufactured for 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 Readymix plant provides.

Price is everything that the Readymix plant’s customers pay to purchase the Readymix plant’s product.

Place is where the Readymix plant delivers products to the customers.

Promotion includes everything that the Readymix plant does to gain attention to its business and to the products 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 Readymix Plant Marketing

The Injinoo Readymix plant has a monopoly in the Northern Peninsular Area. Whilst this is an advantage, being the sole producer of concrete brings responsibilities to ensure that customers receive an outstanding service so that no competitor will be encouraged by customers to open a competing plant in the Northern Peninsular Area.

The marketing strategy should incorporate the following key strategies:

- ensure that every time a customer has a communication with the Readymix plant that the experience exceeds the customer's expectations;
- services delivered should correspond with the service that has been promised in advertising;
- the Readymix plant team should be seen by customers as an integral component of the building construction that the customer is involved in;
- customer specific strategies should be developed and every member of the team should be encouraged to closely observe what the customer's requirements are relative to concrete so that changes and improvements can be introduced in an endeavour to keep the customer satisfied;
- the Readymix plant need to be creating a "WOW" factor relative to the services that are made available to its customers;
- management should be encouraging each team member to become a personal marketer to the customers on behalf of the Readymix plant.

5.3 Marketing Strategies For The Readymix Plant

Marketing is the process of finding out what customers want and then presenting that product to the customers at the right price. Part of this process will be the development and maintenance of customer demographic records including:

- customer's name
- type of business
- address
- web address
- email address
- telephone
- details of sites that the customer is working on
- details of the type of products that the customer wishes to purchase

To be an effective business you need to be different. Differentiation is difficult when there is no direct competitor but to be an effective business the Injinoo Readymix plant should be acting as if there was a direct competitor in the market place. This will require the creation of strategies that go the extra bit to satisfy customer's expectations.

Customer expectations could be satisfied by:

- more personalised service;
- asking customers for suggestions
- responding to customer's suggestions;
- identification and then promotion of the Readymix plant's "unique selling proposition";
- what selling strategies have been introduced?
- Could you approach cement suppliers for assistance in special promotions?
- Are you monitoring what other Readymix plants are doing in other areas, for example Thursday Island to ensure that the Injinoo Readymix plant is conversant with changes occurring in the concrete manufacturing industry so that Injinoo Readymix plant is in a very strong position to compete against any competitor who may be inclined to open a plant in the Northern Peninsula Area?

5.4 Customer Feedback

The Readymix plant should be encouraging customer feedback by contacting customers after the completion of each job to enquiry whether they were satisfied with the quality of the product, the delivery times or whether there was any issues that they were not satisfied with so that steps can then be taken to improve the service delivery.

5.5 Marketing Plans

The Injinoo Readymix plant 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 Readymix plant?
- using customer questionnaires to find out more about the requirements of the individual customer and the types of additional products that they may require, for example, concrete block and paving stones.

It is important not to assume anything and not to assume that there will never be a competitor.

A strategy will be to organise "think tank" meetings of team members and customers to identify how the Readymix plant can be differentiated from "competitors" and offer products and services that the customers want.

6. Customers

The customers are:

- Builders
- Queensland government for the construction of houses
- Local residents for the construction of sheds etc.

The customers pay their bills direct to the Council's office.

New contracts or agreements are reviewed as they are negotiated.

7. Competitors

There is no direct competitor for the manufacture of concrete for the Injinoo Readymix Plant in the Northern Peninsular Area.

However, the business should introduce strategies on the basis that there is a competitor, or a likely competitor, so as to ensure that the services being offered by the Injinoo Readymix Plant are of the highest possible standard.

Comments have been included in:

- Section 5.2 - Readymix Plant Marketing
- Section 5.3 - Marketing Strategies for the Readymix Plant
- Section 5.4 - Customer Feedback

which all indicate that the Injinoo Readymix Plant should conduct its business operations on the basis that there was a local competitor.

8. Management

8.1 Administration Functions

Key functions of Administration include:

- preparing daily reports of cement deliveries for dispatch to the office so that the office can raise the tax invoices for the customers;
- checking suppliers' tax invoices promptly and forwarding the tax invoice to the accounts department for payment;
- preparation of team members' time records and promptly forwarding the information to the office for payment of wages;
- maintain an asset register for all assets owned by the Readymix Plant;

- monitoring the database for recording of customers' information;
- 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; and
- maintaining register of fires.

8.2 Performance Monitoring

- Preparation of weekly Key Performance Indicator 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 the activities of the plant for submission to the Board of Advice. The manager's report should comment on team performances including comments on attendance, training awards, complaints.
- Manager to participate with the Business Manager, Chief Executive Officer, Executive Manager – Finance and Executive Manager – Corporate Services on the monthly Board of Advice meeting.

8.5 Weekly Performance

Analyse weekly performance report noting:

- sales; and
- gross profit.

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

Determine strategies to improve performance

8.6 Fortnightly Performance Report

The Manager will prepare the fortnightly performance estimate based on the:

- value of sales invoices prepared for the two week period;
- calculated cost of direct material usage - cement, sand, aggregate;
- salaries and wages, including oncosts - advised by the Executive Manager - Finance;
- estimated Overhead Expenses - as per Budget;

to determine the estimated result for the fortnight and Key Performance Indicators which relate to that period.

8.7 Monthly Financial Accounts

The monthly financial accounts for the Readymix plant 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 plant 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 Training

Management training should be introduced for the management team.

A professional development reading schedule has been introduced for the Manager. The content of the professional development reading schedule is as follows:

- Paper 005-015 - Trading & Profit And Loss Statement;
- Paper 005-016 - Trading & 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 Business;
- Paper 017-050 – Best Practice In Human Resources Management; and
- Paper 017-052 - Introduction To Key Characteristics - Best Practice In Human Resources.

The Business Manager will discuss the various articles with the Readymix Manager at their weekly meetings. The articles will be used as the basis for the determination of strategies for the Injinoo Readymix Plant.

8.9 General Maintenance

The assets of the business are:

- Hino cement truck – 226-EUD
- Hino cement truck – 576-NEX
- Mex Komatsu loader – WA -100
- Concrete pump (Line 171TGD)
- Atlas air compressor
- Cap 25 Forklift
- Hino tipper (8 Tonne) – 042 – TWT
- Toyota Landcruiser ute – LOP-106
- Batching Plant
- Diesel engine and road cell
- Storage shed for 40 pellets of cement
- Office and lunchroom

The manager will submit a report on maintenance required to the Business Manager.

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
- any other items that the manager wishes to bring to the attention of the Board of Advice meeting.

8.11 Management Team

The Injinoo Readymix Plant Manager will be responsible for all day to day activities of the plant including:

- preparation of requisitions for purchase of stock and submission of the requisitions to the Business Manager for approval;
- submitting orders when they're received from the office to the suppliers;
- ensuring that appropriate procedures have been implemented for the receipt of stock;

- preparing team rosters; and
- conducting team member performance reviews and submission of reports to the Business Manager.

A Job Description Summary of the Injinoo Readymix Plant Manager is attached as **Addendum IR06**.

8.12 Establishment of Targets - Sales and Gross Profit Percentage

The manager should review the Operating Expenses of the Readymix Plant including:

- wages & salaries, including oncosts
- operating expenses
- Council's administration charges and profit target to determine a Sales & Gross Profit % which will generate sufficient Gross Profit to cover the Operating Expenses and Targeted Profit.

Closely review the costs of operation, including Wages & Salaries, Labour Rosters to determine potential savings in the cost of operations. Discuss these targets with the Business Manager on a fortnightly basis (when reviewing the fortnightly performance estimate).

9. Operational Issues

9.1 Daily Production Statistics

Daily production data relating to production and deliveries are prepared by the manager and collected by the courier to go to the Council's office for the preparation of invoices to be sent to customers.

9.2 Operational Improvement Suggestions

Management has suggested that a feasibility should be prepared as to whether it is better to source aggregate locally rather than on the other side of the Jardine River.

Sand is sourced from the Northern Peninsula Area side of the Jardine River.

9.3 Sale Prices

The charge out rate for concrete which is set by Council is $754 per square meter plus GST.

9.4 Operational Problems

At peak times there is a problem with sourcing the aggregate and sand in the storage area.

At peak times there is not enough cement held on the 40 pallets that are able to be stored in the store.

10. Board of Advice

A Board of Advice will be established for the Injinoo Readymix Plant. 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
- Plant 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 plant's performance

11. Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

(Identified by the Plant Manager)

11.1 Strengths:

- The business manufactures concrete and delivers it to all parts of the Northern Peninsular Area.
- The council owns the concrete mixing trucks.
- There are no competitors in the Northern Peninsular Area.

11.2 Weaknesses:

- The climate of Far North Queensland.
- Funding the infrastructure relative to plant and equipment upgrades.
- Requiring an upgraded storage shed for cement.
- Plant and equipment – vehicles are getting older.
- Aggregate is transported from an area outside the Northern Peninsular Area. The transport costs are a significant factor in the final delivered price of aggregate to Injinoo.

11.3 Opportunities:

- Manufacture of cement blocks.
- Manufacture of cement pavers.
- Sourcing of aggregate from Traditional Owners' land.
- Constructing the business' own crushing plant.
- The government is building 108 new houses a year. All of these require slabs and/or block walls and pavers.

11.4 Threats:

- There is always the possibility of a competitor from the Thursday Island Readymix Concrete business.
- Government policies on building houses in the Northern Peninsula Area.
- Maintenance programme on plant, equipment and vehicles.
- Policy on truck replacements.

12. Budget

12.1 Financial Performance Summary – Last Three Years

A summary of the financial performance for 2012/13, 2013/14, 1st July 2014 to 30th November 2014 is shown below. These figures are extracted from the Council's financial accounts.

We have been unable to obtain any explanation for the variation in gross profit percentage which is 2012/2013 was 41.18%, 2013/2014 was 22.77% and in the period 1st July 2014 to 30th November 2014 it was shown as 66.68%.

	1.7.14 to 30.11.14		2013/14		2012/13	
SALES:						
• Concrete		$516,103		$1,095,410		$1,885,508
• Other		-$ 26		$ 312,980		$ 113,254
TOTAL SALES		$516,077		$1,408,390		$1,998,762
Opening Stock	$ 89,338		$ 293,808		$ 236,462	
Stock Purchases					$ 126,117	
Stock purchases GST Free					$ 709	
Materials & Services	$162,756		$ 747,972		$ 916,664	
Freight	$ 9,225		$ 135,287		$ 189,458	
TOTAL	$261,319		$1,177,067		$1,469,410	
Less:						
• Stock on hand	$ 89,338		$ 89,338		$ 293,808	
TOTAL		$171,981		$1,087,729		$1,175,602
Gross Profit		$344,096		$ 320,661		$ 823,160
Gross Profit %		66.68%		22.77%		41.18%
Less:						
Salaries	$107,563		$ 256,917		$ 327,198	
TOTAL EXPENSES		**$107,563**		**$ 256,917**		**$ 327,198**
NET PROFIT/LOSS		**$236,533**		**$ 63,744**		**$ 495,962**

12.2 Analysis

An analysis has been prepared on the financial accounts for the period 1st July 2014 to 30th November 2014.

The stated gross profit of 66.68% appears high. The gross profit percentage in 2013/2014 was 22.77% and in 2012/2013 was 41.18%. For the budget calculations from 1st December 2014 onwards we have utilised a gross profit percentage of 40%.

Labour percentages were far more consistent over the period analysed being:

- 2012/2013 – 16.3%
- 2013/2014 – 18.2%
- In the 5 month period to the 30th November 2014 – 20.08%

an average of 18.43%.

We have utilised 20% in the budgets.

INJINOO READYMIX CONCRETE PLANT
(b) BUDGET ASSUMPTIONS

	1.7.14 to 30.11.14	1.7.14 to 31.12.14	Assumptions tor Budget
Note	Note 1		
Sales ex GST	$516,077		
Gross Profit %	66.68%		
Gross Profit	$344,096		
Less:			
Salaries	$107,563		
Total Expenses	$107,563		

Net Contribution - Prior to Council Administration Charge	$236,533

Note 1: The GP% of 66.68% appears high.
The GP% 2013/2014 was 22.77% and 2012/2013 was 41.18%.
This is an average of 43.54%.
We have used 40% in the budgets.

The labour % was:

- to 30/11/14 – 20.8%
- 2013/2014 – 18.2%
- 2012/2013 – 16.3%

An average of 18.43%.
We have utilised 20% in the budgets.

12.3 Budget Overview

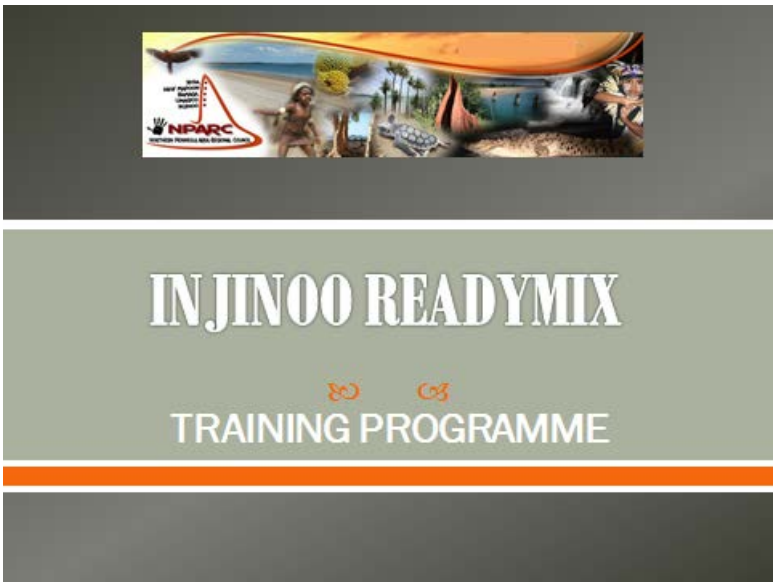
In the budget calculations, for the period 1st December 2014 to 30th June 2016 we have utilised a gross profit percentage of 40% and a salaries including on-costs percentage of sales of 20%

The Budget Forecasts are contained in IR09.

Highlights of the Budget Forecasts are:

	2014/15	**2015/16**
Sales ex GST	$1,289,077	$1,500,000
Gross Profit	$ 515,631	$ 600,000
GP%	50.6%	40%
Less:		
Salaries and On-costs	$ 262,163	$ 300,000
Total Expenses	$ 262,163	$ 300,000
Net Contribution prior to Council Administration Charges	$ 391,133	$ 300,000

Addendum IR01 - Training Programme



Operating an Outstanding Readymix Concrete Business

- 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 Readymix Concrete Business

- 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 Readymix Concrete Business

- Customer knowledge and service:
  - Know your target market
  - Demographic profile of your customers
  - Communication with customers
  - Ask your customers what they like
  - Run customer surveys/suggestions
  - Database (especially commercial customers)

Operating an Outstanding Readymix Concrete Business

- Excellent product/industry knowledge:
  - Training sessions on products

Operating an Outstanding Readymix Concrete Business

- Systems:
  - Opening factory
  - Presentation
  - Team rosters
  - Absenteeism
  - Receiving stock
  - Team hours worked
  - Marketing
  - Advertising
  - Quality control

Operating an Outstanding Readymix Concrete Business

- Analysis of results:
  1. Review Weekly Performance Report (part of Fortnightly Performance Report)

Operating an Outstanding Readymix Concrete Business

- Analysis of results (cont'd....):
  2. Analyse Performance Indicators

	This Week	YTD Average	% Change	Comments
Cubic metres of concrete sold				
Cubic metres of other products sold				
Average value of concrete sales per CM				
Average value of other products sales per CM				

Operating an Outstanding Readymix Concrete Business

- Analysis of results (cont'd....):
  2. Analyse Performance Indicators

	This Week	YTD Average	% Change	Comments
Materials used:				
• Cement - % of Total Sales				
• Aggregate - % of Total Sales				
• Sand - % of Total Sales				

Addendum IR02 - Weekly Team Meeting Agenda (Template)

INJINOO READYMIX PLANT

WEEKLY TEAM MEETING

AGENDA

DATE: _____

1. PERSONS PRESENT

2. ITEMS ARISING FROM PREVIOUS MEETING

---

3. REVIEW OF THIS WEEK'S ACTIVITIES

.1 Concrete sold - CM

.2 Other products sold - CM

.3 Quality control

.4 Marketing to prospective customers

.5 What went wrong?

.6 Improvements that could be made

.7 What went right?

.8 Training - team

4. NEXT WEEK

.1 Jobs booked in

.2 Rosters

.3 Materials supply:

- Cement
- Aggregate
- Sand

.4 Training - team

5. TEAM DISCUSSION

Addendum IR03 - Weekly Management Meeting Agenda (Template)

INJINOO READYMIX PLANT
WEEKLY MANAGEMENT MEETING
AGENDA
(Participants - Manager, Business Manager)

DATE: _____

1. PERSONS PRESENT

2. REVIEW OF NOTES FROM PREVIOUS MEETING

3. BUSINESS ARISING FROM PREVIOUS MEETING
---

4. CONSIDERATION OF REPORTS
- Absenteeism Report for Week
- Explanation on Absenteeism
- Fortnightly Performance Estimate
- Key Performance Indicators
- Production/Sales

5. STOCK
- Cement
- Aggregate
- Sand

6. TEAM
- Employee of the week
- Complaints
- Training
- Holidays
- Personal Leave

7. CUSTOMERS
- Customer suggestions
- Action on suggestions

8. SUPPLIERS
- Cement
- Aggregate
- Sand

9. MARKETING
- Results of marketing activities last week
- Marketing strategies for this week

10. GENERAL BUSINESS

Addendum IR04 - Monthly Board of Advice Meeting Agenda (Template)

INJINOO READYMIX PLANT

MONTHLY BOARD OF ADVICE MEETING
AGENDA
(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
  - cement
  - aggregate
  - sand
- Customers
  - comments/suggestions
- Suppliers
  - stock availability
  - 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 IR05 - Fortnightly Performance Estimate Report

INJINOO READYMIX PLANT

FORTNIGHTLY PERFORMANCE ESTIMATE REPORT

FORTNIGHT ENDED: _____

	Week Ended		Week Ended		2 Week Total	
Concrete Sold (in Cubic Metres)						
Value of concrete sales	$		$		$	
Average Sale Price per Cubic Metre	$		$		$	
Other products sold (in Cubic Metres)						
Value of Other Products	$		$		$	
Total Sales	$		$		$	
Materials used:						
• cement		% of total sales		% of total sales		% of total sales
• aggregate		% of total sales		% of total sales		% of total sales
• sand		% of total sales		% of total sales		% of total sales
Gross Profit	$	% of total sales	$	% of total sales	$	% of total sales
Gross Profit Percentage						
Labour Hours for Team						
Total Sales per Labour Hour	$		$		$	
Less Expenses:						
• Gross wages for fortnight	$		$		$	
• Labour Oncost	$		$		$	
• Gross wages plus oncost % of total sales	%		%		%	
• Electricity	$		$		$	
• Other costs	$		$		$	
Total Expenses	$		$		$	
FORECAST NET PROFIT/(LOSS) - FORTNIGHT	$		$		$	
NET PROFIT/(LOSS) % OF TOTAL SALES	$		$		$	

	Week Ended	Week Ended	2 Week Total
HINO CEMENT TRUCK - (Registration 226 EUD)			
Kilometres:			
- Opening			
- Closing			
Travelled for Week			
Expenses:			
- Fuel	$	$	$
- Oil	$	$	$
- Tyres	$	$	$
Total Expenses	$	$	$
Cost per Kilometre	$	$	$
HINO CEMENT TRUCK (Registration 576 MEX)			
Kilometres:			
- Opening			
- Closing			
Travelled for Week			
Expenses			
- Fuel	$	$	$
- Oil	$	$	$
- Tyres	$	$	$
Total Expenses	$	$	$
Cost per Kilometre	$	$	$
HINO TIPPER 8 TON TRUCK (Registration 042 TWT)			
Kilometres:			
- Opening			
- Closing			
Travelled for Week			
Expenses			
- Fuel	$	$	$
- Oil	$	$	$
- Tyres	$	$	$
Total Expenses	$	$	$
Cost per Kilometre	$	$	$

	Week Ended	Week Ended	2 Week Total
TOYOTA LANDCRUISER UTE - (Registration LOP106)			
Kilometres:			
- Opening			
- Closing			
Travelled for Week			
Expenses:			
- Fuel	$	$	$
- Oil	$	$	$
- Tyres	$	$	$
Total Expenses	$	$	$
Cost per Kilometre	$	$	$

Addendum IR06 - Job Description - Plant Manager

INJINOO READYMIX PLANT

JOB DESCRIPTON – PLANT MANAGER

OBJECTIVES: To manager all aspects of the Readymix Plant to maximise sales, profit, customer satisfaction and employee advancement by adopting best practice procedures.

RESPONSIBILITES:

A. Staff

1. Ensure that all staff delivers high quality service in all areas of the business.
2. Establish staff employment guidelines and monitoring during probation period.
3. Implement procedures for the 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 receives proper training.
9. Encourage monthly staff meetings.

B. Marketing

1. Develop and coordinate local marketing initiatives to customers and perspective customers in the Northern Peninsular Area.
2. Establish procedures to obtain comments from customers relating to the performance of the Injinoo Readymix Plant.

C. Financial

1. Ensure control and efficiency in all areas of stock management relating to cement, sand and aggregate.
2. Monitor the weekly financial reports and KPIs.
3. Analyse the monthly financial accounts and key performance indicators.
4. Identify problems in areas of profitability and initiate strategies for improvement.
5. Prepare comparisons of budgets to actual performance.

D. Management

1. Appoint, train and mentor team members.
2. Effectively and responsibly delegate to other team members.
3. Lead by example in all areas of management.
4. Establish weekly team meetings.
5. Prepare and submit a report to the monthly Board of Advice Meeting.
6. Present a "State of the Business" update to staff at monthly staff meetings.

E. Generally

1. Lead by example.

SPECIFIC DUTIES:

Daily:

1. Review customer feedback, comments and suggestions.
2. Review quantity of cement produced.
3. Review plant presentation relative to safe and appropriate work practices.

Weekly:

1. Attend weekly team meetings.
2. Review minutes of weekly team meetings.
3. Have a meeting with the Business Manager to discuss the week's results.

Fortnightly:

1. Prepare the fortnightly performance estimates.
2. Discuss the fortnightly performance estimates with the Business Manager.

Monthly:

1. Review the monthly financial accounts prepared at the office.
2. Review budget variance report.
3. Prepare a report for submission to the Board of Advice.

Periodic:

1. Appoint a team member as the editor of the Readymix Plant's newsletter which will be distributed to customers and perspective customers.
2. Review the summaries on customers' comments and questionnaires.
3. Appoint a team member to be responsible for the employment process.
4. Review and update employment guidelines.
5. Review the employee orientation guidelines.
6. Appoint a team member to be responsible for new employee evaluation.
7. With the Business Manager - review the targets for sales and gross profit percentages, including cost of operation, in an endeavour to achieve the profitability target.

Addendum IR07 – Business Manager – Duties

INJINOO READYMIX CONCRETE PLANT

BUSINESS MANAGER – DUTIES

Item No	Duties	Business Plan Reference
1.	Review targets for sales and gross profit percentages across the Injinoo Readymix Concrete Plant 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 set in the budgets.	A.
2.	Discuss with the plant manager the details of any promotional assistance received from the suppliers and details of any complaints received from the suppliers.	3.
3.	Discuss with the plant manager in relation to team structure if any changes are sought a report will be prepared for submission to the next Board of Advice meeting	4.5
4.	Discuss with the plant manager 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 them to undertake their duties.	4.8
5.	Review of team member performance review report submitted by the plant manager.	4.9 8.11
6.	Encourage the Readymix plant to conduct operations as if there was a direct competitor.	5.3
7.	Monitor the market research to identify potential new products that could be produced – e.g. cement blocks, pavers etc.	5.5
8.	Monitor the "think tank" meetings with customers and team members.	5.5
9.	Review recommendations by the plant manager relative to the team performance, new contracts or termination of contracts.	8.1
10.	Review the development of a customer data bases.	8.1
11.	Review the weekly team meeting minutes provided by the plant manager.	8.3
12.	Attend weekly management meeting with the plant manager.	8.3
13.	Attend monthly Board of Advice Meeting.	8.4 10
14.	Review details of salaries and wages (including on-costs) each fortnight provided by the Executive Manager - Finance.	8.6
15.	Review monthly financial accounts provided by the Council's office.	8.7

Item No	Duties	Business Plan Reference
16.	Meet with the plant manager for a discussion on the overall financial accounts for the previous month.	8.7
17.	Co-ordinate a 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 plant manager the professional development reading schedule.	8.8
20.	Review report submitted by plant manager in relation to maintenance required.	8.9
21.	Review submission from the plant manager on the plans for the next few months in relation to repairs and maintenance, capital expenditure, training, holidays and other items that the manager wishes to bring to the attention of the Board of Advice.	8.10
22.	Review requisitions for purchase of stock received from the plant manager for approval.	8.11
23.	Meet with the plant manager for consideration of targets for sales and gross profit percentages including review of the operating expenses of the plant.	8.12
24.	Prepare report for the Board of Advice meeting.	10.

Addendum IR08 – Chart of Accounts Recommendations

INJINOO READYMIX CONCRETE PLANT

CHART OF ACCOUNTS RECOMMENDATIONS

SALES

- Concrete
- Other Products

OPENING STOCK

PURCHASES OF MATERIALS

CLOSING STOCK

EXPENSES

Bank Charges
Cleaning
Electricity
Motor Vehicle Expenses

- Fuel
- Petrol and Oil
- Registration
- Insurance
- Repairs

Wages and Salaries
Wages and Salaries On Costs

Addendum IR09 – Budgets

INJINOO READYMIX CONCRETE PLANT

BUDGETS FOR THE PERIOD 01.12.14 TO 30.06.16

Budgets for Injinoo Readymix Concrete Plant for the period 01.12.14 to 30.06.16 – please see attached Excel spreadsheet.

Title of Report: Tender Award, NPARC 2022-03-01
Agenda Item: 10.3
Classification: For Decision
Author Executive Manager Operations
Attachments A. Tender Assessment Report

Officers Recommendation:

That Council authorise the Chief Executive Officer and Executive Manager Operations to:

- Council to commence and finalise negotiation of contract terms with the preferred Tenderer, Veolia.
- Enter into a contract for six years with Veolia if negotiations result in an acceptable contract position.
- The cost of mobilisation of this Contract is $182,183 excl. GST, with a monthly base fee of $128,124.86 excl. GST. The total annual cost for the first year of this Contract for mobilisation and monthly base cost is estimated to be **$1,719,681.32 excl. GST**

PURPOSE OF REPORT

To award the Operational and Maintenance Services of the Northern Peninsula Area Water Supply System, as tendered in Tender Number: NPARC 2022-03-01.

BACKGROUND AND CONTEXT

Ownership Operations and Maintenance of the Northern Peninsula Area Water Supply System was transferred from the State of Queensland to Northern Peninsula Area Regional Council in 2019. At that time TRILITY was providing Operations and Maintenance Services to the Northern Peninsula Area Water Supply System under an annual contract as part of a tripartite agreement between the State, TRILITY and Council. In 2021 after several 6 – 12-month extensions to this tripartite agreement TRILITY advised that they were not willing to extend a further time for Council to prepare and run a tender.

Council with the assistance of Simmonds & Bristow operators took over Operations and Maintenance of the Northern Peninsula Area Water Supply System in December 2021.

Council engaged Aurecon to provide procurement assistance in developing advertising and assessing Tender Number: NPARC 2022-03-01.

The closing date for Tender submissions was 5pm on Thursday 28 April 2022. Council received four compliant tender submissions by the nominated closing date and time. Tender Submissions were received from the following companies:

- Membrane Systems
- Trility

- Veolia
- Simmonds & Bristow

A full tender Assessment report has been prepared and submitted to Council officers by Aurecon. As the tender assessment report contains commercial in confidence information it has been tabled for Councillor's reference and review as required.

Report Summary

- The tenderer with the highest total weighted score is Veolia.
- Membrane Systems tender lacked some fundamental understanding of the overall water supply systems and O&M. Membrane Systems is a small team based out of South Australia and didn't have as strong previous experience in comparison to Veolia and Trility.
- Simmonds & Bristow tender demonstrated good knowledge of O&M and treatment processes but was priced significantly higher than other tenders.
- Veolia has a strong mobilisation plan and has sufficient experience to gain knowledge of the plant quickly. Veolia has also included a 3D model in their monthly base cost which will enable remote technical support capabilities. This tool will be passed onto NPARC at the conclusion of the contract. This would be a very useful tool for operations.
- Trility offers experience as they have operated the plant for the past 7+ years. However, Trility's offer scored lower than Veolia's in terms of capability due to:
    - Veolia has a great mobilisation plan in which they offer to train not only the core team who will be residing in Bamaga, but also a number of staff that will be providing remote trouble shooting support to the on-site engineers and operators. This included the establishment of a 3D model of the NPA water supply system during mobilisation to allow remote, real-time trouble shooting.
    - Trility did not provide a full list of staff members that they will offer for this Contract in their tender offer, including one of the fly in fly out (FIFO) team leaders. Given the criticality of this role, this does not provide Council with confidence at this point in time that the person Trility will offer to fill this role will have sufficient qualification and experience to meet this role's expectation.
- Veolia has proposed a permanent onsite operations manager which is beneficial for consistency and integration for the NPARC team. Meanwhile, Trility has proposed a FIFO arrangement which has the potential to create confusion with accountability. However, both arrangements have their own benefits and risks, hence it is not a key differentiator in selecting the preferred Tenderer.
- Veolia has an additional project management administration cost to the rectification projects. The options to remunerate these services are as follow. There is a potential to manage this through contract negotiation.
    - A. External Costs + 20% fee (as original proposal); or

    - B. External Costs + 5% + Veolia Subject Matter Experts at the hourly rate stated in Veolia's Schedule of Rates

- Veolia and Trility offer very similar standards of value for money. Veolia has a slightly higher price but offers good opportunities and have shown good commitment in building ongoing, trusted relationships with Council

CRITICAL DATES

Simmonds and Bristow have been engaged to provide Labour hire style operator assistance through until June 30.

OTHER OPTIONS CONSIDERED

Council taking on the Operations and Maintenance Services of the Northern Peninsula Area Water Supply System, on a permanent basis. Given the complex nature of this plant and the skills required by senior operators and systems and scientific support staff and the high risk posed when senior staff turnover, this option was not chosen.

LEGAL AND LEGISLATION CONSIDERATIONS

This tender / contract is for a 6 + 2 or 5 + 3-year term, a contract will be finalised prior to Veolia being awarded possession of site. Council's lawyers (Preston) have been engaged to assist Council with finalising the negotiations of the contract.

POLICY CONSIDERATIONS

Council Procurement Policy, as the value of the works exceeds $200,000.00 a tender was required.

CORPORATE AND OPERATIONAL PLAN CONSIDERATIONS

Operational Plan: 1.1.1 Minimal Interruption to the community's water supply.

FINANCIAL AND RESOURCE CONSIDERATIONS

Drinking water supply is an essential service that Council provides to the residents of the NPA.

Drinking water supply services costs are covered by the charging of water services as outlined in Councils fees and charges.

CONSULTATION

Aurecon – Engineers and Water Industry Experts.
Preston Law – Lawyers
Department of Regional Development, Manufacturing and Water – Officers
Dept of State Development, Infrastructure Local Government and Planning – Engineers.
NPARC – Executive Officers

Title of Report Road Closure Letter of Support – Gudang Yadhakenu
Agenda Item 10.4
Classification For Decision
Author Executive Manager Operations
Attachments A. Pajinka Road Reserve Map

Officers Recommendation:

That Council authorise the Chief Executive Officer to prepare and send a letter of support / no objections to Torres Shire Council for the permanent closure on that section of road proposed by Gudang/Yadhaykenu Aboriginal Corporation

PURPOSE OF REPORT

To seek Council endorsement to provide a letter of support / no objection for the closure of that section of road proposed by the Gudang/Yadhaykenu Aboriginal Corporation, to Torres Shire Council

BACKGROUND AND CONTEXT

On Monday 9th of May representatives from the Gudang/Yadhaykenu Aboriginal Corporation requested a meeting with the NPARC Mayor and CEO to discuss a road reserve issue.

At 10am on Monday the 9th of May Bernard Charlie, Mary Yoelu and Naianga Nona from the Gudang/Yadhaykenu Aboriginal Corporation met with Mayor Patricia Yusia, Susan Law and Augustus Yates from NPARC.

The representatives from Gudang/Yadhaykenu Aboriginal Corporation outlined their desire to have a section of the Pajinka road closed. The Gudang/Yadhaykenu Aboriginal Corporation advised that the reason for this proposed closure is as follows:

- The existing 40 – 60m wide road reserve dissects the old resort site which is the area for the proposed campgrounds.
- The road reserve restricts the ability to develop the land in the future
- The road reserve provides legal uncontrolled access to the tip by tourists who have not always shown an appropriate level of respect for the area.
- Gudang/Yadhaykenu Aboriginal Corporation intend to implement a guided tour to the tip in the future with Apudthama Rangers.

Gudang/Yadhaykenu Aboriginal Corporation advised NPARC representatives that they have been in contact with Torres Shire last year and Torres Shire Council and Councillors support the proposed road closure. Gudang/Yadhaykenu Aboriginal Corporation have not been able to have Torres Shire Council respond to phone calls or emails this year.

Closure of the road reserve will need to be applied for by Gudang/Yadhaykenu Aboriginal Corporation through either:

- the Dept Natural Resources Mines and Energy.
- the Minister of the Department of State Development.

CRITICAL DATES
No Critical Dates.

OTHER OPTIONS CONSIDERED
N/A.

LEGAL AND LEGISLATION CONSIDERATIONS
Closure of the road reserve will result in no legal road access to the tip for tourists and residents alike.

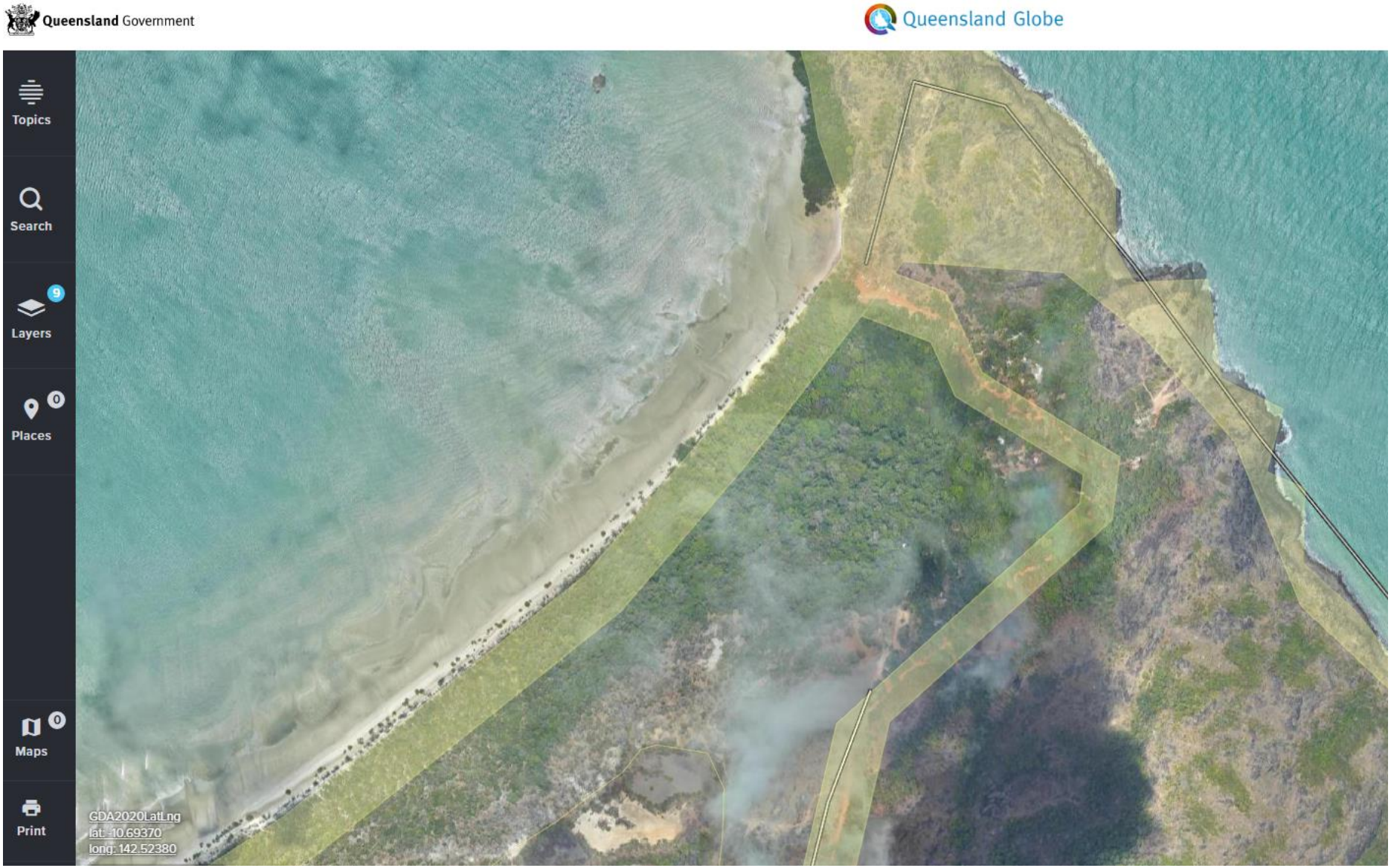
Residents and tourists would still have legal access the tip via the beach and remaining road reserve / esplanade lands

POLICY CONSIDERATIONS
No Policy Considerations

CORPORATE AND OPERATIONAL PLAN CONSIDERATIONS
1. Not Applicable

FINANCIAL AND RESOURCE CONSIDERATIONS
No direct financial considerations for NPARC.

CONSULTATION
DSDSATSIP Planning staff
NPARC Executive Officers
Relevant NPARC Officers
Gudang/Yadhaykenu Aboriginal Corporation Representative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Title of Report: Update on NPARC Business Enterprises – Ferry Replacement Project
Agenda Item: 10.5
Classification: For Noting
Author Acting Executive Manager - Business Enterprises
Attachments R3505 (01) Rev A - Jardine River Crossing Ferry - Design Proposal

Officers Recommendation:

That Council

1. **note the report**
2. **endorse in principle a request to transition the current funding arrangement to upgrade the current Ferry**
3. **if approved, the Project Manager oversee the requirements for the provision of services**

PURPOSE OF REPORT

This report provides the Councillors' with an update of NPARC Business Enterprises activities, specifically around the Jardine River Ferry replacement project.

BACKGROUND AND CONTEXT

The Jardine River Ferry is close to end-of-life serviceability and requires replacement or major upgrades. Funding was received in the W4Q 21-24 grant program for the Jardine Ferry replacement project.

G.A. GLANVILLE & CO. (NAVAL ARCHITECTS) PTY LTD were engage to scope a proposal for a replacement vessel. The report received indicated the price to replace the current Ferry with a new vessel per the requirements is between $2.25 Million (+GST) and $2.7 Million, depending on material utilised in the construction of the Ferry. This range of cost demonstrates the current budget is not adequate for replacement of the Ferry.

The Ferry requires several upgrades to ensure continued safe operation into the immediate future (especially after this season). Failure to undertake this work may remove the ferry from operational service for extended periods of time during peak service requirements. It is possible to request that the current funding be re-purposed to cover these costs.

Recommended Option

That a request be made to the funding body to review and repurpose the current funding arrangement to upgrade the current ferry
That if approved, the Project Manager oversee the requirements for the provision of services in this instance

CRITICAL DATES

The request to repurpose the finding should be commenced immediately, as the lead time to assess and design the upgrade requirements may requires months of preparation

OTHER OPTIONS CONSIDERED

N/A

LEGAL AND LEGISLATION CONSIDERATIONS

N/A

POLICY CONSIDERATIONS

Risk Management Policy (GP 004)
Procurement Policy v3 (FIN002)

CORPORATE AND OPERATIONAL PLAN CONSIDERATIONS

NORTHERN PENINSULA AREA REGIONAL COUNCIL CORPORATE PLAN 2018 - 2022
Theme 1: Infrastructure Services
Key Corporate Strategies (particular)

- Implement, maintain and monitor effective financial and control systems within department budget

Operation Plan 2021-2022

1.4 Financially viable and sustainable

1.4.1 Be aware of our funding and resource limitations

Review all of Council's commercial activities and develop options to ensure the activities contribute positively to the Council's financial position

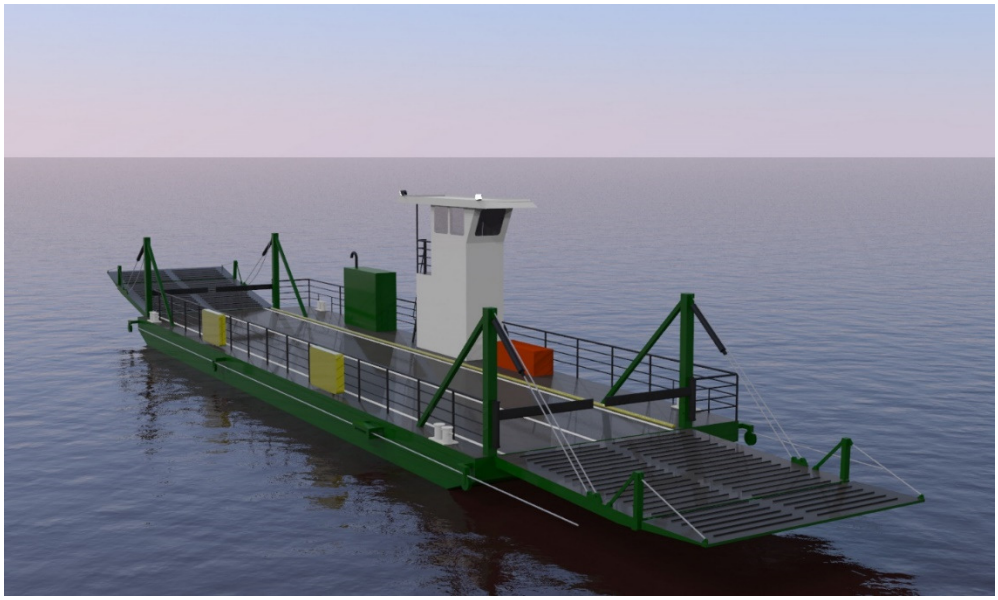
FINANCIAL AND RESOURCE CONSIDERATIONS

The request for funding reallocation would be by the Project Manager. If successful, the project Manager will oversight. It is expected that the project costs would be covered by the project funding.

CONSULTATION

Mr Gus Yates (Executive Manager Operations)
Mr Shane Waller (Projects Manager)
Mr Michael Booth (Finance Manager)
Mr Charles Woosup (Jardine Ferry Manager)

Replacement Ferry
for the
Jardine River Crossing



DESIGN PROPOSAL

Report No: **R3505(01) Rev. A**
Issue Date: **23rd March, 2022**

Prepared By:

G.A. Glanville & Co.
(Naval Architects) Pty Ltd
CAIRNS QLD 4870

Prepared For:

Northern Peninsula Area Regional Council
6 Woosup Street
UMAGICO Qld 4876

G.A. GLANVILLE & CO. (NAVAL ARCHITECTS) PTY LTD

277 Little Spence Street
P.O. Box 642,
CAIRNS QLD 4870

Telephone Number: (07) 40 351 488
Facsimile Number: (07) 40 351 403
Email : admin@gaglanville.com

Report Title:	Replacement Ferry for the Jardine River Crossing – Design Proposal
Report No:	R3505(01) Rev. A
Issue Date:	23rd March, 2022

Client:	Northern Peninsula Area Regional Council
Client Address:	6 Woosup Street UMAGICO QLD 4876
Client Contact:	Mr David Tyson
Client Reference:	Purchase Order No. 1011173/2

Prepared By:	G.A. Glanville	23/03/2022
Checked By:	G.A. Glanville	23/03/2022
DOM Approval:	D.G. Bruce	23/03/2022

REVISIONS				
Revision	**Issue Date**	**Comment**	**Prepared By**	**Checked By**

CONTENTS

ANNEXES

1.0 INTRODUCTION

1.1 The Northern Peninsula Area Regional Council operates a cable-driven car ferry at the Jardine River Crossing in the northernmost Cape York. The crossing is located at the northern end of the Northern Bypass Road approximately 40km SSW of Bamaga. It is a critical part of the main roads network and is the only road crossing the Jardine River.

1.2 The existing ferry was constructed and installed in the late 1980's with Class 1E survey and capacity for 6 cars. This capacity is barely adequate in peak periods and long queues of cars can build up at the crossing at various times.

1.3 The existing ferry has had increasing maintenance issues with age and the Council is considering replacement of the existing ferry with a new ferry.

1.4 G.A. Glanville & Co (Naval Architects) Pty Ltd have been engaged by the council to scope a proposal for a replacement vessel. This report contains a summary of relevant design issues and requirements and presents a concept design with budget pricing as a basis for further considerations.

1.5 This preliminary report is issued ahead of a planned site inspection which has been deferred pending Covid disruptions.

2.0 DESIGN OBJECTIVES

2.1 The design shall provide for the construction of a new ferry to replace the existing ferry.

2.2 The new ferry shall have capacity preferably greater, but no less, than the existing ferry.

2.3 Budget constraints are very tight. Costing of the design is important as a basis for further development.

2.4 Operations of the ferry shall be limited to daylight hours only, except for emergency operations at night when required.

3.0 EXISTING FERRY PARTICULARS

3.1 The existing ferry is a swim ended aluminium barge driven on a single cross-river cable by a hydraulic power pack with single diesel engine. It has a flat vehicle deck fitted with a main flap and toe flap at each end. The deck and flaps are sheathed with hardwood timber planking.

3.2 The vessel operates in daylight hours only (6.00 a.m. to 6.00pm).

3.3 No drawings of the existing ferry have been sourced or made available.

3.4 Principal particulars are as follows:

Length (hull)	19.0 m
Beam (hull)	6.5 m
Depth	1.2 m
Survey	AMSA Class 1E – 2 crew + 47 passengers
Vehicle capacity	2 lanes x 3 cars, total 6 cars
Max load	40 tonnes

4.0 SITE PARTICULARS

4.1 Site details have not been sourced or made available. The crossing width is estimated to be approximately 150 metres (subject to confirmation).

4.2 It is understood that detailed site information does exist and we are advised that TMR have previously measured the river profile at the crossing as part of a preliminary study for construction of a bridge.

4.3 Concrete shore ramps are located on each side of the river. Council advise the slope to be 160mm per metre (9 degrees).

4.4 The river is subject to flooding in the wet season and the ferry is shut down for maintenance during this time. High currents can be experienced at these times.

4.5 The depth of the river is unknown and the bottom profile is variable with silting an ongoing issue. An excavator is used to dredge the bottom in way of the ferry crossing from time to time.

5.0 DESIGN CONSIDERATIONS

5.1 The ferry will form part of the main roads network. As such it will require systems to be durable and reliable, with redundancy to the extent reasonable and practicable.

5.2 Design features shall be provided to ensure that the vessel and vessel systems meet a high level of safety commensurate with public transport expectations.

5.3 The design shall comply with all relevant survey requirements and applicable design codes.

5.4 The beam of the existing ferry has been maintained similar for the new design noting that the vessel shall be towed to site via a narrow and convoluted river with difficult and restricted navigation. Additional beam to allow for a third lane would add additional vehicular capacity but may render the vessel too wide for the delivery voyage. It would also accrue significant additional cost.

5.5 To address the shortfall in capacity of the existing ferry the design has been lengthened by 5 metres to provide an additional bay of cars, which will increase capacity from 6 to 8 cars. This represents a 33% increase.

5.6 It is recommended that the vessel is constructed form steel which has numerous advantages:

a) Steel is far more robust, durable and has greater strength than aluminium.
b) Steel is heavier than aluminium and will provide greater longitudinal stability with less trim effect when loading and unloading heavy vehicles.
c) Steel construction is cheaper.
d) Steel repairs at a remote location are more readily made than with aluminium.
e) Note: Steel will need to be painted whereas aluminium can be left as bare metal – maintenance of steel will increase in this respect.

5.7 It is not proposed to used hardwood planks on the deck, although these would be required in the case of aluminium construction.

5.8 The hull shall have well angled swim ends with adequate overhang to ensure that the ferry can move close to the shore ramps without running aground.

5.9 The flap geometry and arrangement at each end of the vehicle deck shall be arranged to minimize vehicle impacts during loading and unloading. The proposed configuration is shown on Dwg. No 3505/04 contained at Annex C. The flap geometry is subject to refinement after conduct of a site inspection.

5.10 The ferry shall have adequate strength and stability to load heavy trucks and semi-trailers.

5.11 The vessel shall operate with two cross-river cables. One shall be a drive cable and one shall be a guide cable. The second cable will provide redundancy in case of failure of the drive cable. This is considered an essential element of the design which is larger and heavier than the existing vessel. This arrangement is standard on all other known cable ferries in Queensland, N.S.W. and South Australia.

5.12 An allowance has been made for the hydraulic drive in the costing, however the design configuration is subject to further consideration and development. The existing ferry utilizes a single drive wheel (830mm dia) with multiple cable turns on the drive sheave; the alternative, more commonly used arrangement is to have a drive sheave and an idler sheave with a single wrap of cable. Cable wear, cost, maintainability and reliability will be relevant factors.

5.13 Hydraulic cable brakes shall be fitted to enable the vessel to be locked to the cables. This is considered to be an essential safety feature to ensure that the ferry remains in position during loading and unloading, particularly of heavy vehicles.

5.14 The vessel shall not operate at night. Spot lights and deck lighting shall be provided.

5.15 An enclosed control cabin shall be provided. No passenger shelter is required.

6.0 PRELIMINARY TECHNICAL SPECIFICATION

6.1 A Preliminary Technical Specification has been developed incorporating the design considerations and design requirements.

6.2 The Preliminary Specification is contained at Annex D.

7.0 CONCEPT DESIGN

7.1 A concept design has been prepared based on the Specification as shown on Dwg. No. 3505/01 Concept Arrangement (see Annex A) and Dwg. No. 3505/03 Construction Sections (see Annex B).

7.2 Principal particulars of the concept design are as follows:

Length (hull)	24.0 m
Beam (hull)	6.5 m
Depth	1.2 m
Survey	AMSA Class 1E – 2 crew + 47 passengers
Vehicle capacity	2 lanes x 4 cars, total 8 cars
Max load	50 tonnes

7.3 A rendering of the concept design is shown at Figure 1

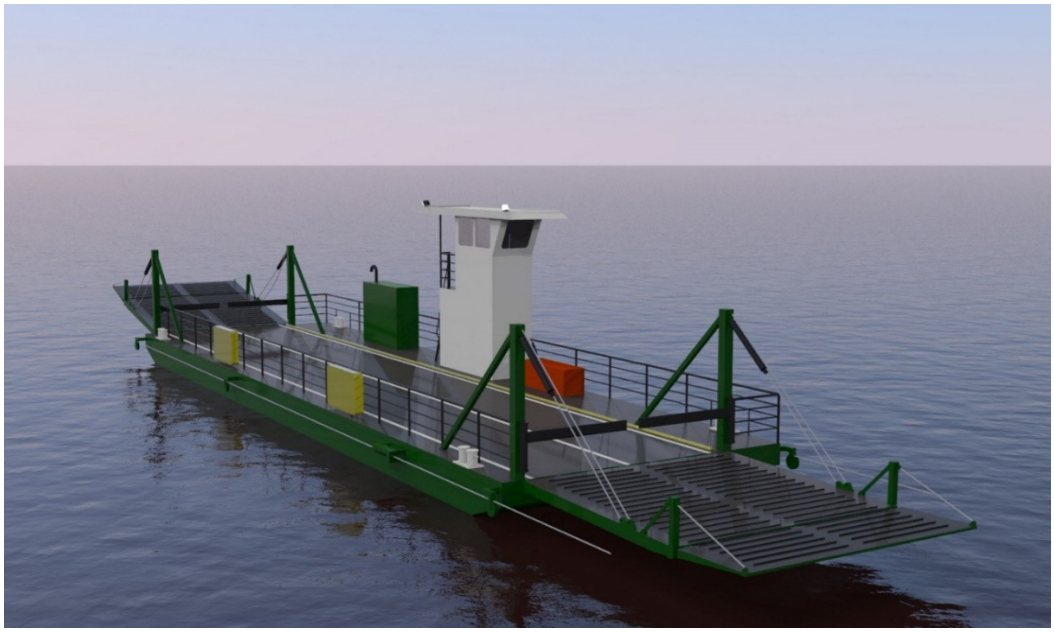


Fig 1: Concept design rendering

8.0 BUDGET PRICING

1.1 A budget pricing for the design has been sourced from English Engineering which is contained at Annex E. The pricing includes delivery to site but does not include installation or commissioning at site.

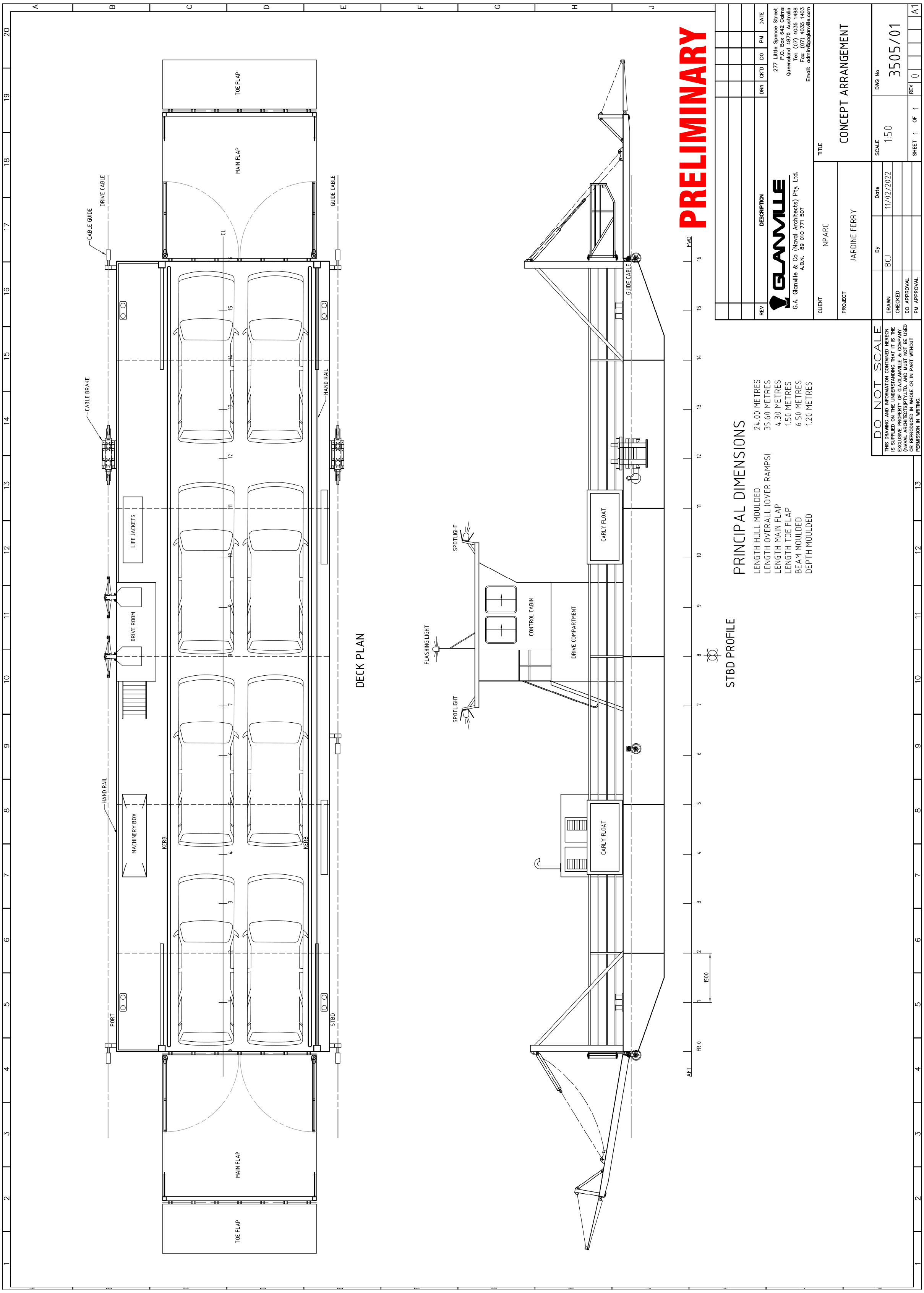
1.2 The budget pricing for the ferry is as follows:

Steel construction 24m (8 car capacity)	$ 2.25 – 2.50 million + GST
Aluminium Construction 24m (8 car capacity)	$ 2.45 – 2.70 million + GST

8.3 Price reduction for reducing length to 19m (6 car capacity) approx $100,000 + GST

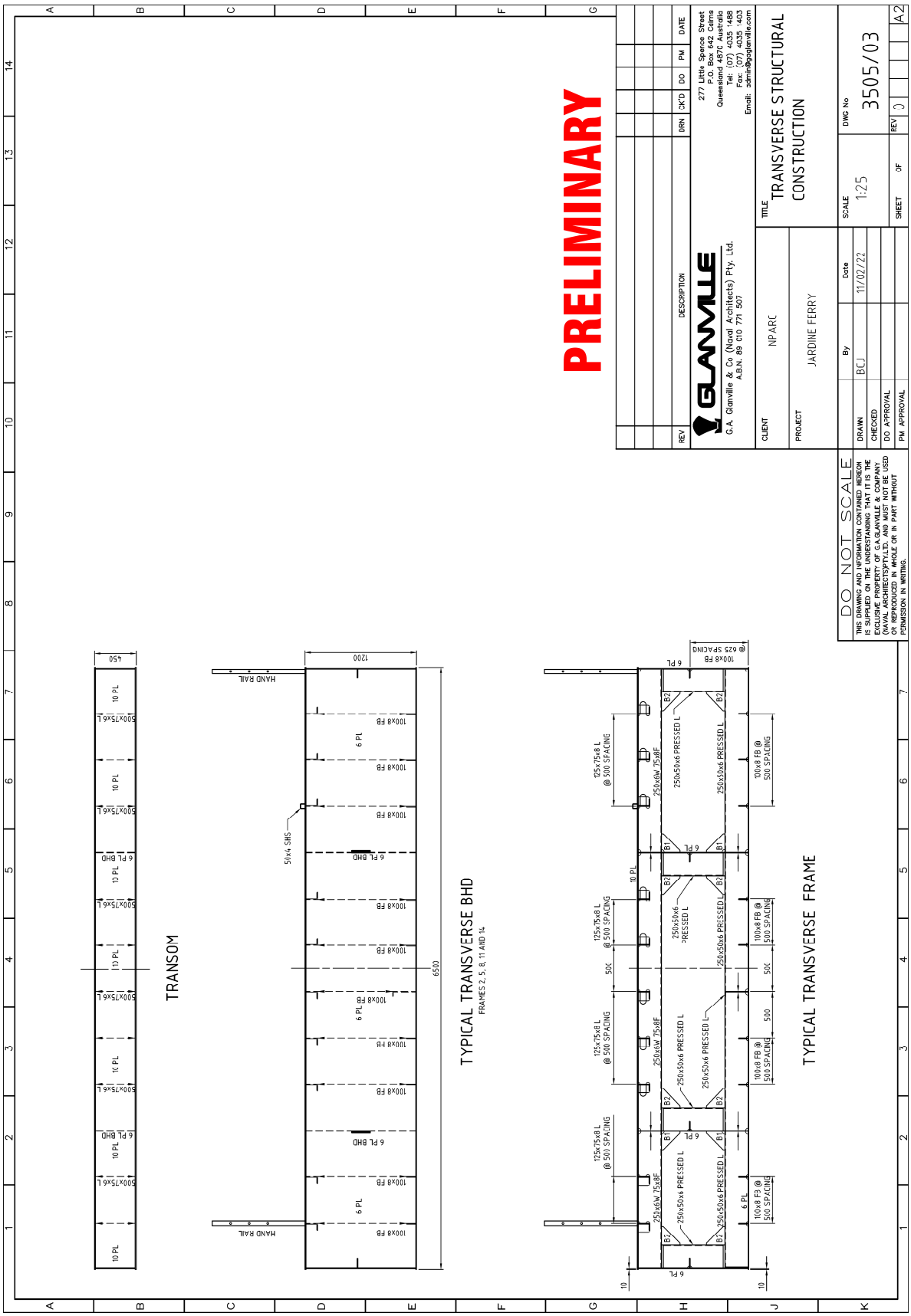
ANNEX A

DRAWING 3505/01 - CONCEPT ARRANGEMENT


PRELIMINARY
DECK PLAN
STBD PROFILE
PRINCIPAL DIMENSIONS
LENGTH HULL MOULDED 24.00 METRES
LENGTH OVERALL (OVER RAMPS) 35.60 METRES
LENGTH MAIN FLAP 4.30 METRES
LENGTH TOE FLAP 1.50 METRES
BEAM MOULDED 6.50 METRES
DEPTH MOULDED 1.20 METRES
TOE FLAP
MAIN FLAP
DRIVE CABLE
GUIDE CABLE
CABLE GUIDE
CABLE BRAKE
HAND RAIL
LIFE JACKETS
DRIVE ROOM
MACHINERY BOX
KERB
PORT
STBD
CONTROL CABIN
DRIVE COMPARTMENT
CARLY FLOAT
SPOTLIGHT
FLASHING LIGHT
DO NOT SCALE
CLIENT NPARC
PROJECT JARDINE FERRY
TITLE CONCEPT ARRANGEMENT
SCALE 1:50
DWG No 3505/01
REV 0
DRAWN BCJ 11/02/2022
G.A. Glanville & Co (Naval Architects) Pty. Ltd.

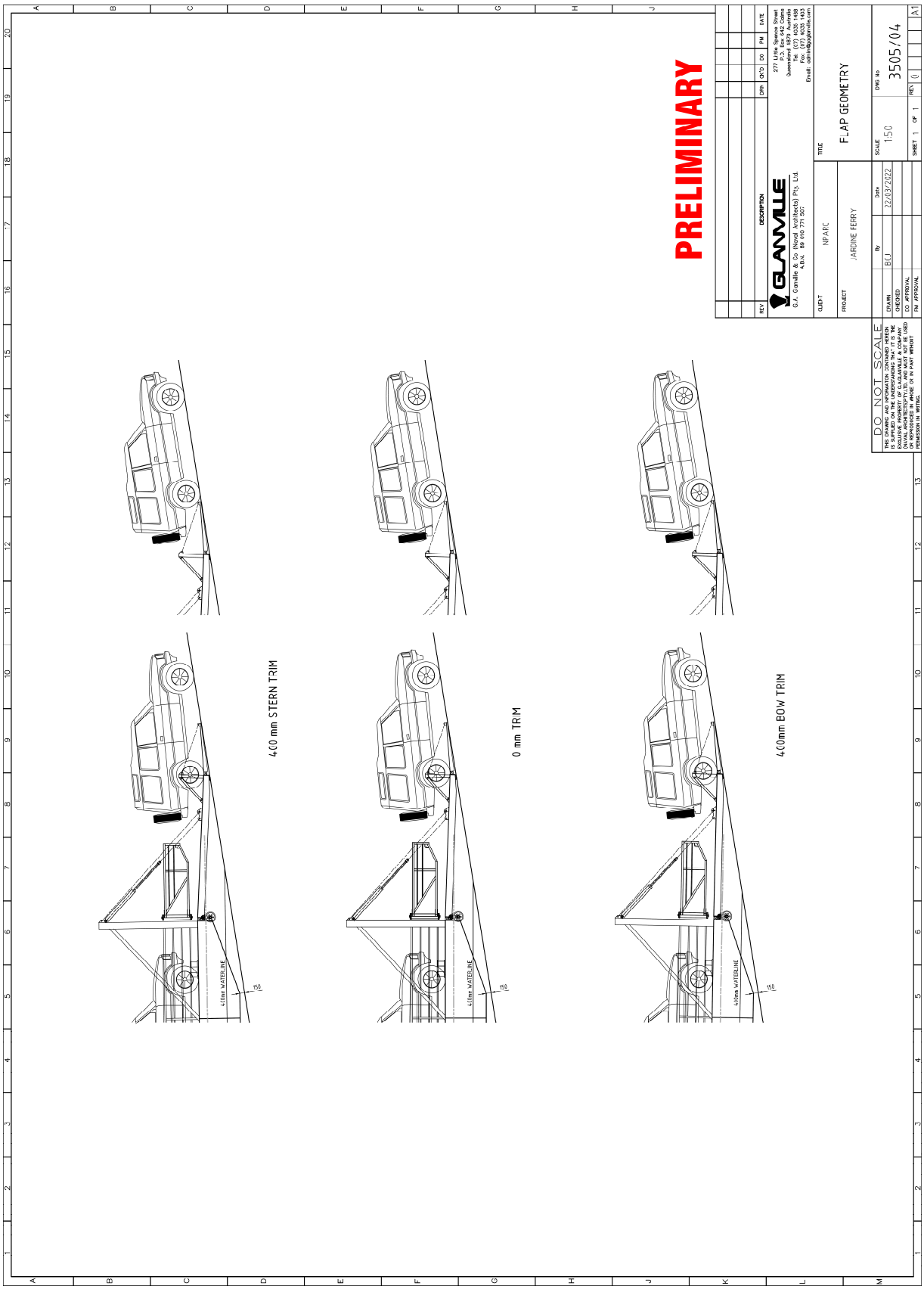
ANNEX B

DRAWING 3505/03 - CONSTRUCTION SECTIONS


PRELIMINARY
TRANSVERSE STRUCTURAL CONSTRUCTION
TRANSOM
TYPICAL TRANSVERSE BHD
FRAMES 2, 5, 8, 11 AND 14
TYPICAL TRANSVERSE FRAME
DO NOT SCALE
G.A. Glanville & Co (Naval Architects) Pty. Ltd.
277 Little Spence Street
P.O. Box 642 Cairns
Queensland 4870 Australia
Tel: (07) 4035 1488
Fax: (07) 4035 1403
Email: admin@glanville.com
CLIENT NPARC
PROJECT JARDINE FERRY
SCALE 1:25
DWG No 3505/03
SHEET OF
REV 0
A2

ANNEX C

DRAWING 3505/04 – FLAP GEOMETRY


PRELIMINARY
DO NOT SCALE
FLAP GEOMETRY
JARDINE FERRY
NPAPC
3505/04
1:50
22/03/2022
BEJ
400 mm STERN TRIM
0 mm TRIM
400mm BOW TRIM
400mm WATERLINE
150

ANNEX D

PRELIMINARY SPECIFICATION

JARDINE RIVER CABLE DRIVEN FERRY REPLACEMENT PROPOSAL

OUTLINE SPECIFICATION

ID	Item		Specification	Notes
1.0 GENERAL				
1.1	General Description	1.1.1	The vessel is a double ended car ferry for carriage of 8 vehicles to operate at the Jardine River Crossing.	Vehicle bays of 6m length to cater for large 4 wheel drives typically using the route.
		1.1.2	The ferry and systems shall be robust and reliable.	The crossing forms part of the national road network with no alternative route readily available.
		1.1.3	The vessel shall be cable driven with a drive cable along one side of the vessel with a guide cable running along the other side.	The existing ferry operates successfully with only a single drive cable. The additional guide cable is to be used to provide a measure of redundancy in the case of cable failure, to provide additional control and stability for the new larger and heavier ferry. All other known cable driven ferries in Qld, NSW and SA have dual cables.
		1.1.4	The vessel shall be of dumb barge configuration with swim ends. It shall have a flat vehicle deck fitted with a main flap and toe flap at each end.	
		1.1.5	The hull shall be of fully welded steel construction.	
		1.1.6	The hull shall be subdivided with 5 x watertight transverse bulkheads. Each compartment shall be fitted with two widely spaced watertight manholes in the main deck port and starboard.	
		1.1.7	A small raised weathertight control cabin shall be fitted above the main deck offset on one side of the vessel. The drive machinery shall be located in a compartment beneath the control cabin.	
		1.1.8	A hydraulic power pack shall be located in an accoustic container on the main deck aft of the control cabin.	
		1.1.9	Night time operation is required for emergency response only.	
1.2	Principal Dimensions	1.2.1	Principal dimensions shall be:	
			Length on hull 24.0 m	
			Length overall 35.6 m	
			Length main flap 4.3 m	
			Length toe flap 1.5 m	
			Beam mld 6.5 m	
			Depth mld 1.25 m	
			Deadweight max 50 t	
			Draft lightship (approx) 0.45m	
			Draft full load (approx) 0.85m	
1.3	Survey	1.3.1	AMSA DCV Class 1E - 47 pass + 2 crew	

ID	Item		Specification	Notes
2.0 HULL				
2.1	Construction	2.1.1	All welded hull from Grade 250 mild steel.	
2.2	Scantlings (preliminary)	2.2.1	Preliminary scantlings:	
			Hull:	
			Vehicle deck plating	10pl
			Deck longl's	125x75x8L
			Deck webs	250x6,75x8T
			Bottom shell	6pl
			Bottom longls	100x8 fb
			Bottom cl longl	250x50x6L
			Bottom webs	250x50x6L
			Swim end plating	12pl
			Swim end longls	125x75x8L
			Transom plating	10pl
			Side plating	6pl
			Side longls	100x8 fb
			Side webs	250x50x6L
			Transverse bulkhead plating	6pl
			Transv bhd vert stffrs	100x8 fb
			Longl bulkhead plating	6pl
			Longl bhd longls	100x8 fb
			Longl Bhd webs	250x50x6L
			Main Flaps:	
			Plating	10 pl
			Longls	250UB31.4
			Transv	250UB31.4
			Toe Flaps:	
			Plating	10 pl
			Longls	150x10fb
			Transv	150x10fb
3.0 PAINTING AND PRESERVATION HULL PROTECTION				
3.1	Painting	3.1.1	To be painted i.a.w. approved paint specification	
		3.1.2	Main deck shall have a non-slip finish with painted boundary lines for each vehicle bay.	
		3.1.3	Hull to be painted with a 2 year antifoul paint system below the wind and waterline.	
		3.1.4	Steel surface to be abrasive blasted to AS1627.4 Class 2.5 prior to painting.	
3.2	Galvanising	3.2.1	The following components to be hot dipped galvanised:	
			* Handrails	
			* Boom gates	
			* Nav light support masts	
3.3	Cathodic Protection	3.3.1	To be fitted with bolted zinc anodes with 2 year system	
3.4	Mounting hardware (e.g. screws and bolts)	3.4.1	To be marine grade stainless steel throughout	

ID	Item	Specification		Notes
4.0 OUTFIT				
4.1	Main flaps and toe flaps	4.1.1	A fabricated steel main flap and toe flap to be provided at each end of the vehicle deck.	
		4.1.2	Flaps 4.5m width. Main flap 4.3m length; toe flap 1.5m length.	
		4.1.3	Main flap scantlings:	
			Plating 10mm	
			Longitudinals 250UB31.4 @ 500mm spacing	
		4.1.4	Toe flap scantlings:	
			Plating 10mm	
			Longitudinals 150x10 fb @ 500mm spacing	
4.2	Flap davits	4.2.1	Vertical sampson post (150x150x8 SHS) with strut support to be fitted fwd and aft, pt and stbd approx 2.7 m height.	
		4.2.2	Davit post to be fitted with hydraulic cylinder and lifting tackle to support flaps. Cylinder stroke approx 1m, max design load 100KN.	
		4.2.3	Safety chain to be fitted to door.	
		4.2.4	Small support post to be fitted at outboard ends of main flaps with tackle to support toe flaps.	
4.3	Control Cabin	4.3.1	Control cabin to be fabricated from aluminium to be fitted above the drive compartment on one side of the main deck.	
		4.3.2	Drive compartment enclosure to be fitted around drive wheel and idler wheel shafts with large opeing, lockable doors on inboard side.	
		4.3.3	Control cabin to have large sliding opening windows on inboard side, large hinged opening windows on outboard side and forward end and fixed windows with lockable door at aft end.	
		4.3.4	Windows to be tinted with glare reducing film.	
		4.3.5	An open platform deck to be provided aft of the control cabin with an inclined acces ladder to the main deck.	
		4.3.6	The control cabin shall be lined with thermal insulation and hard wearing lining.	
		4.3.7	Lighting to be provided in control cabin and in drive compartment.	
		4.3.8	Control cabin flooring to be durable, waterproof, hard wearing non-slip material.	
		4.3.9	A console to be provided for controls with a lockable cupboard under.	
4.4	Access Ladder	4.4.1	A bolted inclined access ladder shall be fitted to the control cabin from the main deck.	
		4.4.2	Ladder shall comply with AS and NSCV requirements.	
		4.4.3	Ladder to be hot dipped galvanised.	
4.5	Kerb	4.5.1	A 75x4 SHS kerb to be fitted on upstands 150mm height along length of vessel inboard of the control box.	
4.6	Bollards	4.6.1	Double bollards to be fitted at each corner of the main deck.	
		4.6.2	Bollards shall be fabricated from 90NB heavy wall pipe.	
4.7	Manholes	4.7.1	Two widely spaced watertight manholes in the main deck port and starboard shall be fitted to each underdeck compartment. The manholes shall have a clear opening of at least 600 x 400 mm.	
4.8	Sounding pipes	4.8.1	Sounding pipes of 50 NB Schedule 40 (hot dipped galvanised) shall be fitted to underdeck voids with a striker plate of diameter 100 mm x 10 mm thick welded to the bottom shell.	
		4.8.2	Sounding pipes shall be straight and vertical and routed to the deepest part of the spaces.	
		4.8.3	'Camlock' quick release hose coupling, 316 St Steel, female screwed BSP ø50 mm are to be attached by chain to the sounding pipes. This coupling is to be compatible with the suction hose from the portable bilge pump.	

ID	Item		Specification	Notes
4.9	Vent pipes	4.9.1	Each void space shall be fitted with two (2) 100 NB Sch 40 air vents.	
		4.9.2	Each vent shall have a minimum height above deck of 760 mm and to have a 180 degree short radius bend on the outlet.	
4.10	Handrails	4.10.1	Hand rails shall be fitted along the length of the main deck port and starboard.	
		4.10.2	Hand rails shall be 1000mm height with max 230mm spacing between rails.	
		4.10.3	Stanchions shall be from 65x16 flat bar with pad plates at 1000mm spacing. Upper rails shall be from 32nb pipe and intermediate rails from 20mm dia round bar.	
		4.10.4	Hand rails to be fitted to platform deck aft of control cabin and at the ends of the main deck between the boom gates and side rails.	
4.11	Boom gates	4.11.1	A horizontally swinging, manually operated boom gate shall be fitted at ech and of the main deck.	
		4.11.2	Boom to be fitted with a locking device for securing in the open and shut positions.	
4.12	Machinery foundations	4.12.1	All items of machinery and deck fittings shall be mounted on heavy duty foundations integrated into the vessel's structure.	
4.13	Lifting lugs	4.13.1	8 x permanent lifting lugs to be welded to hull to facilitate lifting of the barge by crane.	
4.14	Fuel tank	4.14.1	A stainless steel free standing fuel tank with approximately 2000 litres capacity shall be installed.	
		4.14.2	Tank construction and installation to comply with NSCV requirements.	
		4.14.3	The fuel tank shall be fitted with a 50mm dia vent pipe with gooseneck and fireproof gauze, a sounding pipe, drain valve and an above deck fill pipe with save-all.	
4.15	Draft marks	4.15.1	Draft marks to be fitted iaw NSCV requirements. The outline of marks to be permanently marked by weld beads and painted.	
4.16	Name	4.16.1	Name of vessel to be painted on sides of wheelhouse.	
4.17	Anchor and cable	4.17.1	To be fitted with 1 x 70Kg hhp anchor with 45m x 15mm dia short link chain (or equivalent).	
		4.17.2	To be arranged to allow for emergency release. Means of retrieval not required.	
4.18	Fire appliances	4.18.1	Fire detection system to be fitted in machinery box.	
		4.18.2	1 x 9Kg dry chemical extinguisher in control cabin.	
		4.18.3	1 x 9Kg dry chemical and 1 x 9Kg foam extinguisher adjacent to the machinery box.	
4.19	Safety equipment	4.19.1	Safety equipment to be fitted i.a.w NSCV requirements.	
		4.19.2	Carly floats to be fitted with capacity for 49 persons.	
		4.19.3	2x lifebuoys to be fitted each with buoyant line.	
		4.19.4	49 x coastal lifejackets to be provided. Two (2) to be stowed in control cabin, remainder to be stowed in a lifejacket box on the main deck.	
		4.19.5	2 x battery operated torches to be supplied	
		4.19.6	Medical kit to be provided iaw NSCV requirements.	
4.20	Communications eqpt	4.20.1	Not required. Communications shall be by mobile phone.	

ID	Item		Specification	Notes
5.0 MACHINERY				
5.1	General	5.1.1	A diesel engine, hydraulic transmission and hydraulic tank shall be located in a machinery box on the main deck.	
		5.1.2	The machinery box shall be fitted with sound attenuation to meet applicable noise standards.	
		5.1.3	The machinery box shall be fitted with large opening panels to allow maintenance access to the machinery.	
		5.1.4	The hydraulic system shall drive the vessel along a fixed cable across the Jardine River.	
		5.1.5	The hydraulic system shall be used to raise and lower the vehicle ramps at the ends of the main deck.	
		5.1.6	The hydraulic system shall power the cable brake system.	
		5.1.7	Guards shall be fitted around moving components as required to ensure safe operation of the vessel.	
		5.1.8	Hydraulic piping shall be stainless steel and shall conform to AS 4041. All hydraulic hoses and fittings shall comply with NSCV requirements.	
		5.1.9	The hydraulic and hydrostatic systems shall utilise synthetic oil.	
		5.1.10	Hydraulic ram piston rods shall be constructed from marine grade stainless steel.	
5.2	Drive cable system	5.2.1	The drive system shall comprise a drive sheave mounted on a drive shaft direct coupled to an electric motor, and an idler sheave mounted on an idler shaft which shall drive along a permanently fixed drive cableacross the river.	
		5.2.2	The drive system shall comprise a drive sheave mounted on a drive shaft with electric motor, and an idler sheave mounted on an idler shaft.	
		5.2.3	The drive and idler cable shall be 6x7 synthetic core construction with nominal 22mm diameter.	To confirm existing cable
		5.2.4	The drive and idler cables to run outboard of the main deck port & stbd.	
5.3	Main Engine	5.3.1	The vessel shall be powered by a diesel engine producing approx 40KW.	
		5.3.2	The engine to be fitted with a stainless steel dry exhaust sytem and silencer.	
		5.3.3	The engine to be fitted with a sump pump for changing engine oil.	
		5.3.4	Spillage tray to be fitted beneath the engine to contain any oil/fuel spillage.	
		5.3.5	Start/stop to be fitted locally and in the control cabin.	
5.4	Hydrostatic transmission	5.4.1	A variable speed hydrostatic transmission shall be coupled to the diesel engine to transmit power to the drive system.	
		5.4.2	Operational controls to be located in the control cabin.	
		5.4.3	Spillage tray to be fitted beneath the transmission to contain any oil/fuel spillage.	
5.5	Hydraulic brake	5.5.1	In addition to the dynamic braking capabilities of the hydrostatic transmission a hydraulically actuated cable brake system shall be fitted. The cable braking system shall be adequate to stop and/or hold the vessel in the event of loss of hydrostatic driveline power.	Similar to RTA design
		5.5.2	The vessel shall be fitted with two brakes, one (1) on the drive cable and one (1) on the idle cable. Two (2) hydraulic cylinders are required for each brake.	
		5.5.3	The engagement of the cable braking system shall be controlled from the wheelhouse. The control shall be protected to prevent accidental engagement when the ferry is in motion.	
5.6	Cable guides	5.6.1	Cable guides shall be provided at each corner of the ferry consisting of a sheave block that is free to rotate in the longitudinal and lateral planes to provide an efficient cable lead.	Similar to RTA design
5.7	Guide roller	5.7.1	A guide rollers to be fitted pt and stbd.	Similar to RTA design

ID	Item		Specification	Notes
5.8	Emergency Over-ride	5.8.1	An emergency override system shall be provided to enable any impediments to the free motion of the vessel to be overcome so that it can be readily towed or allowed to drift ashore, in the event of a failure in the main drive system irrespective of whether it is structural, mechanical, electrical or hydraulic in nature.	
6.0 PIPING SYSTEMS				
6.1	General	6.1.1	Piping shall be securely installed with bracket supports as required to prevent vibration and flexing.	
6.2	Bilge system	6.2.1	A portable emergency bilge pump to be provided and fitted with quick connection fitting on suction for connection to sounding pipes to all under deck void spaces.	
6.3	Fuel system	6.3.1	Fuel piping shall be stainless steel with approved flexible hose connection to the engine.	
		6.3.2	A remote shut-off shall be provided for the engine supply line.	
		6.3.3	Save-alls to be fitted as required to contain potential fuel leaks or spills during operations.	
6.4	Scuppers	6.4.1	Scuppers to be ftted at each corner of the control cabin to be 65mm bore running to the main deck.	
7.0 ELECTRICAL				
7.1	Code compliance	7.1.1	System to comply with NSCV requirements	
7.2	Inverter	7.2.1	The electrical system shall be a 24 volt dual system for lights and power. A 24/240 volt power inverter shall be provided.	
7.3	Batteries	7.3.1	Two 24V battery banks shall be provided. Batteries shall be provided in battery boxes located in the drive room.	
7.4	Lighting	7.4.1	Lights shall be fitted as follows:	
			# Control cabin	
			# Drive room	
			# Machinery box	
			# Main deck	
		7.4.2	Lighting illumination shall comply with AS 1150.	
7.5	Spot lights	7.5.1	A spotlight shall be fitted at each end of the house top.	
7.6	Navigation lights	7.6.1	Navigation lights shall be fitted as follows:	
			· An orange rotating flashing light on the wheelhouse top	
			· Two (2) all round red navigation lights	
			· Two (2) all round green navigation lights	
		7.6.2	The vessel shall have a navigation light mast at each end of the vessel , each to be fitted with a red and green light.	
		7.6.3	These masts shall be able to be hinged down to provide ready access for servicing and maintenance of the lights at deck level.	
		7.6.4	Each navigation light switch is to be separately fused.	
7.7	GPO's	7.7.1	GPO's shall be fitted in control cabin, drive room and machinery box.	
7.8	Horn	7.9.1	A horn shall be fitted.	

ANNEX E

BUDGET PRICING – ENGLISH ENGINEERING

ENGLISH ENGINEERING

ENGLISH STEEL and MARINE CONSTRUCTIONS PTY LTD
ABN 41 159 508 406
144 NEWELL STREET, CAIRNS, 4870
PH: 07 40 331 933 FX: 07 40 544665 Email: admin@englisheng.com.au

Project: Jardine River Ferry - New Build - ALUMINIUM **Quote A1874**

To: Mr Geoff Glanville

Date: 17 February 2022

Dear Geoff,
Please find below our estimate on the 35.60m new build ferry for the Jardine River. Estimated using the preliminary package supplied by G.A. Glanville & Co (Naval Architects) by email on February 14, 2022.

Specifications:

- The vessel would be strictly built-in accordance with the G. A. Glanville Pty Ltd drawings, as listed in the scope of works, so that it can be put into survey by others.
- Length / Beam / Draft 34/6.5/1.2
- Passengers / Crew 49/2 Pax

Inclusions:

- **ALUMINIUM** hull fabrication
-
- Safety Gear as per supplied scope of works.
- Fit out as per scope of works.
- Shed Hire
- Slippage
- Galvanizing as required.
- Marine Builders Insurance
- Tow to Site – Cairns to Jardine River

Budget Estimate: Aluminium
AUD $ 2,442,159 to $2,686,375 ex GST

Exclusions:

- Any signage or graphics that are 'owner' specific including logos.
- All survey requirements, fees and expenses. (Including stability reports)
- All drafting and naval architect expenses, including stability reports.
- Any timber items.
- Any items not listed above

Please Note: The total price of the vessel shown in the contract is the price of the vehicle on existing costs and circumstances. If there is any change in those costs or circumstances before delivery of the vessel to the customer, the dealer reserves the right to increase the total price of the goods.

Regards

Pat English
English Engineering

ENGLISH ENGINEERING

ENGLISH STEEL and MARINE CONSTRUCTIONS PTY LTD
ABN 41 159 508 406
144 NEWELL STREET, CAIRNS, 4870
PH: 07 40 331 933 FX: 07 40 544665 Email: admin@englisheng.com.au

Project: Jardine River Ferry - New Build - Steel
To: Mr Geoff Glanville
Date: 17 February 2022

Quote 1874

Dear Geoff,
Please find below our estimate on the 35.60m new build ferry for the Jardine River. Estimated using the preliminary package supplied by G.A. Glanville & Co (Naval Architects) by email on February 14, 2022.

Specifications:

- The vessel would be strictly built-in accordance with the G. A. Glanville Pty Ltd drawings, as listed in the scope of works, so that it can be put into survey by others.
- Length / Beam / Draft 34/6.5/1.2
- Passengers / Crew 49/2 Pax

Inclusions:

- Steel hull fabrication
-
- Painted as per Jotun paint specification (equivalent to pontoon)
- Safety Gear as per supplied scope of works.
- Fit out as per scope of works.
- Shed Hire
- Slippage
- Galvanizing as required.
- Marine Builders Insurance
- Tow to Site – Cairns to Jardine River

Budget Estimate:
AUD $ 2,250,000 to $2,500,000 ex GST AUD

Exclusions:

- Any signage or graphics that are 'owner' specific including logos.
- All survey requirements, fees and expenses. (Including stability reports)
- All drafting and naval architect expenses, including stability reports.
- Any timber items.
- Any items not listed above

Please Note: The total price of the vessel shown in the contract is the price of the vehicle on existing costs and circumstances. If there is any change in those costs or circumstances before delivery of the vessel to the customer, the dealer reserves the right to increase the total price of the goods.

Regards

Pat English
English Engineering

Title of Report: Financial Assistance for Not For Profit Organisations - Fees and Charges Policy
Agenda Item: 10.6
Classification: For Decision
Author Acting Manager Finance
Attachments Current Fees and Charges Schedule
Draft Financial Assistance for Not For Profit - Fees and Charges Policy

Officers Recommendation:

That Council

1. **Note the report**
2. **Approves the Policy on Financial Assistance for Not For Profit - Fees and Charges**

PURPOSE OF REPORT

The purpose of this report is to provide a policy for financial assistance to Not for Profit Organisations for consideration by the Council.

BACKGROUND AND CONTEXT

As part of the 2021-22 budget meeting held on 22 July 2021, the Council adopted a schedule of fees and charges to apply for the financial year 2021-22.

As outlined in the Revenue Statement adopted as part of the budget, Council imposes cost - recovery fees for services and facilities supplied by it including (among other things) for any entitlement, facility, service or thing supplied, approval, consent, licence, permission, registration or information given, admission to any structure or place, receipt of any application, product or commodity supplied or inspection undertaken. The quantum of each fee should reflect as far and as accurately as possible, the actual cost of providing these services and facilities. Pursuant to section 97(4) of the Local Government Act 2009, cost-recovery fees must not be more than the cost to Council of taking the action for which the fee is charged. The current fees and charges schedule is attached in Appendix A.

There are no legislative restrictions on the amendment of Council Fees and Charges provided they are adopted by the Council.

The Council receives requests from time to time from Sporting, Church and other Not for Profit organisations to use Council facilities for community activities. Many Local Government across Australia provide financial assistance to these organisations through waiver or reduction of Fees and Charges, particularly more regular on-going activities.

It is important that the approval process is transparent and that decisions are consistent. On this basis it is recommended that a full waiver be granted to approved organisations to alleviate any confusion.

Should the Council agree to adopt such a policy, it is recommended that an agreement with the respective organisation be signed which outlines the expectations of both parties. Such an agreement should include but not be limited to:

- Bond
- Condition of facility before and after use and agreement to cover cleaning costs if left in a state of disrepair

CRITICAL DATES

Legislative requirements permit the Council to change its fees and charges by resolution at any time. Should the Council adopt this policy then the implications will need to be factored into the 2022-23 budget which must be adopted before the end of July 20222.

LEGAL AND LEGISLATION CONSIDERATIONS

- Transparent and effective processes, and decision-making in the public interest
- Sustainable development and management of assets and infrastructure, and delivery of effective services
- Democratic representation, social inclusion and meaningful community engagement
- Good governance of, and by, local government
- Ethical and legal behaviour of councillors, local government employees and councillor advisors

Public Transparency
Bringing this matter to the Council meeting for resolution in open session ensures decision making is transparent and the public are aware of which Councillors are attending and why.

POLICY CONSIDERATIONS

Policies and Relevant Law
Bringing this report to Council is consistent with Council and Governance Rules.

CORPORATE AND OPERATIONAL PLAN CONSIDERATIONS

NORTHERN PENINSULA AREA REGIONAL COUNCIL CORPORATE PLAN 2018 - 2022

Operation Plan 2021-2022

1.4 Financially viable and sustainable

1.4.1 Be aware of our funding and resource limitations

Review all of Council's commercial activities and develop options to ensure the activities contribute positively to the Council's financial position

FINANCIAL AND RESOURCE CONSIDERATIONS

Should the Council adopt this policy then the implications will need to be factored into the 2022-23 budget which must be adopted before the end of July 20222. Revenue from Fees and Charges were budgeted at $500,000 for 2021-22 with collections to 30 April 2022 of $253,000.

CONSULTATION

No officer declared an interest under the *Local Government Act 2020* in the preparation of this report.

None noted.

NORTHERN PENINSULA AREA REGIONAL COUNCIL

Financial Assistance to Not For Profit Organisations– Fees and Charges

Document Control

Document Details:

Document Reference Number: **FIN ___**

Version Number: **1**

Business Unit: **Finance**

Scheduled Review Date: **Annual**

Version History

Version Number	Date	Revised	Review	Resolution No
1				
2				
4				

ORIGIN/AUTHORITY

Local Government Act 2009
Section 94

OBJECTIVES

1. To establish a policy for the provision of financial assistance for Not For Profit organisations of specific fees and charges.
2. This policy will allow the Council to consider applications from Not For Profit organisations for financial assistance in the form of a full or part waiver of specific fees and charges.

DEFINITIONS

Not For Profit Organisation
Any local association, club, state or national organisation, which holds incorporated status under the Associations Incorporations Act 1981 or is a company limited by guarantee under the Corporations Act 2001 and does not operate for the profit or gain (either direct or indirect), of its individual members, either from ongoing operations or on its winding up.

Fees and Charges
Fees and Charges are costs that are listed in the Council's Fees and Charges Schedule.

POLICY STATEMENT

1. The Council may, at the request of a Not For Profit organisation give financial assistance either in full or part waiver of fees and charges relating to hire of Council facilities.
2. A request for assistance must be made in writing at the time an application is submitted and provide sufficient details and other particulars to enable the Council to evaluate the request.
3. Any assistance provided does not constitute a credit and is non-transferable to subsequent or separate fees and charges or applications.
4. It is incumbent upon the organisation requesting assistance to notify the Council of any changes in circumstances that may affect their eligibility under provisions of this policy.
5. The Council delegates to the Chief Executive Officer the power to decide on applications received.
6. A quarterly report on decisions made is to be provided to the Council by the Chief Executive Officer.

Adopted by Council on the xxxxxxxxxxxxx

Resolution Number: xxxxxxxxxxx

Chief Executive Officer

Title of Report: Funeral Assistance Policy
Agenda Item: 10.7
Classification: For Decision
Author CEO
Attachments GP-013 Funeral Assistance Policy

Officers Recommendation:

That Council

1. **Note the report**
2. **Approves the Funeral Assistance Policy**

PURPOSE OF REPORT

The purpose of this report is to review the funeral policy for Northern Peninsula Area Regional Council.

BACKGROUND AND CONTEXT

NPARC receives requests from local families to support funerals and can have the imposition of costs that may not be included in the Council Budget. Through the funeral policy, support is provided through a combination of reduced hire rates for hearse and equipment; credit for Umagico Supermarket and excavation of grave sites for funerals within the township at designated cemeteries.

The supply of sand for funerals was a service that Council used to provide up until 2019-2020 and it is not covered under Council's approved Funeral Policy.

Sand is an important part of the cultural process of funerals held within the Northern Peninsula Area. The cost (incl GST) to deliver sand and labour hire is as following

- One truck load (8 cubic metres) - $184.50
- Two truck loads (16 cubic metres) - $369.00
- Four truck loads (32 cubic metres) - $738.00

Historically, there were incidents with sand delivery being misused as well as placing a significant burden on Council Resources, which resulted in the previous council ceasing support for sand to be provided.

There is a permit in place for the removal of sand to a current quantity of 350 cubic metres which can be used for cultural purposes and environmental restoration, providing a limit on the amount of sand that can be provided.

Should the Council agree to amend the funeral policy to include provision of sand for cultural purposes, it is recommended that a limit of two truckloads be placed on the amount of sand provided with costs imposed for additional truck loads of sand.

CRITICAL DATES

Legislative requirements permit the Council to change its fees and charges by resolution at any time. Should the Council adopt this policy then the implications will need to be factored into the 2022-23 budget which must be adopted before the end of July 20222.

LEGAL AND LEGISLATION CONSIDERATIONS

Public Transparency
Bringing this matter to the Council meeting for resolution in open session ensures decision making is transparent and the public are aware of which Councillors are attending and why.

POLICY CONSIDERATIONS

Policies and Relevant Law
Bringing this report to Council is consistent with Council and Governance Rules.

CORPORATE AND OPERATIONAL PLAN CONSIDERATIONS

NA

FINANCIAL AND RESOURCE CONSIDERATIONS

Should the Council adopt this policy then the implications will need to be factored into the 2022-23 budget which must be adopted before the end of July 2022.

CONSULTATION

No officer declared an interest under the *Local Government Act 2020* in the preparation of this report.

None noted.

Northern Peninsula Area Regional Council

Title: **Funeral Assistance Policy**

Policy No: GP-013

Adopted By: Council

Next Review Date: August 2019

Responsibility: Executive Manager Corporate Services

TRIM Document Number : D17/00934

Version	Decision Number	Adoption Date	History
1		30/08/2016	Original
2			

1 Policy Summary

This policy provides details on the funeral assistance available to people in the NPA area through a combination of services at no charge; reduced hire rates for hearse and equipment; credit for Umagico Supermarket, excavation of the grave site with no charge within communities and designated cemeteries.

This policy limits the provision of Council support to outside of community areas and designated cemeteries to a full cost recovery basis.

2 Policy Objectives

The objectives of the Funeral Assistance Policy are to:

a. Provide a fair and equitable means to ease the burden of costs for funerals ;
b. Specify the support that will be provided to families to assist with funeral arrangements;

3 Background

NPARC receives requests from local families to support funerals; the requests can vary in the type of support and the overall costs to Council particularly where the burial is outside of the designated cemetery area within a township.

The lack of a funeral policy has created an inequitable arrangement and a significant imposition of costs that may not be included in the Council budget.

This policy will specify the type of assistance and the limits to assistance that will be provided by Council.

It should be noted that the financial assistance may be provided to eligible applicants by the Australian Government through the Department of Human Services (Centrelink).

4 Policy Statement

Breaking of news day – Council will provide 20 chairs for the day at no charge and pick up the next day. Out of business hours requests, or late in day when no staff are available, the family will pick up chairs.

Council provides tea, coffee, sugar and a box of cups for a funeral at no charge to an immediate family member or executor.

Council provides to all residents a reduced fee rate for the following items that can be hired specifically for funerals; the current rate is included in the annual fees and charges adopted by Council:

- Hearse on a day rate with driver (weekends at higher rate)
- A funeral package of PA system, 6x6m pop up marquee, 20 chairs, water cooler and 1 fold out table at half day, day and weekend rates OR

Hire of individual components of the package as follows:

- Chair hire for funerals per unit
- Table for funeral (1 only) per unit
- Marquee – large pop up 6x6m for funerals per unit
- Portable PA system for funerals on a day rate.

All hire items are subject to a bond and delivery charge where applicable.

On the request of an immediate family member, or executor, the Council will provide one or more of the following:

1. A credit at the Umagico Supermarket for authorised family members to purchase food items up to $500 for the wake subject to those purchases being fully reimbursed by a payroll deduction by family members or other definite payment plan,
2. Excavation of grave site for burials within communities at designated cemeteries at no cost. Excavation of grave sites outside of community or designated cemeteries will be done on a cost recovery basis by a payroll deduction by family members or other definite payment plan.
3. Waiver of either Hearse Hire fees OR Funeral Package and individual component hire fees to the value of $250.00.
3.4. Provision of up to two truckloads or 36 cubic metres of sand.

Council requires at least 3 working days notice of requests for funeral arrangements.

Funerals/Burials outside of the Community Township and designated cemeteries

No supplementary services such as clearing weeds, roads or tracks, provision of rocks, fencing or excavation of a burial site will be provided for funerals and burials outside of the township and designated cemeteries.

Other exclusions - NPARC will not provide assistance with airfares. No burials will be conducted in cemeteries that are closed.

5 Legislation, Terminology and References

Unit price – a flat rate to hire one of the items listed, multiple unit prices are calculated times the rate per unit.

In this policy, a reference to a price or purchase value is intended to be inclusive of Goods and Services Tax. (Incl. GST).

6 Implementation and Delegation

Approval of the Chief Executive Officer ~~or Deputy CEO~~.

7 Evaluation and Review

It is the responsibility of the executive manager Corporate Services to monitor the adequacy of this policy and recommend appropriate changes. This policy will be formally reviewed every three years or as needed, whichever comes first.

Other related NPARC policies/documents:

Annual fees and Charges approved by Council.

Title of Report: ALGA National General Assembly - June 2022
Agenda Item: 10.8
Classification: For Decision
Author Executive Manager Corporate Services
Attachments Nil

Officers Recommendation:

That Council

1. **note the report**
2. **Approves the following Councillors attending the Australian Local Government Association's National General Assembly and Sunday Regional Forum in Canberra during the period 19 to 22 June 2022:**
   2.1. (insert)
   2.2. (insert).

PURPOSE OF REPORT

The purpose of this report is to provide for Northern Peninsula Regional Council participation in the Australian Local Government Association's National General Assembly (ALGA NGA) and Regional Forum in Canberra during the period 19 to 22 June 2022.

BACKGROUND AND CONTEXT

Convened annually by the Australian Local Government Association (ALGA), the National General Assembly (NGA) of Local Government is the peak annual event for Local Government, bringing together over 800 conference participant representatives of Australia's 537 councils.

There are a number of benefits to participating in NGA, some of which include:

- Over 10 hours of professional development.
- Over 15 hours available to network with other Local Government leaders.
- Over 140 motions debated and used to engage with 24 Ministers and Federal portfolios.
- Opportunity to visit Northern Peninsula Area's Federal Member and other Federal Ministers to discuss issues relevant to the Council and region.

The 2022 NGA theme is *Partners in Progress* and reflects the important role we all play in building a stronger, more inclusive and more sustainable Australia. It provides an opportunity to hear from political leaders, experts, commentators and colleagues in local government to:

- Learn how councils are responding to new challenges and opportunities to create jobs and drive economic growth.
- Learn more about how ALGA's policy and advocacy programs are supporting our recovery efforts in our communities.
- Explore new ideas through keynote addresses, panels, concurrent sessions and networking.
- Hear about emerging trends and issues across our nation.

LGAQ will also host a breakfast on 20 June to advocate for issues relating to remote Indigenous Housing with opportunity to follow up with federal government and opposition representatives following the breakfast.

If approved, Council officers recommend that two Councillors attend the 2022 ALGA NGA and Sunday Regional Forum. Accompanying the Councillors will be Northern Peninsula Area's Acting Chief Executive Officer.

The total cost associated with participation by Councillors and Acting CEO (3 pax) is estimated at **$11,280** and includes airfares, travel allowances, accommodation for up to four nights and registration costs. It should be noted that there is approximately $5,000 remaining in the Councillor travel budget.

CRITICAL DATES

Registration, accommodation, and airfares to be booked as soon as possible.

LEGAL AND LEGISLATION CONSIDERATIONS

Overarching Governance Principles

Attendance at the 2022 ALGA NGA and Regional Forum is consistent with the following overarching governance principles:

- Pursuing innovation and continuous improvement.
- Seeking collaboration with other Councils and Governments and statutory bodies.
- Regional, state and national plans and policies are taken into account in strategic planning and decision making.
- The transparency of Council decisions, actions and information is to be ensured.

Public Transparency

Bringing this matter to the Council meeting for resolution in open session ensures decision making is transparent and the public are aware of which Councillors are attending and why.

POLICY CONSIDERATIONS

Policies and Relevant Law

Bringing this report to Council is consistent with Council and Governance Rules.

CORPORATE AND OPERATIONAL PLAN CONSIDERATIONS

NORTHERN PENINSULA AREA REGIONAL COUNCIL OPERATIONAL PLAN 2021

Theme 3: NPARC reputation of a model remote Community Council

Key Corporate Output: Council is a partner and lead advocate in the determination of significant regional issues

- Councillors supported to participate in deputations; representations to various levels of government, and in National and State conferences to advocate for the community.

FINANCIAL AND RESOURCE CONSIDERATIONS

Councillor attendance at the 2022 ALGA NGA and Regional Forum is in accordance with Council Policy. The total cost associated with participation by Councillors is estimated at $11,280 and includes airfare, accommodation for up to four nights and registration costs. It should be noted that there is approximately $5,000 remaining in the Councillor travel budget. However the additional $6,000 may be accommodated in the overall budget.

CONSULTATION

No officer declared an interest under the *Local Government Act 2020* in the preparation of this report.

11. Closure of Meeting