



MEETING BOOK

Northern Peninsula Area Regional Council

Ordinary Council Meeting #34

To commence at 9.00am

On

Friday 24th February 2023

Bamaga Boardroom

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AGENDA ITEM 1- 5
ORDINARY COUNCIL MEETING #34
Friday 24th February 2023
Bamaga Boardroom

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



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Meeting Minutes
ORDINARY COUNCIL MEETING #33
Wednesday 25th January 2023
Bamaga Boardroom

Northern Peninsula Area Regional Council

Ordinary Council Meeting #33

To commence at 9.00am

On

Wednesday 25th January 2023

Bamaga Boardroom

Agenda Item 1. Welcome and Opening of Meeting

Mayor Yusia welcomed attendees and opened the meeting at 9:22am with a prayer by Cr Whap

Agenda Item 2. Acknowledgement of Country

Mayor Yusia paid respects on behalf of the Trustee to the traditional owners of the land upon which the meeting was held and the traditional owners of the Northern Peninsula Area; and to their elders past, present and emerging.

Agenda Item 3. Present

Mayor & Councillors

Mayor Patricia Yusia	District Mayor
Cr Kitty Gebadi	Division 3
Cr Gina Nona	Division 1
Cr Eric Cottis	Division 4
Cr Mabelene Whap	Division 5

Other Attendees

Kate Gallaway	Acting CEO
Gus Yates	Executive Manager Operations
Yanetta Nadredre	Executive Manager Community and Regulatory Services
Gina Peter	Acting Executive Manager Corporate Services
Colin Duffy	Acting Finance Manager

Agenda Item 3.1. Cr Tamwoy has requested to join the meeting via Teleconference

Resolution

That Council:

Moves to not accept that Cr Tamwoy join the Meeting via Teleconference due to Telstra Outage.

Moved: Cr Cottis

Vote: 5/0

Seconded: Cr Nona

Resolution: C3.1-25012023

CARRIED

Agenda Item 4. Apologies

Nil

Agenda Item 5. Declarations of Conflict of Interest

Cr Gina Nona advised the meeting that she had a prescribed conflict of interest in the matter to be dealt with in agenda item 13.4 'User Agreement for Youth Hub'

Cr Nona stated that the User Agreement to be considered for possible approval is with Northern Peninsula Area Family and Community Services Aboriginal and Torres Strait Islander Corporation



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(NPAFCS). She stated that NPAFCS was a close associate of herself because she was a current board member of NPAFCS.

Cr Nona stated that she would handle her prescribed conflict of interest by leaving the meeting room at the time the matter was being discussed and decided upon and would not involve herself further in decision-making.

Cr Nona stated that she had provided information about her prescribed conflict of interest to Council's CEO at the Council Meeting after becoming aware of it.

Council's CEO, Ms Kate Gallaway confirmed that Cr Nona had declared a prescribed conflict of interest in relation to agenda item 13.4 and tabled the relevant record made on that date for inclusion in meeting minutes.

Mayor Patricia Yusia advised the meeting that she had a prescribed conflict of interest in the matter to be dealt with in agenda item 13.4 'User Agreement for Youth Hub'

Mayor Yusia stated that the User Agreement to be considered for possible approval is with Northern Peninsula Area Family and Community Services Aboriginal and Torres Strait Islander Corporation (NPAFCS). She stated that NPAFCS was a close associate of herself because she was a current board member of NPAFCS.

Mayor Yusia stated that she would handle her prescribed conflict of interest by leaving the meeting room at the time the matter was being discussed and decided upon and would not involve herself further in decision-making.

Mayor Yusia stated that she had provided information about her prescribed conflict of interest to Council's CEO at the Council Meeting after becoming aware of it.

Council's CEO, Ms Kate Gallaway confirmed that Mayor Yusia had declared a prescribed conflict of interest in relation to agenda item 13.4 and tabled the relevant record made on that date for inclusion in meeting minutes.

Cr Mabelene Whap advised the meeting that she had a prescribed conflict of interest in the matter to be dealt with in agenda item 13.4 User Agreement for Youth Hub'

Cr Whap stated that the User Agreement to be considered for possible approval is with Northern Peninsula Area Family and Community Services Aboriginal and Torres Strait Islander Corporation (NPAFCS). She stated that NPAFCS was a close associate of herself because she was a current board member of NPAFCS.

Cr Whap stated that she would handle her prescribed conflict of interest by leaving the meeting room at the time the matter was being discussed and decided upon and would not involve herself further in decision-making.

Cr Whap stated that she had provided information about her prescribed conflict of interest to Council's CEO at the Council Meeting after becoming aware of it.



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Council's CEO, Ms Kate Gallaway confirmed that Cr Whap had declared a prescribed conflict of interest in relation to agenda item 13.4 and tabled the relevant record made on that date for inclusion in meeting minutes.

Mayor Patricia Yusia advised the meeting that she had a prescribed conflict of interest in the matter to be dealt with in agenda item 13.2 'Tender NPARC 2022-12-01';

Mayor Yusia stated that the Disposal of Council assets for potential Council Approval was a prescribed conflict of interest. She is a close associate of two persons who submitted a tender for this agenda item.

Mayor Yusia stated that she would handle her prescribed conflict of interest by leaving the meeting room at the time the matter was being discussed and decided upon and would not involve herself further in decision-making.

Mayor Yusia stated that she had provided information about her prescribed conflict of interest to Council's CEO at the Council Meeting after becoming aware of it.

Council's CEO, Ms Kate Gallaway confirmed that Mayor Yusia had declared a prescribed conflict of interest in relation to agenda item 13.2 and tabled the relevant record made on that date for inclusion in meeting minutes.

Agenda Item 6. Confirmation of Minutes of Previous Meeting

Resolution

That Council:

Notes and confirms the minutes from the Council Meeting held Wednesday 14th December 2022.

Moved: Cr Gebadi

Vote: 5/0

Seconded: Cr Whap

Resolution: C6.1-25012023

CARRIED

Resolution

That Council:

Notes and confirms the minutes from the Special Council Meeting held Wednesday 11th January 2023

Moved: Cr Nona

Vote: 5/0

Seconded: Cr Gebadi

Resolution: C6.2.-25012023

CARRIED

Agenda Item 7. Business Arising from Previous Meeting

Action items were discussed as per the Action Task List

Cr Cottis left the meeting at 10.22am
Cr Cottis returned to the meeting at 10.37am

Meeting closed for morning tea at 10.39am
Meeting opening from morning tea at 11.06am

Agenda Item 8. Mayor Report

- Welcome everyone to 2023 as we head into the last phase of terms with NPARC
- Busy 2023 ahead

Amalgamation

- Minister Miles has provided a response to the correspondence
- A meeting has been requested to discuss the response with Minister Miles
- In the interim, CEO is following up the operational matters referred to in the letter with the Department

Boundary Change

- Minister Miles has provided correspondence to both NPARC and Torres Shire Council to obtain their opinion on the boundary change with response due by 31 January
- Cook Shire has again provided their support to the proposed boundary change

Street Lights

- Minister De Brenni has provided a response to the correspondence
- He has provided his support to look into the issue and delegate a departmental staff member to support NPARC
- CEO is following up with the representative to progress the matter

Ministerial Champion Meetings

- A Teams meeting is scheduled with Minister Butcher on 3/2 to ask for his support in advocating on these matters for NPARC
- Minister Butcher has advocated and obtained funding for the toilets refurbishment at Pajinka

OIA Review

- LGAQ has provided a letter to Minister Miles following our resolution
- The changes announced by the Government did not include the requests from remote communities, so this will need to be continued to be advocated for

Local Thriving Communities

- Thank you to the Councillors that participated in this workshop
- This provides a good opportunity for Council to access additional funds and support for the community

TORCH

- Thank you to the Councillors that participated in this workshop
- There will be further discussions regarding the TORCH as the TSRA Health Summit in February, and a further deputation to the full council at the February 2023 Council Meeting
- NPARC is strongly advocating to be separated from Torres in the Governance Structure to ensure our unique individual regional needs are identified

Climate Change Centre of Excellence

- Thank you to the Councillors that participated in this workshop
- TSRA has obtained funding to build a dedicated centre on Thursday Island and employ a Programme Manager and Climate Change advocates to progress and advocate regarding this matter

CEO Recruitment

- Initial meeting held with recruitment company
- Progressing matters

Resolution

That Council:

Note and accept the Mayor's verbal report held Wednesday 25th January 2023

Moved: Cr Cottis

Vote: 5/0

Seconded: Cr Nona

Resolution: C8.-25012023

CARRIED

Meeting closed for lunch at 12.35pm

Moved: Cr Whap

Seconded: Cr Gebadi

Vote: 5/0

CARRIED

Meeting opened from lunch at 1.25pm

Moved: Cr Whap

Seconded: Cr Gebadi

Vote: 5/0

CARRIED

Agenda Item 9. Acting CEO Report

Resolution

That Council:

Note the report

Moved: Cr Nona

Vote: 5/0

Seconded: Cr Cottis

Resolution: C9.-25012023

CARRIED



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Agenda Item 10. Executive Reports

Agenda Item 10.1. Executive Manager Operations Report

Cr Gebadi left the meeting at 3.23pm

Cr Gebadi returned to the meeting at 3.25pm

Cr Whap left the meeting at 3.39pm

Resolution

That Council:

Note the report

Moved: Cr Nona

Vote: 4/0

CARRIED

Seconded: Cr Cottis

Resolution: C10.1.-25012023

Cr Whap returned to the meeting at 3.44pm

Agenda Item 10.2. Executive Manager Community & Regulatory Services Report

Resolution

That Council:

Note the report

Moved: Cr Gebadi

Vote: 5/0

CARRIED

Seconded: Cr Cottis

Resolution: C10.2.-25012023

Agenda Item 10.3. A/Executive Manager Corporate Services Report

Resolution

That Council:

Note the report

Moved: Cr Gebadi

Vote: 5/0

CARRIED

Seconded: Cr Whap

Resolution: C10.3.-25012023



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Agenda Item 11.1. December 2022 Financial Report

Cr Cottis left the meeting at 4.30pm

Cr Cottis returned to the meeting at 4.32pm

Resolution

That Council:

Note and accept the Finance report for the period ending 31st December 2022.

Moved: Cr Whap

Vote: 5/0

Seconded: Cr Gebadi

Resolution: C11.1.-25012023

CARRIED

Agenda Item 12. Manager Reports

Agenda Item 12.1. Operational Update on Corporate Affairs

Resolution

That Council:

Defer the report to the February 2023 Council Meeting

Moved: Cr Nona

Vote: 5/0

Seconded: Cr Whap

Resolution: C12.1.-25012023

CARRIED

Agenda Item 12.2. Operational Update on Injinoo Service Station

Resolution

That Council:

Defer the report to the February 2023 Council Meeting

Moved: Cr Gebadi

Vote: 5/0

Seconded: Cr Cottis

Resolution: C12.2.-25012023

CARRIED



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Agenda Item 13.

Reports

Agenda Item 13.1.

NPARC Boiled Water Alert

Resolution

That Council:

Note the report

Moved: Cr Whap

Vote: 5/0

Seconded: Cr Gebadi

Resolution: C13.1.-25012023

CARRIED

Agenda Item 13.2.

Tender NPARC 2022-12-01

Having declared a prescribed conflict of interest in relation to this agenda item, Mayor Yusia left the meeting at 4.44pm.

Mayor Yusia nominated Deputy Mayor Gebadi to chair the meeting in her absence.

Resolution

That Council:

Approve the Exec Manager Operations and Acting Fleet and Workshop coordinator to:

1. Offer to sell the used plant and equipment to the highest priced tenders to purchase as per their tender prices, as per the attachment to this report:
2. Offer sell the used plant and equipment to the second highest priced tenders to purchase as per their tender prices. If the highest tenderer declines the opportunity to purchase or if payment is not received within 5 business days of receiving the tender acceptance notice.
3. Approve that Finance and fleet officers to complete the necessary tasks to remove these assets from Councils Asset register.

Moved: Cr Whap

Vote: 4/0

Seconded: Cr Cottis

Resolution: C13.2.-25012023

Cr Gebadi - For

Cr Nona - For

Cr Whap - For

Cr Cottis - For

CARRIED

Cr Cottis stated that the Disposal of Council assets for potential Council Approval was a prescribed conflict of interest. He is a close associate of one persons who submitted a tender for this agenda item.

Cr Cottis stated that he would handle his prescribed conflict of interest by leaving the meeting room at the time the matter was being discussed and decided upon and would not involve himself further in decision-making.

Cr Cottis stated that he had provided information about his prescribed conflict of interest to Council's CEO at the Council Meeting after becoming aware of it following the resolution.

Council's CEO, Ms Kate Gallaway confirmed that Cr Cottis had declared a prescribed conflict of interest in relation to agenda item 13.2 and tabled the relevant record made on that date for inclusion in meeting minutes.

Resolution

That Council:

Rescind Resolution C13.2-25012023

Moved: Cr Whap

Vote: 4/0

Cr Gebadi - For

Cr Nona - For

Cr Whap - For

Cr Cottis - For

CARRIED

Seconded: Cr Nona

Resolution: C13.2.1.-25012023

Having declared a prescribed conflict of interest in relation to this agenda item, Cr Cottis left the meeting at 4.58pm.

Resolution

That Council:

Approve the Exec Manager Operations and Acting Fleet and Workshop coordinator to:

1. Offer to sell the used plant and equipment to the highest priced tenders to purchase as per their tender prices, as per the attachment to this report:
2. Offer sell the used plant and equipment to the second highest priced tenders to purchase as per their tender prices. If the highest tenderer declines the opportunity to purchase or if payment is not received within 5 business days of receiving the tender acceptance notice.
3. Approve that Finance and fleet officers to complete the necessary tasks to remove these assets from Councils Asset register.

Moved: Cr Whap

Vote: 3/0

Cr Gebadi - For

Cr Nona - For

Cr Whap - For

Seconded: Cr Nona

Resolution: C13.2.2.-25012023

CARRIED

Cr Cottis returned to the meeting at 5.01pm

Agenda Item 13.3. Operational Plan Update

Resolution

That Council:

Defer the report to the February 2023 Council Meeting

Moved: Cr Nona

Vote: 4/0

CARRIED

Seconded: Cr Cottis

Resolution: C13.3.-25012023

Agenda Item 13.4. User Agreement for Youth Hub

Having declared a prescribed conflict of interest in relation to this agenda item, Cr Nona left the meeting at 5:05pm.

Having declared a prescribed conflict of interest in relation to this agenda item, Cr Whap left the meeting at 5:05pm.

Resolution

That Council:

Delegate deciding the matter under section 257 of the Local Government Act to the Acting Chief Executive Officer

Moved: Cr Cottis

Vote: 2/0

Cr Gebadi – For

Cr Cottis – For

CARRIED

Seconded: Cr Gebadi

Resolution: C13.4.-25012023

Mayor Yusia, Cr Whap and Cr Nona returned to the meeting at 5.12pm

Agenda Item 13.5. 2023 Council Meeting Dates

Resolution

That Council:

notes and reschedule the Ordinary Council meeting dates for 2023 commencing at 9am as per scheduled venue:

- Friday 24th February 2023 - Bamaga
- Tuesday 21st March 2023 - Umagico
- Tuesday 18th April 2023 - New Mapoon
- Tuesday 30th May 2023 - Seisia
- Tuesday 20th June 2023 – Injinoo
- Tuesday 18th July 2023 - Bamaga
- Tuesday 29th August 2023 - Umagico
- Tuesday 19th September 2023 – New Mapoon
- Tuesday 24th October 2023 - Seisia
- Tuesday 14th November 2023 - Injinoo
- Tuesday 19th December 2023 - Cairns

Moved: Cr Gebadi

Vote: 5/0

CARRIED

Seconded: Cr Nona

Resolution: C13.5.1.-25012023

Resolution

That Council:

notes and reschedule the 2023 NPARC Trustees' meeting commencing at 10am as per the scheduled venue

- Thursday 23rd February 2023 - Bamaga
- Monday 20th March 2023 - Bamaga
- Monday 17th April 2023 - Bamaga
- Monday 29th May 2023 - Bamaga
- Monday 19th June 2023 - Bamaga
- Monday 17th July 2023 - Bamaga
- Monday 28th August 2023 - Bamaga
- Monday 18th September 2023 - Bamaga
- Monday 23rd October 2023 - Bamaga
- Monday 13th November 2023 - Bamaga
- Monday 18th December 2023 - Cairns

Moved: Cr Nona

Vote: 5/0

Seconded: Cr Gebadi

Resolution: C13.5.2.-25012023

CARRIED

Agenda Item 13.6. Master Plan Adjustment - Lot 404 on SP273361

Resolution

That Council:

1. Note the Report
2. Provide in-principle support for the change subject to public consultation
3. Invite the community to make submissions to the CEO through published Public Consultation

Moved: Cr Gebadi

Vote: 5/0

Seconded: Cr Cottis

Resolution: C13.6.-25012023

CARRIED



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Agenda Item 13.7. In Camera – NPARC Structure

Resolution

Matter agenda item 13.7 is considered to be confidential under s.254J(3)(a) of the *Local Government Regulations 2012*, and the Council is satisfied that the discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with the industrial matters affecting employees which a public discussion would be likely to prejudice the interests of the Local Government.

Moved: Cr Whap
Vote: 5/0

Seconded: Cr Nona
Resolution: C13.7.1.-25012023

CARRIED

Cr Cottis left the meeting at 5.33pm
Cr Cottis returned to the meeting at 5.36pm

Resolution

That Council:

Resolves to open the meeting to the public

Moved: Cr Whap
Vote: 5/0

Seconded: Cr Gebadi
Resolution: C13.7.2.-25012023

CARRIED

Resolution

That Council:

1. note the report
2. endorse the structure for Northern Peninsula Area Regional Council

Moved: Cr Cottis
Vote: 5/0

Seconded: Cr Nona
Resolution: C13.7.3.-25012023

CARRIED

Agenda Item 13.8. Local Thriving Communities

Resolution

That Council:

1. Receive and note the report,
2. Appoint the following advisory committee pursuant to Section 264 of the Local Government Regulation 2012 – Interim Northern Peninsula Area Local Thriving Communities Advisory Committee,
3. Endorse the draft Terms of Reference for the Advisory Committee as attached to the Chief Executive Officer's report,
4. Pursuant to Section 245G of the Local Government Regulations 2012 (Advisory committees exempted from taking minutes), Council exempts the Interim Northern Peninsula Area Local Thriving Communities Advisory Committee from taking minutes of its proceedings, however, it must give Council a written report on its deliberations and its advice or recommendation, and
5. Delegate to the Mayor and Chief Executive Officer to develop selection criteria and undertake an expression of interest process for first nation community representatives of the Interim Northern Peninsula Area Local Thriving Communities Advisory Committee to be appointed by the Council
6. Advise the Department of Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships (DSDSATSIP) of the formation of the Interim Northern Peninsula Area Local Thriving Communities Advisory Committee. And seek secretariat funding.

Moved: Cr Nona

Vote: 5/0

Seconded: Cr Cottis

Resolution: C13.8.-25012023

CARRIED

Agenda Item 14. General Discussion

Agenda Item 15. Close of Meeting

Meeting closed at 6.12pm with a prayer by Cr Whap

Council Ordinary Monthly Meeting Action Register

Action	Updated	Update	Person Responsible	Date of Meeting
Compliance workshop for Councillors on required policies	08.12.2022	Additional QTC training tentatively scheduled for 2023	A/CEO	15.06.2022
Define clearly the roles of Parks and Garden & Roads crew	14.07.2022 14/10/22 16/11/2022 9/12/2022 17/02/2023	WIP. Appointment of new Project Manager to support A quote has been requested from a local Consulting firm The quote received is excessive and an alternative scope will be developed No action in November Meetings held with A/ Works Manager and further meetings scheduled with P&G Supervisor to progress draft plan with priority	EMO	15.06.2022
Look at no standing zone on Anu St Footbath for kids and gate @ entry	11.07.2022 20/09/2022 14.10.2022 16/11/2022 9/12/2022 20/01/2023 17/02/2023	Sgt Eaton advised if council designates as no parking by painting yellow lines and placing no parking signs, QPS will implement No further action Awaiting response from Bamaga Junior As above. Nil response received from Bamaga Junior. Follow up email sent As above Nil response received from Bamaga Junior. Follow up email sent Foot path will require capital funding Entry gate would be the responsibility of Qld Education. Budget estimate unit rate for Concrete footpath is \$300/m2 \$31,500/70mx(1.5m)	A/CEO, EMO	15.06.2022 25.01.2023

Vehicles parked on footpath	12.08.2022	Meeting held and templates provided by Preston Law. Organising training for staff on how to complete notices Audit completed in Injinoo Local laws staff have started talking to owners Ongoing Owners will be encouraged to remove vehicles as part of the pre wet clean up. To be supported by new Illegal Dumping Officer Roads and local laws staff are encouraging owners to surrender vehicles parked in public places. Mechanical issues with Council's float will delay collection until January Works and local laws staff are encouraging owners to surrender cars. Roads crew and sub-contractors will recommence collecting cars when plant items are repaired. Compliance action for vehicles parked / abandoned in public spaces has commenced in Injinoo and is ongoing. Compliance will move to Bamaga next	A/CEO, EMO	15.06.2022
	23/09/2022			
	14/10/2022 16/11/2022			
	09/12/2022			
	17/01/2023			
	17/02/2023			
	14.07.2022 23/09/2022 14/10/2022 16/11/2022	WIP – Plan to be developed by new Project Manager Maintenance planned for early October Works commenced in early October additional materials have been ordered Works able to be completed in October were completed.	EMO, WM	15.06.2022
Upkeep plan for New Mapoon Park				

	09/12/2022	Materials ordered in October arrived in mid-November. Remaining Koppers log fencing will be programmed for January 2023 after the prewet clean up weather permitting. Fence repairs around the playground have been completed New corral fences installed in entrances to slow children exiting onto the road Koppers logs have arrived remaining repair works for logs are being planned for February Task complete			
	17/01/2023				
	17/02/2023				
Special meeting to be held to update previous council meetings	16/11/2022	To be scheduled	A/CEO		25.05.2022
Name change of Airport and Acknowledgement of Country by Rex Flights	23.06.2022	Rex confirmed they can add wording for acknowledgement to country as part of the standard script for hostess. Draft wording provided to Cr Nona for comment Airport name updated at Cairns Airport. Waiting on PBC for confirmation of wording	A/CEO		25.05.2022
Horse Management Stallion Management	14.07.2022	On HOLD further discussions for holding horses required. Not supported given likely out-sourcing of this service. Sourcing management plans developed for other communities Yarrabah Horse Management plan provided to NPARC Health sought advice from FNQROC re horse management was advised by FNQROC that they can only assist member Councils	EMCRS, MRS		15.06.2022 25.01.2023
	18.08.2022				
	20/09/2022				

	14/10/2022	Report in this meeting to discuss the option of a Bamaga Paddock presented to this council meeting Further report submitted to November Council meeting for consideration Direction has been received from the November Council meeting Ongoing at this stage Task will transfer to EMC&R Advice was received from Preston Law by the CEO, that council does have authority under the subordinate local laws to require owners to have animals desexed. This is being progressed with owners		
	16/11/2022			
	09/12/2022			
	17/01/2023			
	17/02/2023			
Illegal dumping & Patterson signage	15.07.2022	Details TBC. Illegal Dumping funding submission made	EMO, WMA -MRS	15.06.2022
	15/08/2022	Awaiting outcome of illegal dumping Grant application		
	20/09/2022	Still awaiting outcome of grant application		
	14/10/2022	As above		
	16/11/2022	Council has been advised that the grant for the Illegal dumping officer has been successful		
	09/12/2022	Awaiting a funding agreement with the state		
	17/01/2023	State have advised that they are drafting the funding agreement and hope to have it to Council in January		
	13/02/2023	PD for Illegal Dumping Compliance officer & Illegal Dumping Reporting officer have been finalised with HR. Positions to be advertised internally & externally.		

Pump shed being used for drinking in poor condition	15.07.2022 15/08/2022 20/09/2022 16/11/2022 09/12/2022 17/01/2023 17/02/2023	Under consideration for 22-23 budget Options being investigated Carpenters have been tasked with making the shed secure Carpenters will demolish the shed in December Works are still programmed to be completed in December Carpenters have recommended removing the roof and wall sheets to allow reconstruction at a later stage if required for the farm Manager Building to assess Walls and Roof cladding has been removed. Task Complete	EMO, FM, MBCM	15.06.2022
New Mapoon Subdivision Costs	12.08.2022 20/09/2022 14.10.2022 16/11/2022 17/01/2022 17/02/2023	Letter has been sent. Waiting timeframe from DATSIP. Request for item at next TWG DATSIP are assisting Council with preparing planning DA's for subdivisions in each community New Mapoon Subdivision updated. Waiting on DSDATSIP DSDASTIP has commenced working on Planning DA's, DATSIP only has funding for two DA's this FY Provided to WCCCA Awaiting DATSIP Planning DA's No further action can be taken on this issue	A/CEO	15.06.2022

Replace gravel with concrete between Fred Williams house and Pensioner units	15.08.2022	To be actioned	WM & PM	20.07.2022
	20/09/2022	Will be programmed with other concrete works in October		
	14/10/2022	As Above		
	16/11/2022	No residual funds were available to undertake these works		
	09/12/2022	No action in November		
	18/01/2023	Concreters have been too busy to Quote in the last quarter of 2022.		
	17/02/2023	Budget estimate unit rate for Concrete footpath is \$300/m ² \$18,000/40m(x 1.5m)		
Review of Rangers Weeds Program to ensure it is meeting requirements	15.08.2022	Ranger coordinator returned from leave on 15/08. EMO to raise	EMO, Ranger Coordinator	20.07.2022
	20/09/2022	All spray units are inoperable		
		Quotes for a new spray unit are being sourced		
	14/10/2022	As above		
	16/11/2022	Rangers are currently undertaking weed mapping		
	09/12/2022	Existing trailer is being taken to a local workshop for repairs		
Develop Burial Policy and register of burials		Existing spray unit has been repaired and returned to Rangers	A/CEO	20.07.2022
	17/01/2023	Spraying of young Gamba Grass is programmed for January when there is appropriate weather		
	17/02/2023	Spraying has commenced		
	22.09.2022	Meeting held with Preston Law and draft policy received.		
Introduce people count at Jardine Ferry	22.09.2022	Staff have started completing but not consistently. Ongoing training with staff.	EMCRS	20.07.2022
	16/11/2022	Continuing issue with staff working		
	8/12/2022			

	06/02/2023	New Camera fitted for traffic count. Not in operation yet but being tested. Airbridge delayed due to weather.			
Include before and after photos of Roads and Parks & Garden Works	15.08.2022	Ongoing	WM		20.07.2022
Look to extend fuel cards to whole fleet	23.09.2022 18/01/2023 17/02/2023	Current cards are now operational and being trialled. Systems being resolved to address gaps before rolling out to all cars Handed over from acting EME to EMO No action in January	Fleet Manager		20.07.2022
Clean up at Umagico Lookout	15.08.2022 23/09/2022 14/10/2022 09/12/2022 18/01/2023 17/02/2023	Works programmed for August Works to Commence As above These works will be completed as part of pre wet clean-up - illegal dump sites will be focused on during the week commencing 19 th December 2022 Clean up did not occur during December due to Adidi street drain works and mechanical breakdowns. Awaiting funding agreement from State so costs can be captured against grant funding Action Complete	WM		20.07.2022
Investigate track over hills at white posts at turn off	23/09/2022 14/10/2022 16/11/2022 09/12/2022 18/01/2023 20/02/2023	To be actioned Works to be programmed As above Proposed modification has been identified works programmed to occur in January Works were programmed for January but weather and machine breakdowns have delayed works	WM		17.08.2022

			Barrier fence and earth berm to be extended in late February			
Review Travel Allowance rates to check in line with ATO Determination		17/11/2022	Latest travel allowance rates---Tax Determination TD 2021/6. Copy has been provided to CEO's PA and to relevant Finance staff. Back pay being calculated A/CEO has taken over this matter for resolution	FM		29.09.2022
		18/01/2023	Back pay paid to elected members. Being finalised for staff			
		17.02.2023				
Follow up issues at Seisia Wharf with TMR <ul style="list-style-type: none"> Increased signage Higher fencing to prevent access during Seaswift unloading 		14/10/2022	Offer to supply signs has been received back from TMR. Ops to install signs on arrival	EMO		29.09.2022
		16/11/2022	Awaiting delivery of signs supplied by TMR			
		09/12/2022	As above			
		18/01/2023	Signs have arrived in January, will be installed in January / February			
		7/02/2023	As above			
Install signage at Injinoo Lookout r.e. use of BBQs		14/10/2022	Sign wording in draft quote to be requested	EMO		29.09.2022
		16/11/2022	Awaiting signage to arrive			
		18/01/2023	Follow up indicated order had not been placed. Will arrange for PO to be raised in January			
		17/02/2023	Signs ordered awaiting delivery			
Follow up Torres Shire for helicopter landing within Torres Shire Boundary		14.10.2022	Response provided from Torres Shire they are awaiting legal advice	A/CEO		29.09.2022
		17/02/2023	Preston Law instructed to engage with Torres Shire Lawyers			
Installation of blind spot mirror at Injinoo Service Station		13/10/2022	The mirrors have been ordered through Stores	EMCRS, EMCS		29.09.2022
		17/11/2022	Awaiting delivery			
		8/12/2022				

	18/01/2023	Was not ordered by Ray. Directions given to Ray to find a supplier and order today. Ordered 09/12/2022 EM-C&RS to follow up. Matter handed over The mirror has arrived and been mounted. Due to a misunderstanding, an indoor mirror was ordered instead of an outside mirror. New order underway.		
	06/02/2023			
Fencing at Red Point	14/10/2022	Works have been programmed	Ranger Coordinator	29.09.2022
	16/11/2022	Programmed for the week of the 21 st – 25 th of November Fencing works were commence, part of the fence line is affected by erosion and a new line will need to be identified in the new year Remaining works will be programmed for after the wet season As Above		
	09/12/2022			
	18/01/2023			
	20/02/2023			
Replace Basketball fencing	14/10/2022	Fencing Materials ordered	EMO, WM	29.09.2022
	16/11/2022	Materials arrived in mid-November Works will be programmed for December Works commenced Awaiting confirmation from plumbers that plumbing works have been completed prior to replacing the back fence. Plumbing works scheduled for Mid-February. Fencing works will recommence after plumbing works are completed		
	09/12/2022			
	18/01/2023			
	17/02/2023			
Injinoo New Cemetery Gate is broken	14/10/2022	Yet to commence	EMO	29.09.2022
	16/11/2022			

	09/12/2022 18/01/2023 20/02/2023	Repairs programmed for November for tombstone unveiling Task complete Main gate will be programmed to be repaired in February Was repaired has been rebroken Alternative repair planned for late Feb			
Resolve duplicate invoice for Apudthama Agay Aboriginal Corporation	14/10/2022 17.02.2023	A/CEO has emailed Gavin to resolve the issue and undertake audit of creditor This invoice can be resolved. Finance is progressing work necessary to reverse	Finance Manager	29.09.2022	
Curb & Channel – if there can be some maintenance for the ground and leaf blow	17/11/2022 09/12/2022 18/01/2023 17/02/2023	Tasked to P&G and Roads crew Some K&C cleaning commenced / on going Works stalled due to other tasks, sub-contractors are being engaged to complete works Action Complete	EMO, WM	21.10.2022	
Heavy machinery is driving through the back of drains / footpath	17/11/2022 18/01/2023 17/02/2023	Request for details on location Coppers logs post and rail fence works commenced in January Action Complete	EMO, WM	21.10.2022	
F/up curb and channel clean in Bamaga to clean out the leaves	09/12/2022 18/01/2023	Works will be programmed when plant becomes available after the pre wet clean-up Sub-contractors are being engaged to complete works Action Complete	EMO, WM	22.11.2022	
Remove abandoned vehicles in the drain behind 14 McDonnell St Injinoo	09/12/2022 18/01/20223	Letters will be issued by local laws to residents with vehicles and vessels stored on public land to remove the items by early to mid-January 2023 or vehicles will be impounded	EMO, Regulatory Services Manager	22.11.2022	

	17/02/2023	Local laws will be visiting the owner and will issue a letter in January for removal Compliance action has commenced in Injinoo Weather and staffing issues prevented impoundments in early Feb		
New Mapoon Park cleaning not being done properly and tree needs to be trimmed	18/01/2023 17/02/2023	No action in December P&G crew scheduled to be in New Mapoon in February tasks will be actioned whilst crew is in New Mapoon AS above (duplicate task)	EMO	14.12.2022
The tree at Seisia IKC needs to be trimmed	18/01/2023 17/02/2023	Tree lopper to be engaged on Rob James return from unplanned leave Professional loppers will be in NPA the week beginning Monday 27 th February. A meeting is being requested with the Divisional Councillor to ensure the correct scope is requested	EMO, PFM BCM	14.12.2022
The school program / plan for Rangers for 2023 to be presented at next council meeting	18/01/2023 17/02/2023	No program developed for 2023 Ranger coordinator to meet with school principal in February to schedule the 2023 school program Meetings have been held with the School principle and other EDQLD staff during February and the school is preparing a 2023 program / events Calendar for Ranger engagements.	EMO	14.12.2022
Slasher from to New Mapoon & Seisia and out to Airport and there is still large undergrowth	18/01/2023 17/02/2023	Slashing works have commenced from Seisia Works completed Seisia to Injinoo Airport Road to be slashed in March	EMO	14.12.2022

Cleaning of landscaping and outdoor of New Mapoon IKC	18/01/2023 13/02/2023	Works to be budgeted and application made under infrastructure funding Building has been Pressure Watered and plant beds are being cleaned to beautify the centre	EMCRS	14.12.2022
At End of Danalgub St near the new speed bump there issue with rain flooding in the drainage needing to be cleared	18/01/2023	Sub-contractors are being engaged to clean the drain	EMO	14.12.2022
At Thurgate's house in New Mapoon - Contractor was stripping steel from the new veranda. Confirm he had permission.	18/01/2023 17/02/2023	Building Manager to investigate on his return from unplanned leave Issue raised with the relevant officer. Action Complete	EMO	14.12.2022
Quote for a bridge at PK Creek	18/01/2023 17/02/2023	No action in December Budget estimate being worked on	EMO	14.12.2022
Workshop fence needs to be repaired	18/01/2023 17/02/2023	No action in December To be actioned in 2023 dry season as budget and resources allow	EMO	14.12.2022
Both parks in Injinoo need fence repair	18/01/2023 17/02/2023	No action in December To be actioned in 2023 dry season as budget and resources allow	EMO	14.12.2022
Status update on the Injinoo Hall upgrade project in W4Q21-24	18/01/2023 17/02/2023	No action in December Meeting scheduled with Councillor, Const & Building Manager to confirm scope on 21/02	EMO	14.12.2022
If funds available to remove basketball court in Injinoo	18/01/2023	No current budget, grants funds to be sought, Part of S&R Infrastructure funding	EMCS, CEO	14.12.2022
Rodeo panels & rusted grandstands at Bamaga Oval& Courts need to be removed	18/01/2023 17/02/2023	Animal control removed rodeo panels in December Action complete	EMO	14.12.2022
Future upgrades for Bamaga Hall – floor scrubber, flood lights, security	18/01/2023 17.02.2022	To be scoped to seek future funding Quotes being sought for floor scrubber, flood lights and improvements on security	EMCS	14.12.2022 25.01.2023

Confirm W4Q allocation that occurred with previous EMO					
Lui St Park Fence needs to be replaced and toilets are dark in the toilet Individual panel replacement to stop horse access	18/01/2023 20/02/2023	To be included in a future grant Fence panels that were available have been used on the Lui street fence. The Sebasio street fence is 90% missing EMO has been advised approval will need to be sought from Bamaga Corporation	EMO	14.12.2022 25.01.2023	
Ironbark tree – trimming for it to grow the other way	18/01/2023	EMO has been advised approval will need to be sought from Bamaga Corporation	EMO	14.12.2022	
Old cars on William Street need to be removed as they are rusting on top of each other	18/01/2023	No action in December / January	EMO	14.12.2022	
Storm drainage cleaning timeframe	18/01/2023	Sub-contractors are being engaged to start in late January early February	EMO	14.12.2022	
Removal of temporary horse paddock – which has gamma grass and barb wire. It might need to be cleaned	18/01/2023 20/02/2023	Is this the horse paddock at the Umagico sand pit? Animal Control officers have been tasked with the removal	EMO	14.12.2022	
Possible grant funding for fans and new doors at Seisia Hall	18/01/2023 17.02.2023	To be scoped to seek future funding To be part of S&R MIP Infrastructure funding	EMCS	14.12.2022	
Possible funding for toilets at the playground on the foreshore	18/01/2023	No grant opportunities identified in December Being included in a Sports & Rec grants application currently being developed	EMO, CEO	14.12.2022	
Cut trees at Nona Bridge potentially causing damage	20/02/2023	Trees trimmed at the traffic islands during January to improve visibility.	EMO, WM	25.01.2023	
Follow up IBA regarding support for Aboriginal Communities	17.02.2023	Meeting held and new support confirmed. Meeting with IBA on 03.03 to confirm home ownership loan process and schedule workshops for home ownership and business creation	CEO	25.01.2023	

Correspondence to NIAA regarding Rangers Transition	17.02.2023	Correspondence sent. CEO invited to support transition process at Ranger Steering Committee	CEO	25.01.2023
Follow up Ranger Vacancy	17.02.2023	Interviews held and references being obtained	CEO	25.01.2023
Develop NPA Event calendar including other organisations	02/02/2023	Meeting scheduled with organisations to share calendars. Calendar will be finalised by 23/02/2023	EMCRS	25.01.2023
Clean graffiti at Yusia Ginau Field & resolve padlock for fence	16/02/2023	Cleaning of graffiti underway and fence now fully padlocked	EMCRS	25.01.2023
Investigate tenancy for Council Social Housing at New Mapoon	17.02.2023	Confirmation received from tenant	EMCS	25.01.2023
Confirm 15% income provision included in Jardine River expenses	17.02.2023	Confirmed it is included	CEO	25.01.2023
F/up water report from previous CEO	17.02.2023	In progress. Not in CEO Email / Files so being located	CEO	25.01.2023
Request from Teho Ropeyarn to complete mural on old tank	17.02.2023	Progressing conversations with interested party	CEO	25.01.2023
F/up funding for Precinct Plan	17.02.2023	Ongoing process to identify suitable funding sources	CEO	25.01.2023
F/up CEQ r.e. Injinoo Shop	17.02.2023	Meeting held with CEQ and visit occurring late Feb from CEQ to progress	CEO	25.01.2023
Coastal Hazard strategy for Vrilya Point	17.02.2023	CHAS investigated and funding to be discussed at meeting on 02.02.202	CEO, EMCS	25.01.2023
Query regarding fire break within New Subdivision at Seisia causing water issues	20/02/2023	No action in January	EMO	25.01.2023
Log within Seisia IKC carpark to be replaced to block car park drive through	17.02.2023	Completed	EMCS, EMCRS	25.01.2023
Follow up name change for Injinoo School	17.02.2023	Principal has confirmed she is following this up with the new A/RD	CEO	25.01.2023

Resolutions

Resolution	Updated	Update	Person Responsible	Date of Meeting
NPARC Boiled Water Alert	20/02/2023	Boiled water alert is still in place	EMO	25.01.2023
Tender NPARC 2022-12-01	20/02/2023	Successful letters have been sent to successful tenderers	EMO	25.01.2023
Operational Plan Update	17.02.2023	Deferred to February Meeting	CEO	25.01.2023
User Agreement for Youth Hub	17.02.2023	Entered into. Furniture and white goods organised. Opening being planned for once items arrive	CEO	25.01.2023
2023 Council Meeting Dates	17.02.2023	Updated dates published on website	CEO	25.01.2023
Master Plan Adjustment	17.02.2023	Public notification on hold pending further discussions with BEL	CEO	25.01.2023
NPARC Structure	17.02.2023	Emailled to all staff	CEO	25.01.2023
Recruitment of a New Chief Executive Officer	18/01/2023	Mayor Verbal Update	HRM	14.12.2022
January 2023 Community Meetings	18/01/2023	Meetings have commenced	CEO	14.12.2022
Horse Management Plan	05.12.2022	Detailed costing and maps being prepared for consultation to commence in 2023.	EMO	22.11.2022
	20/02/2023	Detailed budget estimate is prepared. Communications & implementation planning to be started.		
Compensation Agreement with Ipima Ikaya Aboriginal Corporation RNTBC	14.10.2022	Moray and Agnew has provided draft agreement to IIAC for consideration.	A/CEO	29.09.2022
	16.11.2022	Waiting on IIAC		
Report into the EOI for the Gym	13/10/2022	Review of requirements and contract conditions being assessed	A/CEO, EMCS	29.09.2022
	16/11/2022	Negotiations underway – building repairs being undertaken		
	08/12/2022	Successful EOI has concerns with proposed contracting arrangements. Will provide a further proposal to trustee / council		
	18/01/2023	Matter to January Trustee Meeting		
	20.02.2023	Matter being dealt within Trustee Meeting		
NPARC Camping Policy	22.09.2022	On hold as per request of council due to boundary with Torres Shire. Options <ul style="list-style-type: none"> - Joint enforcement policy with Torres Shire - Only enforce on part of land within NPARC boundary. This will be tricky given it is not an exact boundary 	A/CEO	17.08.2022

NPARC Operations into the Pool	22.09.2022	One EOI received but did not include specific details. Details being finalised for October Meeting Report on progress to be submitted in October Council Meeting Contract negotiations being finalised Revisited EOI, determined that additional details were required, will provide an update for March meeting	EMCRS	20.07.2022
	13/10/2022			
	16/11/2022			
	09/02/2023			

Title of Report: Operational Update on Corporate Affairs

Agenda Item: 8.1

Classification: For noting

Author Manager Corporate Affairs, Althea Gallaway

Attachments Nil

Officers Recommendation:

That Council:

Note the Report

PURPOSE OF REPORT

To provide a summary of current operations within the Corporate Affairs team.

STAFFING

Communications Officer – Current unfilled and has been for some months. Currently seeking a casual employee until a suitable person is found.

Records Officer – Esme Newman. Esme has done a lot to improve the processes and organisation of records and training of staff. She and I have been working on a project to change our records management system.

Record Clerk – Thomas Serubi. Thomas is working part time to support Esme.

Governance Officer – Lanitta Jawai – On extended leave.

RIBS Officer – Amy McKeown. Amy is a great asset to Council. More staff are becoming comfortable to go on radio and do interviews. She invites the Mayor, Deputy Mayor and Councillors to get in contact if they would like another way to get information out in community.

IT Officer (1000 Jobs) – Funding issues has meant a delay. We desperately need on-site IT support for day-to-day issues as the physical and time requirements are excessive.

SCOPE OF DELIVERY

Records, Governance, Communication, and IT.

ACHIEVEMENTS

Records

- Destruction of the backlog of documents has been completed, with thanks to Daisy Fredricksson.
- Most of the old files in offices have been collected and archived, including from before amalgamation and staff who have left without organising records.
- Scanning and indexing of important documents is in progress.
- Reorganisation of folders on TRIM, so it is easier to locate and save documents is in progress.

- We are undertaking a major project to migrate our electronic records to a new system. We expect it will be a much more intuitive system with a much improved document search capability.

Governance

- An audit of all policies has been completed. Only the latest version is showing on the website and in the appropriate folder in records.
- A policy template was passed by council.
- All mandatory policies and guideline documents will be presented to the February Council Meeting. If adopted, this will mean we are compliant to both the LGA and LGR for the policy section of the local government compliance checklist.
- Compliance of NPARC's processes, registers, other records, other matters, publishing requirements and notices to be evaluated.

Communications and Radio

- At Blackstar, Amy and I have been working on a project to digitise old media before it deteriorates. The tapes are currently in Melbourne. Amy has done well to get more staff and community onto the radio for interviews, and this is making BlackStar a very important communications avenue for council.
- The Strategic Marketing Plan is in progress and initial finding show community would like more ways to communicate and that they value face-to-face communications.
- Snap/Send/Solve will be launched at the Mud Rally and Pig hunt.
- The staff intranet was put out to staff. As it continues to develop, we expect the content and use to continue improving.
- We are applying for a grant to place a large, double sided electronic sign opposite the turn off to the airport on Adidi Street, beside the gym. The size will be 1920x960mm with a Header at the top for the NPARC Logo.
- As part of this grant, we are applying for 7 screens that will go in all NPARC offices, a Seisia location, the airport and the Jardine Ferry. Content on these will be remotely controlled, and will allow us to efficiently update messaging and content for consistency.
- We have increased our Facebook followers and engagement.
- We are in the process of updating the website to develop a clearer format and give the opportunity to update the structure, content and look.
- We have a number of staff in communications, regulatory services and operation doing their commercial drone license. The assessor will come to community.

Information Technology

- Cyber Security
 - Deployed Multi-Factor Authentication for all staff when working outside NPARC buildings. This will help us stop hackers from outside our community accessing our system.
 - We have engaged a company to help us develop a cyber security policy and to do an audit of our systems.
 - We have had 2 sessions of staff training on Cyber Security.
- Connectivity
 - We have updated our capacity with Telstra and are updating Citrix.
 - We are getting 3 new starlink satellites at the ferry, airport and supermarket. The additional data to the ferry and airport will support tourism campaigns. The trial of the free wifi access at the airport has been well received and caused little issue. The satellite at the supermarket will mean it will not rely on the Umagico Office network that goes off at times during the weekend.

- Computers
 - All old windows 7 computers have been replaced.
 - First draft of the Business System Review is complete and is being reviewed.

OUTCOMES

Data

Website

Sessions



- We are getting a good number of visitors to our website, and the project to update the structure, content and look of it will help us to communicate more effectively.

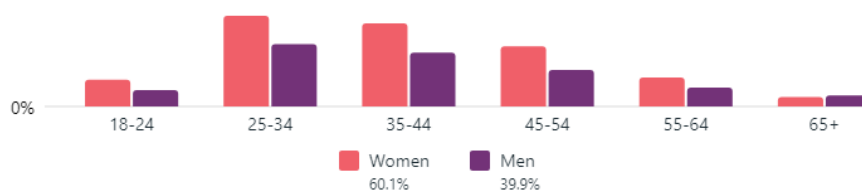
Facebook Increase of 1.2% people in last 28 days

Audience ⓘ

Facebook Page followers ⓘ

2,855

Age & gender ⓘ



Initial analysis of data from surveys:

- Most respondents have voiced that they would like more face-to-face communication in the form of community meetings and door knocking.
- For greater communication, social media has been highlighted most consistently to get the word out.
- Community members would like to see more information about the following topics:
 - The people in the community
 - Community announcements and advisement of services
 - With the majority of respondents selecting 'All of the above' with the bigger list of suggestions. Some of these include events, training and courses, health services, employment opportunities.

- Community believes that council is responsible for the economic development as part of their core services. In addition to this, providing services and employment, taking care of the region and providing community support.

Impact

The Corporate Affairs team feels we have been able to serve council and the community well. We have worked to develop projects and systems to support and serve Council and to keep community better informed and engaged.

Gaps

- Although there has been a lot of progress, our network is an issue and we need to investigate new and alternative solutions. As technology becomes better and cheaper, we need to take advantage of best practice.
- A management system for printers to allow for better tracking and costing of use and security of documents being printed.
- Staff training on records management and moving some of our systems from paper to electronic version will be required for the success of the project.
- More security of personal data and give a better ability to manage, analyse and evaluate data.
- Professional marketing services to help with tourism, regulatory services and to advocate for our region nationally.
- A new finance/HR/payroll system to allow for more secure storage and more effective data analysis.

CHALLENGES

Most challenges relate to staffing issues. The management of projects is difficult when covering the day-to-day communications, governance and IT needs of NPARC. Connectivity at the Jardine Ferry remains an issue, both with Telstra and our nbn service.

Communications and Radio

- Due to HR and staffing issues, the management of communications and keeping on top of the newsletter, public notices to staff and community, media releases, website and intranet updates has been difficult to juggle.

Information Technology

- We desperately need on-site IT support for day-to-day issues as the physical and time requirements are excessive.

Governance

- Analysis and audit of our policies has been difficult without a Governance Officer.

RECOMMENDATIONS

Continue to support and develop projects to improve outcomes in Corporate Affairs.

Title of Report: Operational Update on Injinoo Service Station

Agenda Item: 8.2

Classification: For noting

Author Acting Service Station Supervisor, Glendon Woosup

Attachments Nil

Officers Recommendation:

That Council:

Note the Report

PURPOSE OF REPORT

The purpose of this report is to provide an update on the past 6 months of the Injinoo Service Station and its current operation. The report offers a summary of key factors in relation to the Injinoo Service Station. The key points of discussion are as follows:

- Staffing
- Delivery of services
- Achievements
- Outcomes
- Challenges

In addition, the recommendations will also be highlighted for the council's information.

These recommendations have been identified by the acting supervisor, service station attendants and the previous executive manager. The recommendations are based on the needs of the community and the opportunity for prosperity.

STAFFING

Injinoo Service Station staff members are made up of 5 people. This consists of one Full-Time, one Part-Time and three Casuals. There currently is no official service station manager role. There has been minimal to zero interest from members of the community expressing interest in working at the service station. This is evident by Human Resources not receiving any resumes or expressions of interest.

The service station is seeking new members to join the staff team. This will be vital moving forward as some staff members are bound to be on extended leave in coming months. Over the past 6 months there were no employee reviews or performance appraisals. A performance appraisal may also result

in disciplinary action or termination of employment. In addition, there has not been any opportunities provided for training, upskilling and professional development of the staff.

SCOPE OF DELIVERY

The Injinoo Service Station's role within the community is to provide fuel and offer convenience through the sale of groceries, general merchandise and motoring products. The stock is replenished weekly through ordering from suppliers. The fuel is monitored, and the supplier delivers according to the fuel levels. This is managed by the Service Station team and the acting supervisor sends the order. Another service provided is the after-hours self-service, which was operating occasionally over the past 6 months.

There has been a positive incline in these services. The community can benefit from the constant delivery of good and the availability of fuel. Furthermore, the service station offers this service to the many visitors to the region, particularly tourists during the busier period of the year.

ACHIEVEMENTS

In comparison to the period of January 2022 to June 2022, the past 6 months has seen greater productivity and value. There has been many improvements and significant wins over the past 6 months. The service station was able to re-establish connections with previous suppliers. As a result, grocery items and general merchandise were able to be regularly available.

The members of the community and visitors were able to acknowledge the improvements made. The prices of fuel and shop goods are competitive in relation to the competitors in the NPA. However, pricing and product delivery is needed to be reviewed further. That way the service station and council can see more surplus and success.

OUTCOMES

Data

- Able to compare monthly figures in terms of sales, which can display this
- Able to compare the past 6 months with the 6 months before it.
- Evident improvement
- Appropriate costing has since been identified and correctly allocated

Impact

The overall impact of the business to the community:

The past 6 months have been substantially productive and satisfactory to the community. Despite the positive outcomes, the community is expecting more. Therefore, there is an opportunity to grow further and increase profitability. The service station and council can consult further on the possibilities to meet the increasing expectation and the goals of the operational plan and budget. Generally, the past 6 months have suggested that the community is pleased by the progress of the service station

CHALLENGES

- Service Station Budget and review of progress against budget
- Staffing, recruitment, and retention of good employees
- HR challenges when reviewing performance
- Identifying appropriate training for development of staff
- Applications or interest to work at the service station
- Identifying areas where expansion is feasible due to constraints of budget and land
- 24 hours, after-hours self-service system
- More appropriate usage of available land
- Storage space
- Stock Control
- Chiller/freezer
- Hot food section

RECOMMENDATIONS

- Capital investment to improve better productivity of the business and efficient sale of goods
- Expansion of the service station to allow for storage space
- Possible above ground tank to allow for additional fuel capacity.

Not only to meet the needs of the council and community, also to capitalise on opportunities like the tourist season with hundreds of visitors to the region

Title of Report: Operational Update on Regulatory Services

Agenda Item: 8.3

Classification: For noting

Author Manager – Regulatory Services

Attachments Nil

Officers Recommendation:

That Council:

Note the Report

PURPOSE OF REPORT

To provide a summary of current operations within the Regulatory Services Section .

STAFFING

Current staffing

- The Kerbside collection and solid waste group currently have five (5) Full Time Equivalents (FTE's) with one vacancy which is a new (1) 1000 jobs labouring positions to be recruited.
 - o These staff will be transferred out of this section as part of the restructure.
- Animal control group currently have 5 FTE's with no vacancies within the group.
- As part of the restructure a Senior Environmental Officer and Illegal Dumping officer (Vacant) will be part of this section.

Current HR challenge include:

- The transition across to the new structure which has started in the month of February.
- Staff in of the transfer station and managing staff fatigue whilst the transfer station being open to the public between the hours 7am – 6pm Monday to Friday and 8am to 5 pm Saturday and Sunday
 - o Recommend a review of the opening hours when the new structure has been implemented and settled.

SCOPE OF DELIVERY

Kerbside collection and solid Waste

- Provide bin truck collection from each residential property twice a week and commercial properties on Wednesdays
- Skip bins (small) are collected weekly or as per request
- Small skip bins can be hired for events on request
- Staff and operate the transfer station which is open to the public seven days a week free of charge.
- Staff and operate the landfill within Environmental regulations, the Landfill is closed to the public however commercial operators can access on appointment.

Animal control:

- Maintain the pound and care for impounded animals 7 days a week
- Trap and impound wandering dogs identified or reported
- Provide free parasite treatments to dogs within the community
- Assist visiting vets when they are in town
- Community education re responsible pet ownership
- Respond to community requests to move problem horses
- Respond to call outs regarding dead or dying animals and arrange the euthanasia and disposal as required
- Repair stock fencing when required
- Implementing Council Local Laws

Illegal dumping (when engaged) will

- Monitor known illegal dumping sites
- Investigate identified or reported illegal dumping instances
- Coordinate the clean up of illegally dumped material
 - o By offenders
 - o Council staff or contractors
- Install review monitoring equipment
- Implementing Council Local Laws

Environmental health

- Inspections of registered food outlets and community events
- Provides advice and assistance to community on request / receiving complaints
- Monitoring community compliance against many Councils local laws and working with community to resolve breaches
- Monitoring and providing advice to Council operations staff with regards to environmental compliance
 - o Waste
 - o Waste water
 - o Water

ACHIEVEMENTS

Animal control have been trapping managing wandering dogs

Visiting vet visits have resulted in the desexing of numerous dogs and horses

General health of animals within communities has improved

New Kerbside collection vehicle has assisted with the reliability of the collection

OUTCOMES

Data

Vet desexing for the last quarter

- 72 dogs desexed
- 2 cats desexed
- 1 horse desexed
- 633 Clinic visits
- 39 dogs Euthanised
 - o 40 additional by Council staff

Impact

The general health of animals seen around the communities is improving. The number of strays has reduced in the last 12 months. More animal owners are restraining their dogs in their yards (more work required)

Gaps

None identified at this stage.

CHALLENGES

Regulatory services do not have their own workspace and through necessity are squeezed in with the Wastewater crew.

Staff of the transfer station to maintain a supervised seven day a week service

RECOMMENDATIONS

Install a clock on machine at the transfer station so that Solid waste staff start and finish at the transfer station.

Review the opening hours of the transfer station.

Identify, modify and allocate suitable work area for regulatory services to operate out of.

Title of Report: Project Managers Annual Report

Agenda Item: 8.4

Classification: For noting

Author Shane Waller Program / Project Manager

Attachments Nil

Officers Recommendation:

That Council:

Note the Report

PURPOSE OF REPORT

To provide a summary of current works being delivered both Capital and Operational works.

STAFFING

Shane Waller and Robert Bottger

SCOPE OF DELIVERY

Shane Waller,

- Program managing the delivery of capital works associated with Sewer, Workshop, Parks & Open Spaces.
- Procurement of and management of external specialists eg designers, surveyors.
- Providing hands on support and mentoring to third level manager, in the operational areas of Sewer and Workshop

Robert Bottger

- Program managing the delivery of capital works associated with Roads, footpaths, drainage solid waste infrastructure.
- Procurement and management of external specialists eg designers, surveyors.
- Providing hands on support and mentoring to third level manager, in the operational areas of Roads, Parks & Gardens and Solid Waste

ACHIEVEMENTS

Over the last six to twelve months a focus has been on working collaboratively with internal and external stakeholders in delivering and acquitting of overdue projects eg 2019 – 2021 W4Q, 2017 – 2019 TSRA funded works. Whilst planning for the delivery of existing grant funded projects eg W4Q Jardine Ferry and W4Q / Fishing grant Seisia Foreshore.

Delivered works include, Injinoo lookout, Umagico Park, transfer station to Umagico walkway including footbridges and Adidi street drain replacement.

OUTCOMES

Data

Council 2022 – 2023 capital budget is \$32M this includes projects that needed to be completed before June 2022, during the 2022-23 Financial year and projects that need to be completed by 2024 + 2025.

These works are being delivered by a mixture of internal and external resources which the Program management team oversee and manage.

Impact

The impact of previous years programs not being delivered and acquitted in previous years has reduced current resources from focussing fully on the current years works. However, planning and resourcing has been continuing and the program team is confident that projects can be delivered within the grant funding deadlines.

Gaps

Recruitment for a second Project manager was ongoing throughout 2022 with no success until December. The filling of this role provides the confidence that the Capital delivery can be achieved within the grant funding deadlines. Whilst aiding, mentoring and coaching to other third level managers.

CHALLENGES

Ongoing access to natural resources such as road base gravels, this can be managed by

- Appropriate preplanning of projects
- Appropriate engagement with traditional owners' groups.

Staffing of project management positions with suitably qualified people

Capacity of external consulting engineers, this is currently being managed by

- Engaging different consulting firms to support council on different types of Projects
 - o Roads
 - o Building
 - o Water & wastewater

Designing and constructing projects within short grant timeframes

- Some grants now have multiple year deliveries
- Applying for grant design and planning projects prior to applying for funds to construct projects in future rounds

RECOMMENDATIONS

That the current structure be modified back to the original structure of two project managers instead of one project manager and an assistant project manager.



AGENDA ITEM 9
ORDINARY COUNCIL MEETING #34
Friday 24th February 2023
Bamaga Boardroom

9. Mayor Verbal Report

Title of Report CEO Report

Agenda Item: 10

Classification: For Noting

Author Acting Chief Executive Officer

Attachments Nil

Officers Recommendation:

That Council:

- Note the Report

PURPOSE OF REPORT

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

CORPORATE PLANNING

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

Corporate Plan

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

Annual Operational Plan and Budget

The Annual Operational Plan and Budget was adopted on 27th July 2022.

The operational budget has been loaded into PCS System.

The operational plan Q2 update was deferred from the January 2023 Council Meeting and is presented to council at today's meeting.

Operational Planning Timeframes are being established to allow the adoption of the 2023-24 Operational Plan and Budget at the May Council Meeting. A workshop will be planned with Council in early April.

Community Safety Plan

The Community Safety Plan has been finalised and a copy provided to DSDSATSIP. The AMP Survey has commenced to support the review process. There was a number of manual surveys received and these are being entered into the system. Data collation will commence for the report to be provided to DSDSATSIP in mid-March.

Local Thriving Communities

The LTC was adopted at the January 2023 Council Meeting. A meeting is scheduled with DSDSATSIP on 3 March to progress funding arrangements; and the EOI has been drafted for feedback prior to publishing.

HUMAN RESOURCES

Recruitment

The HR Manager resigned effective 18 January 2023. Interim arrangements were established to ensure continuity of service delivery

- HR Support Officer – a replacement vacancy has been lodged with CDP
- HR Advisor – A short 3 terms appointment has been made and commenced
- HR Manager – Preston HR is provided support for HR Management until a shorter term HR Manager commenced on 20/2
- WHS Coordinator – This has been advertised and interviews scheduled 9/2. An appointment has been made to this position.

HR Advisor is focusing on recruitment and implementation of the structure. A number of vacancies have already been advertised, with some being advertised internally to provide management and career progression opportunities for staff; as well as allowing staff to move between units if necessary. A recruitment status spreadsheet has also been developed to better track recruitment and ensure there is the necessary progression.

Council was successful in obtaining 7 x 1000 Job Packages. HR Advisor is progressing these with CDP.

A request has been made with MacArthur to readvertise the Executive Manager Corporate Services position. This should be completed by 24 February.

NPARC was successful in accessing funding to support 15 Managers to complete the Diploma in Local Government (Corporate Services). This qualification provides the formal training necessary to support the professional development of our managers in the specific requirements of the Local Government Act and Corporate Planning.

UPCOMING MEETINGS & VISITS

The following upcoming visits and meetings are scheduled. A report for revised 2023 Council Meeting Dates is included in this meeting

Date	Time	Purpose	Venue
28/02/2023	12.30pm-4pm	Pama Futures Presentation	Bamaga Boardroom
14/03/2023	10am-12pm	QPS Media Launch	Bamaga Station
20/03/2023	All Day	Cost of Living Summit	Thursday Island
23/03/2023	All Day (Tentative)	Visit by Ministerial Champion – Minister Butcher	NPA

Title of Report: December Operations Information Report

Agenda Item: 11.1

Classification: For information

Author: Executive Manager, Operations

Attachments: Nil

Officers Recommendation:

That Council:

Note the Report

PURPOSE OF REPORT

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

BACKGROUND AND CONTEXT

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

Building Construction and Maintenance

Current Unscheduled Work / Upgrade Works 22/23

Current works that are happening in the NPA: Contractors are still completing the 2022 works program which involves Carports, reroofing, bathrooms and kitchen up grades. NPARC has received a lot of requests to Quote on works still for the 2023 that has left NPARC to source other Contractors out of the NPA to Quote on works because of the current workloads NPA contractors have. NPARC are issuing tender Quote for the 2023 service year

- Vacant House Works.... These works are an ongoing works scheduled in for transitional housing
- 1 x Major upgrade in 7 Wilson St Umagico
- 1 x large DISMOD / 427 Jawai St Bamaga
- 5 x Bathroom Upgrade
- 5 x Flooring Upgrade
- 3 x Carports

- 6 x Kitchens
- 4 x Laundry
- 2 x DISMOD
- 4 x Reroof

For the months of December to January NPARC had to hand the portal over to QBuild, so NPARC can catch up on aged works due to Housing scoping property for maintenance work. NPARC will monitor works and take back the portal in late February. Currently have 327 aged job cards > that are presently over 60 days. For the month January NPARC have been receiving 0 Job Cards a day. NPARC currently has 435 active jobs in the portal which have been shared out to Contractors

Interim Capital Works Housing Progress

- Lot 146 Injinoo / House is complete, including the Ergon hook up power.
- Lot 214 Horseman Rd Umagico. Works recommenced in Late January wall claddings are being installed.

NPARC Carpenters

- BAS Maintenance / Job Cards – On going.
- Property & Leasing / Building Maintenance
- Working on Capital works
- Pajinka Toilet Refurbishment Project
- Carpenter Shed Extension/Storage

Water Leaks / Dump Points

- For the month of January there has been 10 leaks ranging from burst mains to water meter repair, Fire Hydrants to Failed Ferrule. There are still a few big leaks around the hospital and out to the pump station that will need repair, hopefully this can be done when new pipe works gets up and going.

Works

Robert Neville continues to act in the Works manager position on higher duties whilst the recruitment process is intended to commence the first quarter of 2023.

Roads

- Removed and replaced the collapsed culvert on Adidi street.
- Transported culvert components from Seisia to Bamaga
- Installed new street signs in Umagico.
- Repaired potholes in town streets.
- Assisted with the preparations of the mud rally

- Removed fallen trees from road surfaces
- Commenced cleaning silt and debris for drains in Bamaga

Parks & Gardens

- finalised the pre wet clean-up in Bamaga.
- Clean up and preparation for the mud rally.
- General maintenance activities and clean-ups in Seisia, Injinoo, Bamaga and Umagico.
- Installed Copper log post and rail fence at Mosby Creek.
- Fence replacements at the Bamaga basketball courts put on hold until Plumbers have completed their works (mid Feb).

Water

The plant operated and performed steadily during the month of January.

During the wet weather in January, water consumption significantly decreased, giving the opportunity to perform more maintenance throughout the system. Additionally, the decrease in water demand allowed for cleaning in place (CIP) trials at the plant, which were successful.

Due to heavy rain throughout January, the quality of the feed water for the plant was significantly degraded, leading to difficulties in producing water within the established CCP limits. Veolia is actively seeking solutions to this problem and working with government agencies to ensure a reliable and compliant water supply. The Boil water notice is still in effect.

Bamaga reservoir level started rapidly dropping at approx 1:50 pm 6/1/23. The flow rate out of the reservoir was significantly higher than demand. The treatment plant was unable to maintain supply to maintain levels in the distribution reservoirs. A large leak in the Bamaga to Injinoo distribution pipe was found and patched, a permanent repair will need to be arranged at the start of the dry season

Rainfall in Bamaga was recorded at 606 mm which is above average for the January mean rainfall of 419.4 mm

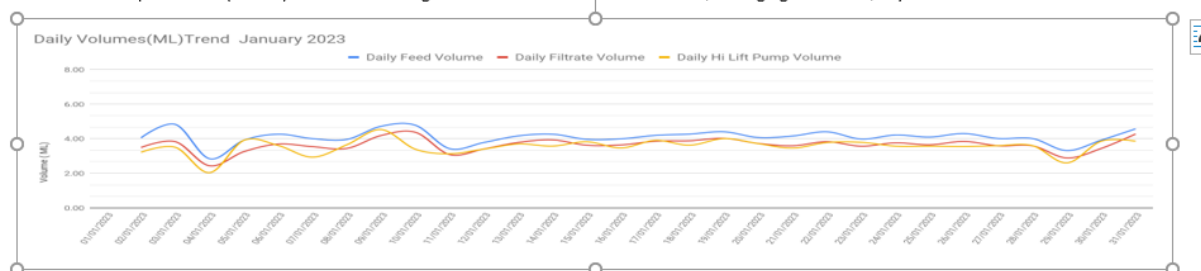
The total water production (filtrate) volume for Bamaga WTP for the month was 112.8 ML, averaging 3.640 ML/day, 4 residential leaks were inspected and handed over to NPARC.

There were 0 new service requests and 0 new service installations completed in the period. There were 0 OHS incidents, 0 environmental incidents. There are ongoing water quality incidents/exceedances during the month of January as indicated in the relevant sections. No community complaints were recorded following the service disruption.

Veolia completed and submitted the 2021 -2022 DWQMP Annual Report to the regulator

2.1. Water Volumes

The total water production (filtrate) volume for Bamaga WTP for the month was 112.84 ML, averaging 3.640 ML/day



Year	Month	Raw Water Feed Vol(ML)	Production Filtrate Vol(ML)	Consumption Hi-Lift Vol (ML)	YTD Feed 22	YTD Prod 22	Efficiency
2022	Dec	138,696.90	119,176.70	117,289.90	999,176.60	903,176.60	85.93%
2023	Jan	126,950.55	112,840.03	110,321.66	1,126,127.15	1,016,174.53	88.89%

Workshop

- Continuing with servicing and repairs of Council fleet as problems arise.
- Fleet disposal tender successful and unsuccessful letters will be sent to tenderers in February.
- Recruitment of a new Fleet and workshop manager has commenced.
- Recruitment for a Diesel Fitter and Automotive mechanic is to recommence in March.
- Recruitment of a Tyre fitter is to recommence in March.
- Three new hilux utes were allocated to users and old vehicles returned to the workshop to be deregistered.

Rangers

Planned works for January Council Report were completed as per the work program previously provided.

The school principal was not available to meet the ranger coordinator during January regarding the 2023 School program. Meetings have since been held during February and the school is preparing a program / events Calendar for 2023 for Ranger engagements.

Below is the rangers work calendar for February.

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
		1. * Weed control survey Leucaena Tree/Gamba Grass Injinoo and Umagico area	2. * Weed control survey Leucaena Tree/Gamba Grass Injinoo and Umagico area	3. * Road check and clear * Wash vehicles * Clean Base & prep for following weeks work * Weed control survey Leucaena Tree	4. Community Beach Clean-up – Injinoo, Umagico & Seisia	5. Community Beach Clean-up – Injinoo, Umagico & Seisia

6. *Check toilets/clean and empty bins Somerset and Muttee Heads *Check Road and clear Sorting of Marine debris	7. Croc training with PFW Weed control – gamba grass Gullaway Coastal Patrol Pajinka	8. check plane wreck, Road clean Muttee Heads, somerset, Pajinka	9. Coastal Patrol and aquatic survey by vehicle Patterson Beach Transact Monitoring Muttee Jardine	10. * Road check and clear * Wash vehicles * Clean Base & prep for following weeks work	11.	12.
13. *Check Road and clear *Bin Sorting of marine debris Weed mapping NPA area	14. Weed control of Gamba Grass and mapping of other weeds Somerset campground and checking signs	15. * Vegetation Management	16. Weed spray on country Muttee Heads/Jardine Mouth and checking campground and signs	17. * Road check and clear * Wash vehicles * Clean Base & prep for following weeks work Weed spray	18.	19.
20. Set light Trap *Check Road and clear * Check toilets/clean and empty bins Somerset and Muttee	21. Weed control gamba grass and mapping of other weeds within NPA	22. Weed control gamba grass and mapping of other weeds within NPA	23. Pickup light trap, pack and send Weed control gamba grass and mapping of other weeds within NPA	24. * Road check and clear * Wash vehicles * Clean Base & prep for following weeks work	25.	26.
27. *Check road and clear Check toilets/clean and empty bins if needed Somerset and Muttee Heads	28. Weed Mapping sicklepod and Neem Tree NPA aera					

Regulatory Services

Animal Control

- Vector (mosquito) trapping in the NPA, sites are located at.
 - o Loyalty Beach
 - o Piggery 10km north of Loyalty beach
 - o Piggery 13km South of Injinoo community
- Ten 10 dogs were trapped and impounded for the month of January
- Treatment was provided to 13 dogs and 5 horses horse during January.
- 13 dog and 2 horse carcasses were disposed of at the NPA waste facilities
- SKYDOG Vets are scheduled to visit the NPA in the second week of match.
- Ehrlichiosis (Ecanis) has been detected in the Cape (Kowanyama) during January. Educational materials are available and communications are being rolled out via Facebook at this stage.
 - o Northern Territory TV stations are running adverts on the sickness and how to protect your pets

Illegal Dumping

Reports of Illegal dump sites were investigated. Where officers were able to identify offenders they were, contacted and instructed to collect their waste and dispose of it correctly or action will be taken under the adopted local laws. Sites were later inspected to confirm Illegally dumped waste had been removed by offenders.

Grant funds have been approved by the state and recruitment of an Illegal dumping officer will commence in February.

Vehicle left on Local Government Controlled Area and Road Curb side - Injinoo

A number of compliance notices were issued on Thursday 19th January 2023 in regards to wrecked vehicles that are parked on Local Government Controlled Area and Road Curb. There few more premises to revisit in Injinoo regarding this issue, as tenants were not in community the week that the visits were done.

A time frame was given for removal by 5.00pm, Friday 3rd February 2023. A number of vehicles vessels and trailers were relocated into yards. Vehicles, vessels and trailers that have not relocated into yards will be impounded during February when weather allows and the tilt tray operator is available.

Solid Waste

- Kerbside collection has occurred with minimal disruptions
- Transfer station and landfill operations are operating normally

Food Licencing

Food licencing visits were undertaken at the following venues during January:

- Bamaga Bakery
 - o Has had a new floor covering installed
- BP Bamaga
- Cape Yorke Peninsula Lodge
- Seisia Kiosk
- Seisia Supermarket

The next round of food licencing inspections is scheduled for March 2023

Wastewater

Scheduled servicing and maintenance activities have been undertaken at the 6 pump stations and lagoons.

Cleaning of public toilets has been ongoing during January. Portaloo's at Pajinka and Muttee heads have not been serviced due to weather and road conditions.

Sewer Pumps have struggled to keep up with the volume of fresh water making it into the sewer system during January.

Seisia's small pump station is still operating with a bypass system in place. A second pump has been ordered and opportunities to scope and undertake repairs are being investigated.

Airport

The NPA airport has remained operational through January.

An ongoing maintenance item is the overhaul of the fuel facility, procurement of specialist services to assist with this task has commenced and will continue through March.

Sales figures for January are as follows:

Sale item	Monthly Totals	Comments
Jet A-1 litres	18,597.13	
Jet A-1 sales	\$50,164.45	
Avgas litres	59.97	
Avgas sales	\$200.91	
Landing fees	\$10,596.93	December
Passenger tax	\$900	December

Sale items	REX	Skytrans	Other airlines	Total
Flights in/out (December)	38	30	93	161
Passengers in/out (December)	1256	78	6	1340

Recruitment of the following positions is intended to commence in March:

- Airport Manager
- Assistant Airport Manager
- Airport Reporting Officer
- Casual Airport Reporting Officers

CRITICAL DATES

N/A.

OTHER OPTIONS CONSIDERED

N/A.

LEGAL AND LEGISLATION CONSIDERATIONS

N/A

POLICY CONSIDERATIONS

N/A.

CORPORATE AND OPERATIONAL PLAN CONSIDERATIONS

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

1 Reliable and Affordable essential Services

1.1 Water

1.2 Landfill

1.3 Access

2 Safe, clean and attractive physical environments

2.1 Animal Management

2.2 Clean and tidy public areas in each Community

FINANCIAL AND RESOURCE CONSIDERATIONS

Operational budget expenditure

CONSULTATION

Building Construction and Maintenance Manager

A/ Works Manager

Ranger Coordinator

A/ Workshop Manager

Manager Regulatory Services

NPARC Project Manager.

A/ Airport Manager

Title of Report: February Update on Community & Regulatory Services Report

Agenda Item: 11.2

Classification: For Information

Author Executive Manager, Community & Regulatory Services

Attachments Aged Care Compliance Report

Officers Recommendation:

That Council: Note the Report

PURPOSE OF REPORT

To provide Councillors with an update of monthly activities undertaken by Community Services and Regulatory sections.

Update

Community Services

The recruitment for candidates to fill the open post of Community Services Manager has been completed, and the interviews of those candidates are now being conducted. Community Services team have begun networking with local organisations to build partnerships and influence the community's overall community service.

Art Centre

The Art Centre's Art exhibition held on Friday 10th February was a resounding success, attracting a large crowd to examine the most recent editions of artwork by our local artists. Mayor Yusia, and Chief Executive Officer, Kate Gallaway, officially opened the exhibition to the public with the support of Councillor Gebadi. The crowd was entertained with New Mapoon dancers and delicious food. NITV was unable to attend the exhibition; nonetheless, the IT team captured the event's highlights.



Featuring our six local artists.



The Umi Art Exhibition will run from March 3 through April 21, 2023. 12 pieces of artwork have been dispatched to Cairns for this exhibition, since they have shown interest in our art work and desire to present it. In addition, the manager will be attending a workshop in Cairns and commence preparations for other works of art to be transported to CAIF, incorporating NPARC and our local artists into the Art and Culture sector.

Upcoming event are underway, and promotion for them will take place on our radio station and Facebook page.

- Art Workshop will run from 13-24 March 2023
 - Plant Dyeing
 - Lino Cutting
 - Screen Printing

Events

The Community Services 2023 Events Calendar is in the final stages of completion. Local stakeholders have been invited to meetings to provide feedback on the calendar; once finalised, a large signage with the events calendar will be displayed.

A number of key stakeholders have been engaged in the progress of organising upcoming community events.

- Anzac Day Ceremony
- Mabo Day
- NAIDOC
- Youths PCYC Blue Light Disco

The Mud Rally and Pig Competition was the first Community Service Event that NPARC hosted in 2023. It took place on Australia Day, Thursday, the 26th of January. Chris Tamwoy, the Young Australia Ambassador, was a special guest. Excitement and a big audience marked the duration of the family fun day. Considering there was a three-day Telstra network blackout, the event was a great success.



Sports and Recreation

Planning is underway for the upcoming sporting programs. Amy from Grants and the team have submitted the first six months Progress Report for Deadly Active/First Nations/Torres Strait Community Sport and Recreation Program. The Sports and Recreation building is undergoing cleaning and maintenance. The team is seeking funds to paint the outside of the Sports and Recreation building in Bamaga and maintain all the sporting ovals. There have been discussions with QRL to launch the NPA Rugby League football season here in the NPA. The competition will benefit the men's, women's, and junior leagues. QRL supports assisting the council and the NPARL committee in making this project operational. Community engagement are being organised within NPA to encourage the development of a committee to help facilitate the NPARL. Upcoming events;

- Family Funday to kick start the NPA Rugby League (Mens/Womens/Juniors)
- Futsals to commence in March

IKC's and Centrelink

All IKC have been operating within their advertised times on council FB Pages and RIBS. Engagements with local agencies to share calendars and roll out initiatives to support clients are underway. The creation of a history board for each of the IKC communities is now in the planning stages. All IKC buildings are undergoing cleaning, facilities are also being utilised by other organisations.

Upcoming programs;

- Future Libraries: Better communities symposium coming up in March
- Weekly F5F programs
- Age Care weekly activities at Umagico IKC

Challenges

- Toilet for disability clients
- Resources
- IT (Network dropouts)
- Space
- Vehicle

Recommendations

- IT Support
- Staff professional development training

Aged Care Activities



School Holiday Activities



Home and Community Care

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

Barb Schmidt has been engaged by council to continue her support with an additional 3 visits planned for 2023. The coordinator position description has been revised to comply with the compliance requirement, the position is advertised. Staffing have had significant HR concerns. The IT equipment

has been upgraded, and teams training with Barb will now commence. Laptops have arrived; staff will now commence their Certificate III in Individual Support online training.

Umagico Supermarket

- Manager currently on leave until 27.02.2023, Kristy Dobbie is filling in.
- Stocktake undertaken on 03.02.2023
- Shopping Trolly's are underway
- Woolworth items soon to be in store
- Strive to maintain the lowest prices in whitegoods
- Bunnings items soon to be in store
- Staff discount cards are underway

Challenges

- Maintain communication with the finance team to ensure timely payment of accounts

Injinoo Service Station

- Manager position interviews have been conducted.
- Current acting manager is pro-active, store is well set out
- WHS training and general operation needed for staff
- Seeking reliable staff, currently no interests
- Damage to fuel pump nozzle
- Pricing to be reviewed to stay competitive

January Sales

SALES CATEGORIES

FUEL	75653.10
SHOP SALES	24571.15
MISCELLANEOUS	<u>13094.00</u>
	113318.25

Total FUEL	75653.10
Total SHOP	24571.15

Jardine Ferry

The ferry will be inaccessible until the end of the rainy season. The workforce have been allocated to the different departments, including Roadways, Parks and Gardens, and hygiene teams.



CRITICAL DATES

N/A.

OTHER OPTIONS CONSIDERED

N/A.

LEGAL AND LEGISLATION CONSIDERATIONS

N/A

POLICY CONSIDERATIONS

N/A.

CORPORATE AND OPERATIONAL PLAN CONSIDERATIONS

N/A.



ORDINARY COUNCIL MEETING #34

Agenda Item 11.2

Friday, 24th February 2023

Bamaga Boardroom

FINANCIAL AND RESOURCE CONSIDERATIONS

N/A.

CONSULTATION

N/A.

AGED CARE SERVICE DELIVERY

Summary of client status over the past month

Reporting item	Number	Comment
HCP Clients	1	Level 1: Level 2: Level 3: Level 4:
New HCP Clients	0	Level 1: Level 2: Level 3: Level 4:
HCP Enquires	1	Waiting on approval for HCP Clients
Referrals for assessment or reassessment	5	All of 28 clients were assessed for CHSP 5 clients waiting on ACAT assessments results.

Summary of CHSP client status and activity

Summary of CHSP client status and activity

Reporting item	Number	Comment	
Number of clients	28	28 clients have been reviewed for CHSP assessment, including the 4 new clients	
Number of new clients	0		
Clients on waiting list	4	Waiting to be assessed for CHSP	
Number of clients transitioned to HCP	1	Approval letter arrived	
CHSP Hours	Monthly target	Hours delivered	Comment
Home maintenance	11.5	0	
Social Support Group	546	361.5	
Transport	63	86	
Meals	223	600	
Domestic Assistance	136	13.5	
Social Support Individual	78	42.8	
Personal Care	25	0	
Flexi Respite	7	0	
Specialised support	0	0	

Aged care legislative compliance status report

Compliance requirement	Number of clients	Overdue	Action taken
Charter of aged care rights explained	28	0	Charter of rights explained to all 28 clients.
Signed aged care agreements	28	0	Agreements explained to all 28 clients.
Signed current care plans	28	0	Care Plans explained to all 87 Clients.
Advanced health directives completed (HCP clients only)	1	1	Advanced care directive to be discussed with client and Family.

STAFF MANAGEMENT

Staff changes over the past month

Staff	Staff establishment	Current number of staff	Number of resignations	Number of new staff
Total staff	13	13	1	2
Carers	6	6	0	0

HR Management

Reporting item	No of staff	Overdue	Action required
Current Police checks			All staff police check expired renew by
Current Drivers licence			Waiting for renewal and not driving council vehicles
Performance review	13	13	Begin Performance first week of April
Annual Flu vax	13		Flu vax starts late April do not know the vaccine status
COVID Immunisation	13		

Status of Core training

Mandatory training	No of staff	Overdue	Action Required
Orientation	13	3	Deliver orientation to new staff 14/01/2023-23/01/2023
Fire Safety	13	13	Enquiring about next Fire safety session
First Aid	13	10	Next review September 2023
Manual Handling	13	13	Waiting on Computer to do online Mandatory training
Infection control	13	13	Waiting on computer to do online Mandatory training
Elder Abuse	13	13	Waiting on computer to do online Mandatory training
Food Safety	13	13	Waiting on computer to do online Mandatory training
Open disclosure	13	13	Waiting on computer to do online Mandatory training

- **Training attended over the last month**

Consulted with relevant training bodies at recent workshop for age care workers to complete their cert 3.

- Contacted Open colleges Edu on Cert 3 Age Care training for staff
- Institute In process of enrolling staff and fees payment.
- Waiting on laptops for online training.

QUALITY IMPROVEMENT

Progress against Plan for Continuous Improvement

- Completed analysis of CHSP was completed over the last 6 Months see report attached.
- Strategic planning completed with staff consisted of:
- Explaining the Home Care Community 8 standards on how to provide high quality aged care.
- Explained with staff individuals PD understanding their rolls
- Explained with staff Code of Conduct
- Talked about compliance across all programs
- Explained Policies and Procedures
- Discussed program areas that lacking and overdoing
- Discussions on working with in the Monthly targets given and addressing the KPI's

Feedback/complaints management

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

Key issues and action taken

- Discussed issues with staff on how to improve on Client's engagements.
- Advised staff about this behaviour when working with clients at home or when conducting age care business.

Title of Report: February Update on Corporate Services Report

Agenda Item: 11.3

Classification: For Information

Author A/Executive Manager, Corporate Services

Attachments Grants Register

Officers Recommendation:

That Council: Note the report

PURPOSE OF REPORT

This report provides the Councillors with an update of NPARC Corporate Services.

UPDATE

Enterprises EOI report:

- Bamaga GYM – Fitness Centre
 - Plumbing works completed– roof sealed, gutter replaced, drains flushed and repaired, install new drains to protect flooding.
 - In progress to complete - Internal full plumbing works.
 - In progress to complete – Complete fence work.
 - In progress to complete – Minor internal building works
 - In progress to complete – Cleaning due to flood damage
 - In progress to complete – Inspection due to flood damage
 - In progress to complete – Removal of tennis court net bollards.
 - In progress to complete – Full electrical check inc inspection air conditioners.
 - In progress to complete – other works i.e lighting, security, WHS.

General Stores Bamaga:

- Cleaning of the various shed areas within Stores have started during this wet period.
- Stock control measures implemented.
 - Procurement only on request from external department.
 - Procedures to limit stock on hand. Stock ordered on request is booked out by external departments.
- Staff cleaning roster implemented.

Sales

Internal	\$86,752.00
External	
- Credit Sales	\$23,113.57
- EFTPOS Sales	\$16,166.37
Total Sales	\$126,051.94

- Staffing attendance has been good.

Injinoo Batching Plant:

Stocktake report

STOCK DESCRIPTION	QUANTITY COUNTED	TOTAL UNIT COST	TOTAL COST (\$)
Cement Bags (20 kg)	2642	\$ 9.00	\$23778.00
Aggregate 20mm	251.5	\$ 125.00	\$31,437.50
Sand (m3)	223	\$ 132.50	\$29,547.50
Daratard (205 ltr)	420	\$3.98 P/LTR	\$1,377.60
Total Cost			\$86,140.60

Commodity Movement

	Cement Powder Bags	Sand m3	Aggregate m3	Daratard Ltrs	
Opening Stock	2136	262	290.5	430	
Purchase	NIL	NIL	NIL	NIL	
Consumed	737	37.3	37.3	10	
Sold	5	1.5	1.5		
Remain	2642	223	251.5	420	
Concrete Production	37.3				

General

- Staff have been allocated to help different departments when work has been slow at the Batching Plant.
- Staff have been doing building condition assessment reports, vehicle inspection reports, cleaning of grounds and facilities.
- Letter sent to EOI participants with Council decision to continue operations of Batching Plant.

Property & Facilities:

Staff Housing

- Total Staff house - 27
- Tenanted – 19
- 4 Available immediately for positions (identified)
- 4 unavailable - works being undertaken
- 7 x staff housing required for identified positions.

Social Housing

- Total Social Houses - 49
- Tenanted – 47
- To be demolished – 2
- Rental arrears and rental increase review still ongoing.
- 95% Complete – Signed (Current) Tenancy Agreement for Social Houses.
- 19 Applications for Social Housing

Renovations / Refurbs – NPARC Facilities / Commercial Buildings

Current working projects:

- Injinoo 52 Bowie Street
- Injinoo 60 Pablo Street
- Injinoo Batching Plant Accommodation and Office
- Umagico 126 Charlie Street
- Bamaga Units 2,3,4 Lot 87 Tafe Road
- New Mapoon Lot 3 Bond Street
- New Mapoon Lot 114 Brown Street
- Seisia Lot 187 Tumema Street

Manager Corporate Affairs

IT

- I.T Officer services casual 2 days a week and this is allowing us to address some of the ongoing issues and action some projects..
- Actively recruiting for a Corporate Affairs assistant.
- New CITRIX environment is in beta testing
- IT policy being written

Governance

- Hope to present Policy compliance report at next council meeting

Communications

- Delays to newsletter and media releases due to staffing issues
- Website redesign underway
- Strategic Marketing Plan in final stages
- Digitised videos done and waiting on invoice to be paid before they are returned
- Hoping to start advertising for new officer soon

Records

- New records management system on track.

Grants

Applications underway:

- Disaster Ready Fund (Airport runway and Place of Refuge)
- ATSI TIDS
- Ranger Coastal Clean Up Grant
- Ranger Capability Building Grant
- TMR Cycle Network local government grant
- Reconciliation Week – Masig Statement launch
- Sports and recreation – Minor Infrastructure Funding
- IKC Refurbishment Grant
- Community Benefit Fund (shelters and chairs)

Grants received:

- Funding for Bandit rubbish truck
- Illegal Dumping Partnerships
- QRRRF Airport Power reticulation
- CHAS Shoreline Erosion Study (grant deed being drafted)
- Illegal dumping / scrap metal and waste education campaign (grant deed being drafted)
- QRA – Disaster Funding
- NADC Australia Day & Australia Day Ambassador
- 1000 Jobs Tranche 2
- First Start (2 Apprentices)

Grants completed:

- W4Q 19 – 21
- TSRA Legacy grant
- TSRA Tourism Officer
- Youth Hub (Infrastructure only)

Grants register summary attached Appendix 1.

Funding body	CAT	Status	Reason	Scope	Program name	CMCT Date	COMP Date	Amount
Aust Post	COMM SERV			Approves Council to act as a CMA (Agent)	Community Mail Agency Agreement	10/01/2022	30/09/2026	See notes
Australia Council of Arts	COMM SERV		New agreement for carry over being developed, Grants officer does not have access to grant in portal.	Cultural Festival Funding	?			110,000.00
DAF	Operations			To build infrastructure at Seisia Beachfront to enhance visitor experience and amenities.	Queensland Fishing Infrastructure Grant	07/08/2022	9/01/2023	100,000.00
DAWE	Operations			Coordination and Equipment - 4- H8QEADF	Indigenous Rangers Coastal Clean Ups Project	06/06/2022	30/06/2022	165,000.00
DAWE	Operations			Apudthama Activity Plan 2021-2022	Indigenous Biosecurity Rangers Program		16/10/22	259,037.50
DCHDE	Operations			5 new houses	Interim Remote Capital Program	10/12/2019	NA	2,352,941.00
DCHDE	Operations			15 new 3 bedroom dwellings	Forward Remote Capital Program	09/09/2022	NA	8,385,607.00
DES	Operations & Comm Serv			1 FTE \$60K 1 vehicle \$20K 6 surv cameras \$3K	Local Government Illegal Dumping Partnerships	to be executed		123,000.00
DESBT	HR			To provide young people and disadvantaged job seekers with opportunities to gain a nationally recognised qualification and 12 months paid employment by undertaking a subsidised traineeship with a local council, statutory authority or an incorporated not-for-profit organisation.	Skilling Queenslanders for Work First Start Program 2023			49,500.00
DITRDC	Operations		Overdue reports, no expenditure	Footpath	LRCI Stage 2			
DITRDC	Operations		Overdue reports, no expenditure	Footpath	LRCI Stage 3			
DSDILGP	Finance			2022-23 State Government Financial Aid	2022-23 Indigenous Councils Grant Programs	07/01/2022	30/06/23	4,881,490.00
DSDILGP	Finance			2022-23 Revenue Replacement Program	2022-23 Indigenous Councils Grant Programs	01/07/2022	30/06/23	29,800.00
DSDILGP	Finance			2022-2023 Indigenous Economic Development Grant	2022-23 Indigenous Councils Grant Programs	07/01/2022	30/06/2023	160,000.00
DSDILGP	Operations		Handed back to state for project management.	Re-establish old bores at Bamaga, Injinoo and Umagico. Replace fencing to Umagico/Injinoo Ponds and solid waste facility. Replace clear water tank. Replace CME 3	Indigenous Councils Critical Infrastructure Program	NA	NA	2,662,500.00
DSDILGP	Finance			To improve the financial capacity of councils and support the provision of council services to Aboriginal and Torres Strait Islander communities	FAG IRG financial assistance grant	01/07/2022	30/06/2023	274,311.00
DSDILGP ²	Finance			To improve the financial capacity of councils and support the provision of council services to Aboriginal and Torres Strait Islander communities	FAG GPG financial assistance grant	01/07/2022	30/06/2023	5,054,714.00

DSDILGP	Operations				NPARC Water Demands Situation Analysis	Building our Regions (BoR) Round6		12/02/2024	300,000.00
DSDILGP	Operations				NPA Water Supply System	Minor Capital Works	21/09/2020	30/06/2030	4,000,000.00
DSDILGP	Operations			Completion report Due	various (Injinoo foreshore, NPA footpath, Umagico park upgrade...) eGrants	Works for Queensland 2019-2021		30/09/2022	1,780,000.00
DSDILGP	Operations			New Mapoon project to be changed	various - eGrants	Works for Queensland 21-24		30/09/2024	1,740,000.00
DSDILGP	Finance			Not yet commenced	Develop and Asset Management Framework and Plans inc condition assessment.	LGGSP	28/07/2022	30/09/2024	250,000.00
DSDSATSIP	Executive				Funding contribution to assist the NPARC to develop the NPA Community Safety Plan (Alcohol Management)	NPARC Community Safety Plan		30/06/2023	Phase 1 \$50,000 Phase 2 \$185,000
DSDSATSIP	Executive				NPARC Youth Hub Project (Social Reinvestment Initiative)	Aboriginal and Torres Strait Islander Partnerships	15/06/2022	30/06/2023	165,000.00
DSDSATSIP	Executive					Local Thriving Communities		30/06/2022	10,000.00
DSS	COMM SERV			Underspend.	To provide funding for the employment of Aboriginal and/or Torres Strait Islander people in Commonwealth funded aged care services throughout Australia.	Indigenous Employment Initiative Program	01/07/2020	30/06/2023	1,326,240.00
DSS	COMM SERV			DEX reporting issue	To support the development of the home support aged care service system that meets the aims of the Commonwealth Home Support Programme and broader aged care system.	Commonwealth Home Support Programme		31/07/2023	1,844,455.61
DTIS	Executive				Collaborative Partnership with Gudang Yadhaykenu Aboriginal Corporation - Pajinka Commercial Activation Proposal.	Collaborative Project	30/06/2022	31/12/2024	2,235,000.00
DTIS	COMM SERV				Deliver a new participation initiative targeting indigenous children and people to support futsal in the NPA as set out in Project Plan.	ActiveKIT		30/11/2023	54,954.00
DTIS	COMM SERV			Annual Plan review needed	Coordinate and facilitate physical activity opportunities (employment, equipment, programs, capacity building)	Deadly Active Sport and Recreation Program (DASR)	29/06/2022	30/06/2025	652,445.00
DTMR	Operations			Delivery delayed	NP1 Jardine Ferry Road - Bitumen Seal	CYRP2 CARP	01/07/2021	20/12/2021	6,500,000.00
DTMR	Operations			Delivery delayed	NP2 Jardine Ferry Road - Bitumen Seal	CYRP2 CARP			5,500,000.00
DTMR	Operations			Pole installed, lighting head lost.	Seisia Boat Ramp Solar Light	Marine Structures			
DTMR	Operations			Project significant delay	Injinoo Road, Umagico to Adidi Street construction shared path.	Cycle Network Local Government Grants Program	25/11/2021	24/11/2023	800,000.00

DTMR	Operations			Seisia Boat Ramp Maintenance	Small Scale Minor Works Contract	20/09/2022	31/12/2022	64,634.69
Health and Wellbeing Qld	Executive		Final report and claim due	Dan Ropeyarn Cup 2022 sponsorship	N/A	26/10/22	25/11/2022	11,000.00
LGAQ	Operations		No grant deed yet	Coastal Hazard Adaption Strategy - Shoreline Erosion Management Plan	QCoast _{2,100} 2.0 Funding Program 4			
NADC	COMM SERV		No coordination of event	2023 Mud Rally and Pig Hunt (Australia Day)	Australia Day 2023			33,000.00
NIAA	HR			16 Jobs within Council	Indigenous Advancement Strategy - Jobs Land and Economy Propogram (1000 jobs)	07/07/2021	31/12/2023	917,220.80
NIAA	Operations		21/22 Audit due	NPA Indigenous Rangers	Indigenous Rangers Grants - Jobs Land and Economy Program		31/10/2028	12,749,203.66
Qld Premiers Office	COMM SERV		No coordination of event	Australia Day Ambassador attendance at 2023 Mud Rally and Pig Hunt	Australia Day Ambassador Program		26/01/2023	NA
QRA	Operations			Bamaga Airport Power Reticulation	Queensland Resilience Fund		30/06/2025	439,542.00
QRA	Operations			Northern and Central Western Queensland Rainfall and Flooding event, 21 April - 12 May 2022 event.	Disaster Recovery Funding Agreements (DRFA)		30/06/2023	230,020.57
QRA	Operations			Northern and Central Western Queensland Rainfall and Flooding event, 21 April - 12 May 2022 event. (Ferry Rd CH8-25)	Disaster Recovery Funding Agreements (DRFA)		30/06/2024	651,671.96
QRA	Operations			Northern and Central Western Queensland Rainfall and Flooding event, 21 April - 12 May 2022 event.	Disaster Recovery Funding Agreements (DRFA)		30/06/2024	5,207.49
QRA	Operations		Add info submitted. Contract with ergon.	Bamaga Airport Power Reticulation	?			800,000.00
QRA	Operations			Contractor to clean up hard waste from kurbside collection or illegal dumping site.	Get Ready		30/06/2023	8,720.00
QRAM	Corp Affairs		New MoU to be developed.	Wage support for 1.5 FTE	Queensland Remote Aboriginal Media			88,572.14
Queensland Health	Operations & Comm Serv			Implement annual work plan.	ATSI Public Health Program	01/07/2022	30/06/2025	3610775 inc extensions
Services Australia	COMM SERV							
SES	Operations			LG subsidy to offset operational costs	SES Local Government Subsidy			13,550.60
SLQ	COMM SERV			To provide free access to early literacy programming for children aged 0-5 and their families which strive to meet or exceed the First 5 Forever Guidelines.	First 5 Forever Family Literacy Initiative	07/01/2022	30/06/2024	
SLQ	COMM SERV			To support the development of and the provision of library resources to IKC services and to refresh agreed proportions of this stock at regular intervals.	Public Library Grant	07/01/2022	30/06/2024	

The Campervan and Motorhome Club of Australia	Operations		Photo and locatin to be sent to club - waiting for sigange	To install a motorhome caravan dump point. CMCA provide the infrastructure and COuncil are required to install and maintain.	CMCA KEA Dump Point Subsidy Program	14/7/2022	3 months from receipt	
TSRA	COMM SERV		In breach as QAO report to be sent	Funding for Events and Tourism Officer	Tourism and Events Officer	25/06/2018	30/06/2022	300,000.00
WCCCA	Operations		Council wish for building to be enclosed but building is not designed for enclosure. Outsourced to RPS	New Mapoon Multi Purpose Facility	Western Cape Communities Trust (WCCCA) Northern Sub Regional Trust (NSRT)			506,000.00

Title of Report: January 2023 Finance Report

Agenda Item: 12.1

Classification: For Noting

Author Acting Manager Finance

Attachments Statement of Comprehensive Income

Enterprise Financial Summary

Cash Position Summary

Statement of Financial Position

Debtors and Creditors Outstanding

Officers Recommendation:

That Council:

Note and accept the Acting Manager of Finance Report for the period ending 31 January 2023

Officers Recommendation:

That Council:

- Delegate to the Acting Chief Executive Officer pursuant to section 257 of the Local Government Act 2009 the authority to write off debts amounting to \$5000 (excl GST) and below
- Request any debts that have been written off to be included in the monthly Finance Report

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

Financials current year

The Council's financial position as at the end of January 2023 remains challenging, and it has not improved on December's position.

Current obligations (liabilities) are at \$11.3M compared to a cash position at the end of January being at 10.2M. Unrestricted cash is estimated at \$0M, as many Grant funded projects are currently well underspent. Council is looking to pay back the Department of Local Government almost

\$700,000 in Grant funding received under the ICCIP program, as Council does not have the resources to carry out the projects and has “handed them back” to the Department for completion

Operating grants received for the month of January have been \$132K for third instalment of ATSI Public Health subsidy, \$55K for Dept Tourism AktivKIT funding for Futsal competition, \$224K for the IEI Grant relating to the Aged care Program, \$2.5K from Dept Employment & Training for Employer Incentive program, \$28K for CHSP Aged Care funding; There were no Capital grants received for January.

In January, QBuild was invoiced for \$411K for work on upgrades and maintenance to Community housing.

Revenue

Operational Revenue for the period to 31 January 2023 is tracking favourably with budgeted revenues received at 55% compared to 58% of the year elapsed.

Expenses

Operational Expenditure is tracking slightly above Budget at 60% of Budget compared to 58% of the year elapsed.

Materials and Services comprises half of Councils Operational Expenditure at \$13.8M, and almost half of this (6.0M) is payments to contractors and consultants for the upkeep of Council assets. A further \$1.2M is for the various Insurances that Council is required to hold and almost \$2M for the purchase of stock for the various Enterprises.

Employee benefits are lower compared with previous year as positions are still being recruited and have not been filled to-date.

Cash Position

The Council has a tight cash position due to receipt of Grant funding in advance of projects starting and little expenditure against the funded projects.

At end of January 2023, after allowing for the end of month creditors, total staff leave liabilities, grants contracts obligations, Council available unrestricted cash is at approximately \$0.0M, due to early receipt of Capital grants and unspent commitments related to those grants.

Enterprises

This January, all business enterprises except the Umagico Store are showing a surplus. Jardine Ferry Roadhouse continues to be the most profitable. For every dollar spent, the combined enterprises are bringing in \$0.11 of surplus.

Audit last financial year ending 30 June 2022

Council has had to seek an extension of time from the Minister (for Local Government) for the completion of the audit of the 2021/22 Annual Financial Statements, due in part to the fact that the Manager of Finance and the Management Accountant roles were not filled until August 2022. The Queensland Audit Office (QAO) is continuing to work with Council on progressing the audit as the necessary work is completed. The QAO auditors will be onsite in the Bamaga Office for the fortnightly period between 13th Feb 2023 to 24th Feb 2023.

Budget and Management Reporting

Finance Manager has been working on the Budget template to have it ready to start Budget preparations once the audit of the financial statements is complete.

CRITICAL DATES

N/A.

OTHER OPTIONS CONSIDERED

N/A.

LEGAL AND LEGISLATION CONSIDERATIONS

N/A

POLICY CONSIDERATIONS

N/A.

CORPORATE AND OPERATIONAL PLAN CONSIDERATIONS

Operational Plan – 2. FISCAL MANAGEMENT

FINANCIAL AND RESOURCE CONSIDERATIONS

N/A.

CONSULTATION

N/A.

Statement of Comprehensive Income

Percentage of year elapsed as at 31-January-2023

58%

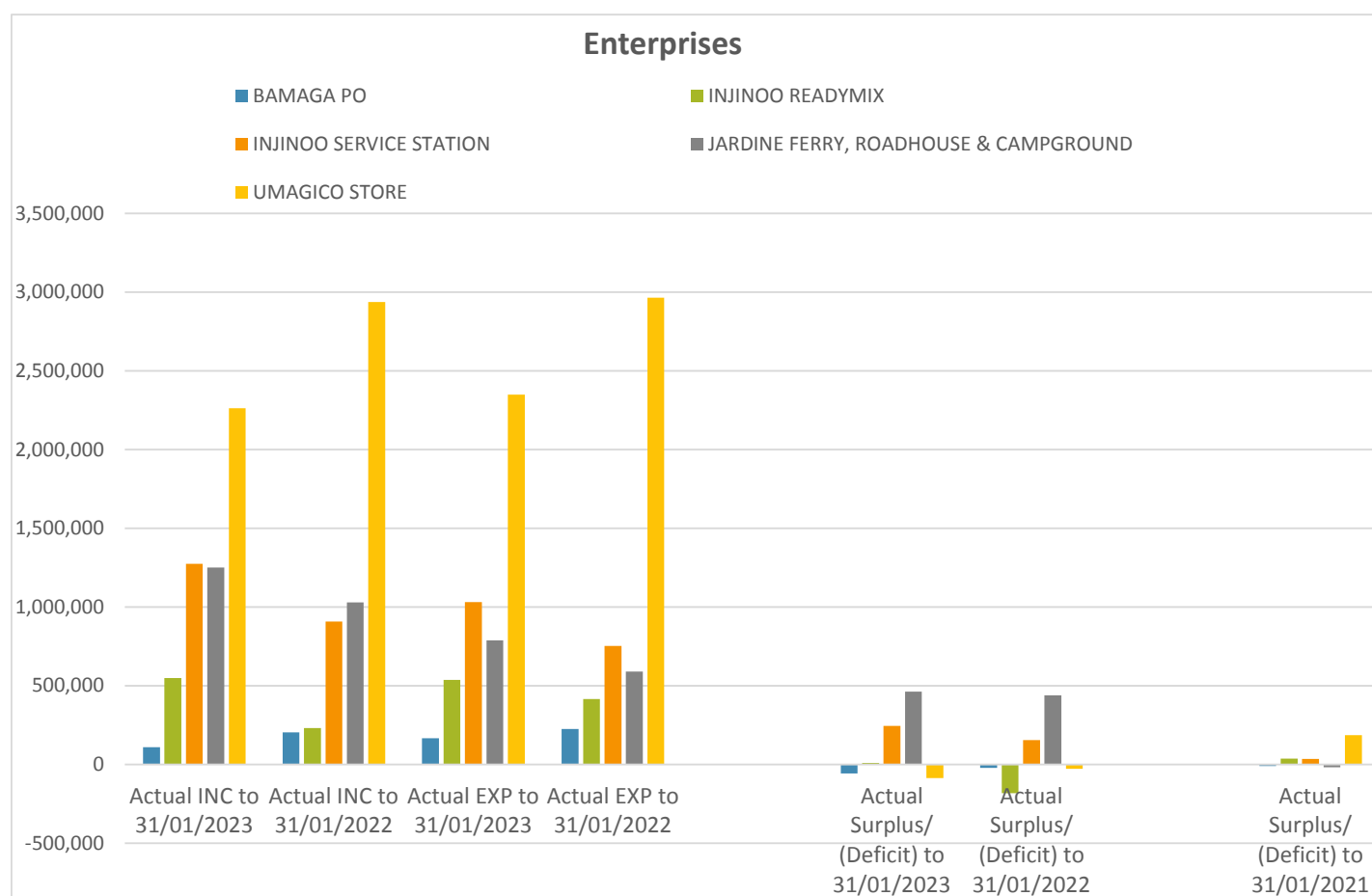
The Statement of Comprehensive Income is often referred to as the Profit and Loss Statement. This statement shows what Council has earned (revenue) and what costs Council has incurred (expenses) for the year to date.

Northern Peninsula Area Regional Council Statement of Comprehensive Income For the period ended 31-January-2023

	<u>Period End</u> <u>31/01/2023</u>	<u>Period End</u> <u>31/01/2022</u>	<u>Annual</u> <u>Budget</u> <u>2022-23</u>	<u>% Actual vs</u> <u>Budget</u>
Income				
Recurrent Revenue				
Rates, levies and charges	1,466,088	2,236,728	3,300,000	44%
Fees and charges	422,966	264,528	1,000,000	42%
Rental income	1,102,655	944,609	1,800,000	61%
Interest received	48,350	9,246	75,000	64%
Sales revenue	4,113,324	3,850,016	8,500,000	48%
Enterprise revenue	5,878,218	5,486,690	9,500,000	62%
Other income	339,326	172,648	1,000,000	34%
Grants, subsidies, contributions and donations	8,634,288	5,713,243	15,000,000	58%
Total recurrent revenue	22,005,215	18,677,708	40,175,000	55%
Capital revenue				
Grants, subsidies, contributions and donations	4,609,163	-	7,500,000	61%
Loss on sale Assets	-	-	-	
Total capital revenue	4,609,163	-	7,500,000	61%
Total revenue	26,614,378	18,677,708	47,675,000	56%
Expenses				
Recurrent expenses				
Employee benefits	(7,848,101)	(8,804,506)	(16,468,000)	48%
Materials and services	(13,837,807)	(13,338,562)	(19,000,000)	73%
Finance costs	(16,514)	(43,383)	(65,000)	25%
Depreciation and amortisation	(6,286,000)	(6,196,360)	(11,000,000)	57%
Total recurrent expenses	(27,988,422)	(28,382,811)	(46,533,000)	60%
Capital Expenses	-	-	(900,000)	0%
Total Capital Expenses	-	-	(900,000)	0%
Total expenses	(27,988,422)	(28,382,811)	(47,433,000)	59%
Result from ordinary activities	(1,374,044)	(9,705,103)	242,000	-568%
OPERATING RESULT				
Operating Revenue	22,005,215	18,677,708	40,175,000	55%
Operating Expenses	(27,988,422)	(28,382,811)	(46,533,000)	60%
Operating Surplus/(Deficit)	(5,983,207)	(9,705,103)	(6,358,000)	94%

Northern Peninsula Area Regional Council
Enterprise Financial Summary
As of 31-January-2023

ENTERPRISES	Actual INC to 31/01/2023	Actual INC to 31/01/2022	Actual EXP to 31/01/2023	Actual EXP to 31/01/2022	Actual Surplus/ (Deficit) to 31/01/2023	Actual Surplus/ (Deficit) to 31/01/2022	Actual Surplus/ (Deficit) to 31/01/2021
BAMAGA PO	108,893	204,469	166,149	226,474	(57,257)	(22,005)	(10,430)
INJINOO READYMIX	548,135	232,229	537,827	415,273	10,307	(183,044)	37,776
INJINOO SERVICE STATION	1,274,731	907,743	1,030,550	752,282	244,181	155,461	35,867
JARDINE FERRY, ROADHOUSE & CAMPGROUND	1,251,703	1,029,267	788,964	590,681	462,739	438,585	(18,533)
NPARC STORES	617,698	322,660	506,811	562,773	110,887	(240,113)	(34,081)
UMAGICO STORE	2,262,959	2,936,645	2,348,881	2,964,443	(85,921)	(27,799)	186,760
Total Enterprises	6,064,118	5,633,013	5,379,182	5,511,926	684,936	121,087	197,358



Cash Position Summary

This attachment shows the cash flow position of NPARC and the activities year to date - December 2022

The estimated net cash position is **\$11.7M** as of **31 December 2022**. Estimated known restrictions at end of December 2022 are liabilities for staff leave liabilities during the next 12 months: \$1.5M, creditors liabilities at end of month \$1.37M, grants project deliveries \$9 M.

Cash balances total at 31-January-2023 was 10.80M

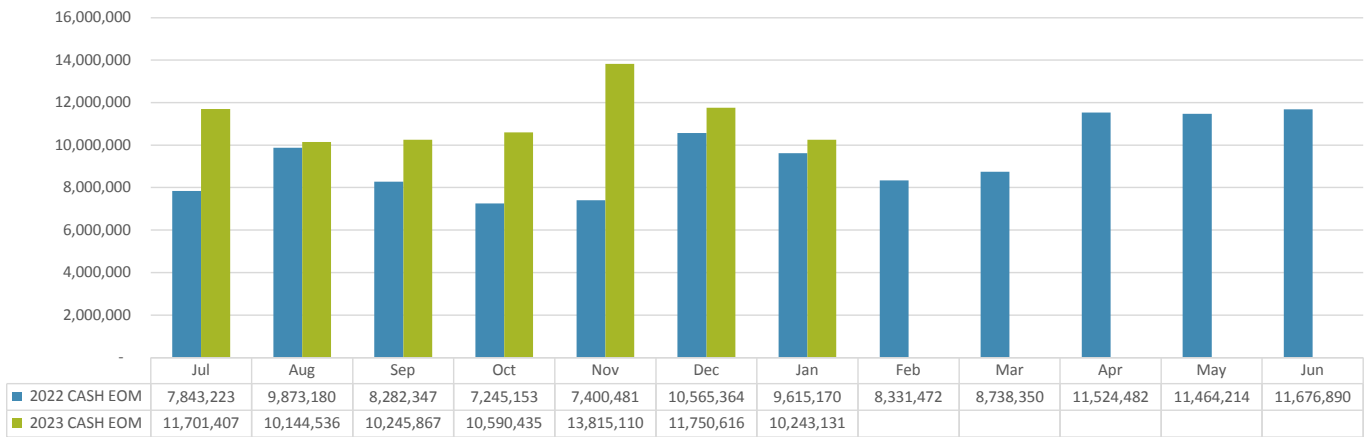
Of this

NPARC CBA General Account		\$	6,726,296
NPARC Cash Floats		\$	11,535
NPARC Cash on hand-ATM Umagico Store		\$	(8,721)
DHPW Trust Account	^ 5 new houses	\$	557,284
NPARC QTC Investment	^ effective rate 1.94%	\$	3,517,574

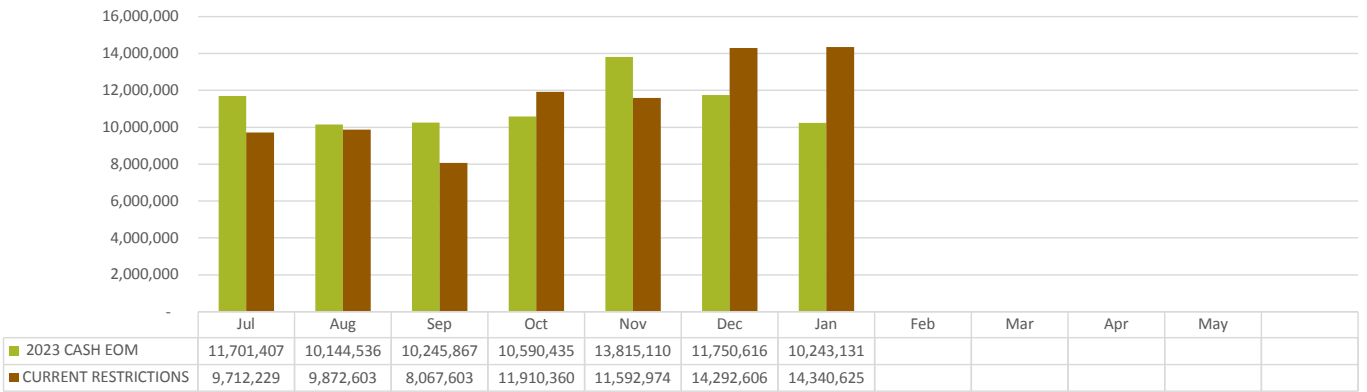
Northern Peninsula Area Regional Council Statement of Cash Position As at 31-January-2023

	\$
Cash flows from operating activities:	
Receipts from customers	7,720,335
Payments to suppliers and employees	(20,609,299)
	<u>(12,888,964)</u>
Interest received	48,350
Rental Income	1,102,655
Non-capital grants and contributions	8,634,288
Finance costs	<u>(16,514)</u>
Net cash inflow (outflow) from operating activities	<u>(3,120,185)</u>
Cash flows from investing activities	
Payments for property, plant and equipment	(2,996,463)
Grants, subsidies, contributions and donations	<u>4,609,163</u>
Net cash inflow (outflow) from investing activities	<u>1,612,700</u>
Net increase (decrease) in cash and cash equivalents held 31-January-2023	(1,507,485)
Cash and cash equivalents at beginning of reporting period	<u>11,750,616</u>
Cash and cash equivalents at 31-January-2023	<u>10,243,131</u>

Cash on hand - month on month comparative



Cash balance compared with
Cash Restrictions - GRANTS CONTRACT LIAB, STAFF LEAVE LIAB, EOM CREDITORS



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 31-January-2023

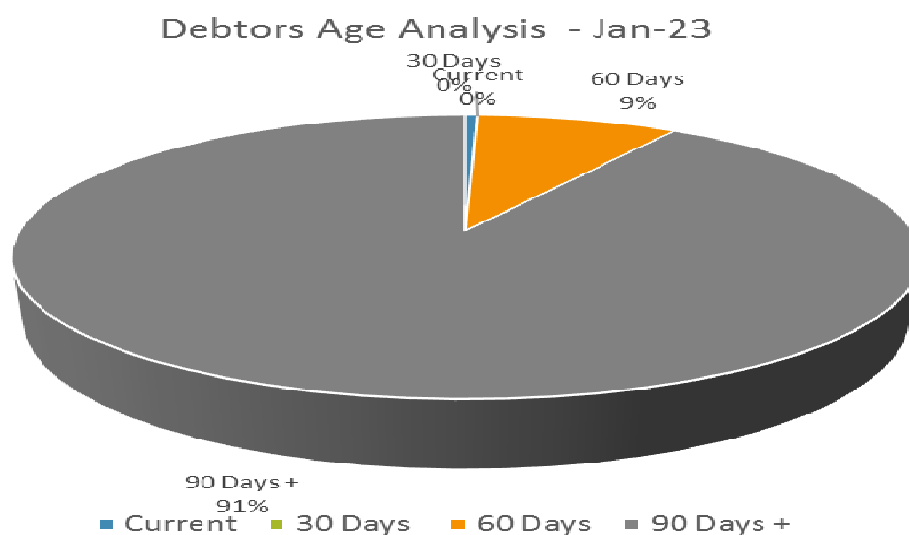
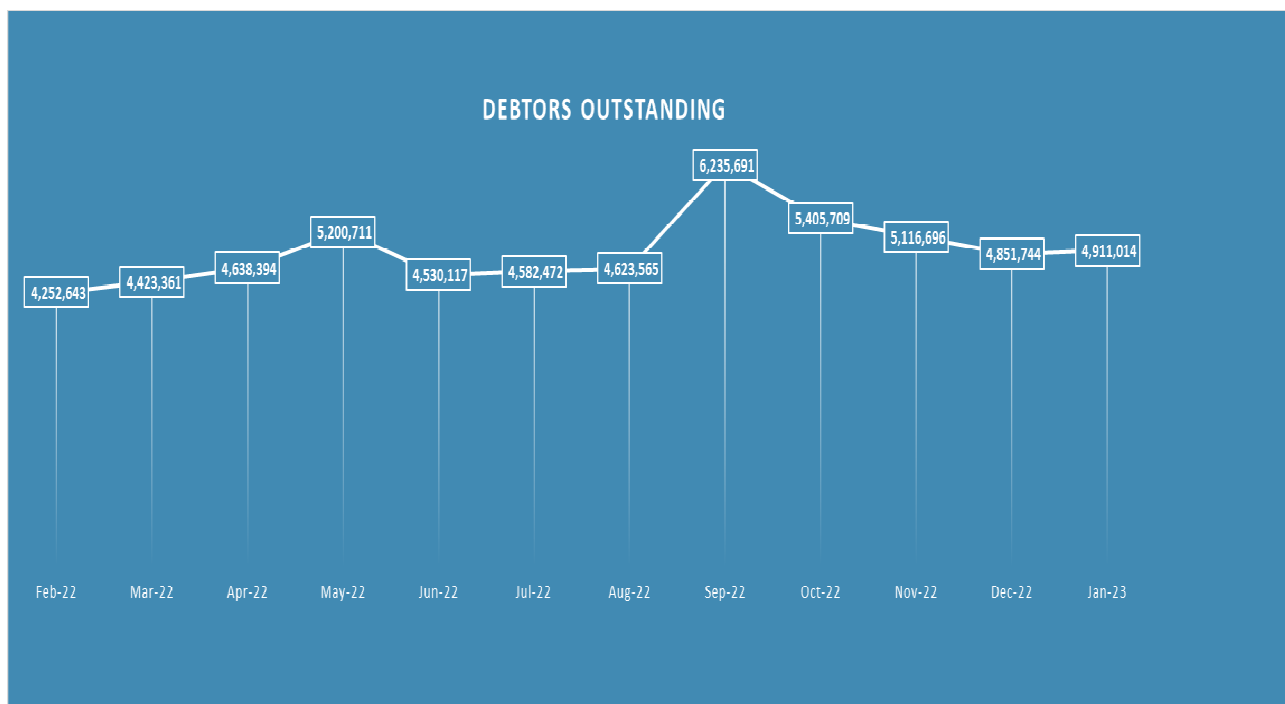
	As at 31-Jan-2023 Actual	As at 31-Jan-2022 Actual
	\$	\$
Current Assets		
Cash and cash equivalents	10,243,131	9,615,170
Trade and other receivables	2,740,534	1,640,158
Inventories	1,104,769	1,158,883
Other financial assets	2,225,580	734,915
	16,314,014	13,149,126
Non-current assets classified as held for sale	-	-
Total current assets	16,314,014	13,149,126
Non-current Assets		
Trade and other receivables	-	-
Other financial assets-Leased Assets	14,960,075	15,367,280
Property, plant and equipment	201,712,028	192,696,333
Work in progress	8,986,535	7,989,503
Total Non-current assets	225,658,638	216,053,116
TOTAL ASSETS	241,972,652	229,202,242
Current liabilities		
Trade and other payables	1,151,128	3,417,598
Borrowings	-	-
Provisions	1,456,361	1,146,133
Other	8,726,574	14,874,527
Total Current liabilities	11,334,063	19,438,258
Non-current liabilities		
Provisions	524,257	1,229,143
Total Non-current liabilities	524,257	1,229,143
TOTAL LIABILITIES	11,858,320	20,667,401
NET COMMUNITY ASSETS	230,114,332	208,534,841
Community Equity		
Asset revaluation reserve	84,172,001	62,006,652
Retained surplus/(deficiency)	145,942,330	146,528,189
Reserves	-	-
TOTAL COMMUNITY EQUITY	230,114,331	208,534,841

***Northern Peninsula Area Regional Council
Analysis of Debtors and Creditors Outstanding
As of 31-January-2023***

Debtors Outstanding and Recovery

Total debtors outstanding as of 31 Jan 2023 was \$4.9M of which 91% is outstanding over 90 days. Council is continuing efforts to recover debts with legal action being commenced on a number of long outstanding items.

Total bad debt provision as at 31 Jan 2023 continues to be \$3.071M, there being no change from the financial year ending June-2022.



Creditors Outstanding

The total Creditors outstanding as of 31 January 2023 was \$779,731. The age analysis of the Creditors is as follows.

Description	Current	30 Days	60 Days	90 Days +	Total
Jan 2023					
Creditors outstanding	\$601,154	\$17,538	\$1,272	\$159,768	\$779,731

Title of Report 2022-23 Operational Plan Update

Agenda Item: 13.1

Classification: For Noting

Author Acting Chief Executive Officer

Attachments Attachment A. Operational Plan Update

Officers Recommendation:

That Council:

- Note the Report

PURPOSE OF REPORT

To provide a status update for Council on the implementation of the Operational Plan

BACKGROUND AND CONTEXT

Under the Local Government Act, Council Officers report back to Council on the progress of the operational plan. A status update of progress during Q2 is attached. There have been some delays due to staff shortages, but these are being managed so work can still be delivered. Staff on unexpected leave prevented an update on some items.

CRITICAL DATES

NA

OTHER OPTIONS CONSIDERED

NA

LEGAL AND LEGISLATION CONSIDERATIONS

Local Government Act

POLICY CONSIDERATIONS

Nil

CORPORATE AND OPERATIONAL PLAN CONSIDERATIONS

NA

FINANCIALS AND RESOURCE CONSIDERATIONS

Nil



ORDINARY COUNCIL MEETING # 34
Agenda Item 13.1
Friday 24th February 2023
Bamaga Board Room

CONSULTATION

All staff

2022-23 NPARC Operational Plan



Focus Area One: Strong Governance – Innovative, Efficient and Sustainable

Key Objective One: We can demonstrate a pathway to financial sustainability

Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
Improve Asset Management Capability	Update of Asset Management Plans for NPA Water Supply.	Ongoing	EMO	Updated AMP for Water is submitted to DSDILGP	OPEX	Veolia have commenced this as part of their contract 2022 NPA water supply AMP is 95% complete
	Develop and implement asset management plans for sewer and buildings.	31/12/2023	EMO, FM	AMP developed and implemented.	\$200K Grant	Yet to commence Unganco have been provided with NPARC Asset Register to commence populating Asset Management software FM & EMO to discuss scope with UNGANDCO to confirm no duplication
	Implementation of the Preparing Australian Communities Program in partnership with UNGANCO and TCICA	31/12/2023	CEO, EMO, FM	Compliance with Project Milestones	Funded by Commonwealth	Current documents have been provided to UNANCO and loaded into the system Initial site visit scheduled for 10-12 October From October site visit, Finance has provided Unganco with all financial information they have requested to populate the software

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Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
Improve repairs, maintenance and renewal against all aged asset classes	Optimise level of spending on repairs, maintenance and renewal against all aged asset classes	Ongoing	EMO, FM	Level of spending is consistent with Asset Management Plans and applicable Local Government Sustainability Ratio	Increased Maintenance Funding from State which offsets increased spending	Ongoing- subject to AMP to be formalised and implemented. Post implementing, planning and figures commitment by operations team, Finance may set to work to forecast sustainability Local Buy Tender ran to source Asset Management Accountants
	Undertake comprehensive asset valuation process	30/06/2023	FM	Comprehensive Valuation completed	\$200k	EOI to go out to interested valuers via local buy Nov-22 After clarification from Unganco regarding their role in asset revaluations, MF has been on Localbuy and sought RFQ's from 5 Valuers to conduct Comprehensive Asset Revaluations for 2022/23, 2023/24 and 2024/25. RFQ's close 26 Jan 2023
Increase available own-source revenue streams	Development of Climate Change Master Plan to inform Carbon Crediting opportunities	30/06/2023	CEO	Completed Master Plan	\$10k	Request for development of an Economic and Climate Responsive Master Plan has been agreed to by the financial delegate of RILIPO.

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Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
						<p>This project has been added to the RILPO work plan, subject to the completion of the NPA Rural Master Plan project</p> <p>NPA Rural Master Plan has been adopted</p> <p>DSDATSIP has appointed key contact. Draft project scope is being finalised. Expected 31/01/2023</p>
	Scope carbon credit opportunities for NPARC	31/12/2022	CEO	Scope Plan	TBC	<p>On track. Awaiting outcome of Climate Master Plan</p> <p>Carbon Credit opportunities expected to be within LGA but on traditional owner land. Collaborative project with ALT as part of the Climate Plan</p>
	Review and Update Fees and Charges Schedule	30/06/2023	FM	New Fees and Charges Schedule adopted	\$30k Software (GF)	<p>Work to start in budget workshops scheduled Dec-22 to Mar-23</p> <p>FM has started to work on adjusting templates to make them ready for 2023/24 financial year data</p>
Improve Project Delivery Capability	Develop suite of tenders and contracts for the	31/12/2022	EMO	Annual tenders awarded.	\$50K (GF)	Oricon engaged to review existing tender documents

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Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
	engagement of contractors and occasional plant hire.					and run tenders prior to the end of the 2022 calendar year Tenders paused to not run over Christmas break, Oricon to recommence advertising tender
	Review existing Project Management Delivery contract arrangements.	28/02/2023	EMO, PM	Tender process undertaken and appropriate contracts awarded.	\$25K (GF)	Review commenced Completed Oricon engaged to undertake future transport related PM works for Council
	Review project management organisational structure.	31/03/2023	EMO, PM, HR	Updated organisational structure approved and implemented in HR systems.	OPEX	Completed as part of the NPARC org structure Ongoing with current restructuring of NPARC
	Review current workforce structure	31/12/2022	EMO, FWC	Structure is reviewed and approved	OPEX	Partially completed as part of the NPARC org structure Crew structuring required in some sections Structure is being implemented. Further report to March Council Meeting
	Investigate vehicle supply options to Council	31/12/2023	EMO, FWC	Proposal is presented to MANEX for consideration	OPEX	Yet to commence

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Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
	Develop and Implement a Fleet Management Strategy	31/12/2022	EMO, FWC	New Fleet Strategy	OPEX	Task delayed due to the resignation of the Fleet and Workshop manager. New estimated completion date June 2023 As above
Improve procurement processes for compliance & efficient purchasing of goods and services	Review Policies and procedures re: procurement – implement appropriate procedures	31/12/2022	EME, Stores Manager, FM	Policy/procedures implemented	OPEX	UPDATE: Meeting with FM to be planned (have been waiting for Auditing to be completed) All purchases are through local buy contract Meetings have not yet occurred, and with Restructure, decision to wait for new Corp/Fin Exec made Meetings have not yet occurred, and discussion with Acting Exec Mgr Enterprises was to wait until new Corp/Fin Exec appointment
	Review effectiveness of procedures implemented	31/05/2023	EME, Stores Manager, FM	Review of effectiveness undertaken	OPEX	In progress Ongoing/review under new structure Review not yet commenced—to be done in Jan to March quarter

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Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
Increase revenue through government funding	Resolve current Grant Management Issues and implement grant control model to improve capacity	31/12/2022	CEO, Grants Officer	Compliance with Grant Register	OPEX	Draft Grant Model adopted. Awaiting feedback of implementation Grant model implemented and progressing well
	Training of Level 3 Managers to build capacity in grant management	31/03/2023	CEO	Completed Training	OPEX	Training scheduled to occur early next year Monthly Managers PD schedule organised
	Review grants management structure to maximise funding opportunities and effectively manage grants	31/12/2022	CEO	Grant funding amounts	OPEX	On track. Grant model adopted and review has enabled council to retain unspent funds Grant model implemented and progressing well. Previous grant payments claimed.

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Key Objective Two: We embrace technology and strive to reach our constituents, stakeholders, partners and funders through all leading mediums

Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
Undertake a business system review	Develop 12 month plan to identify current priorities	30/09/2022	MCA	Completed plan	OPEX	In contact with RMT to develop. Report in early stages. Issue with dates. Current focus on connectivity (bigger/faster speed and CITRIX upgrade), records management (Migration and searchability) and Cybersecurity plan, upgrade of all window 7 machines, review of Telstra bill. Will reach out to Marie about PCS and BundyPlus.
	Scope current and future system requirements	31/12/2022	MCA	Scoping Document	\$20k (GF)	<p>Business System Review with CEO for approval. BSR complete for cyber security, data privacy, connectivity, records management, website and communications, Telephones.</p> <p>Further investigation of systems for financial, payroll, HR, asset management and WHS.</p> <p>As above</p> <p>As above</p>

2022-23 NPARC Operational Plan



Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
Develop an engagement strategy to incorporate preferred communication pathways	Review effectiveness of current systems	30/06/2023	MCA	Completed review	\$20k (GF)	As above As above
	Undertake consumer, stakeholder and Council workshops to identify preferences	30/09/2022	MCA	5 x Workshops Held	\$5k (GF)	Will be part of the strategic marketing plan Planned for early Nov Completed. Data is being collated by C7EVEN
	Rollout of TCICA platform for mobile phone communication	31/12/2022	MCA	Alignment with Rollout Plan	TCICA Funding	After further investigation, platform does not seem to fit out needs. Will investigate further. On further investigation, is complicated and don't feel it will give us the coverage we want. Investigating a information screen outside the gym instead.
Increase social media presence	Develop strategic marketing plan	31/12/2022	MCA	Completed Plan	\$25k (GF)	Engaged C7EVEN In draft form
	Development of an implementation plan for the rollout of engagement activities	31/03/2023	MCA	Alignment with Implementation Plan	OPEX	Will be part of the strategic marketing plan As above
	Undertake social media drive to maximise followers	30/09/2022	MCA	Social Media Followers	OPEX	Will be part of the strategic marketing plan. Issues with staffing. Staffing issues remain.
	Staff training in social media	31/12/2022	MCA	Training	\$5k (LGAQ)	Will be part of the strategic marketing plan. Issues with staffing.

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Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
	Development of an implementation plan for the rollout of engagement activities	31/03/2023	MCA	Alignment with Implementation Plan	OPEX	As above
						Will be part of the strategic marketing plan. Issues with staffing.
						As above

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Key Objective Three: We effectively fulfil our responsibilities as DOGIT Trustee

Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
Effectively process leasing and licensing	Review each DOGIT to understand lease status of individual lots	30/09/2022	Commercial Leasing Manager	5 x Trustee Meeting Papers	OPEX	Completed
	Develop public EOI procedure including timeframe expectations	30/09/2022	Commercial Leasing Manager	Public EOI procedure agreed by Trustee	OPEX	Completed
	Progress trustee resolutions within 14 days	Ongoing	CEO, Commercial Leasing Manager	Timeframe	OPEX	Ongoing but timeframes have been met for this FY meetings As above. Timeframes have been met for past Qtr
	Resolve outstanding leasing matters from pre June 2022	31/12/2022	CEO	Trustee Meeting Papers	OPEX	On track. All matters have progressed through Trustee pending finalisation On track. 10 remaining for trustee resolution

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Key Objective Four: We have a comprehensive and compliant governance framework

Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
Develop a fit for purpose policy and procedure framework	Compliance audit of current policy status	31/08/2022	CEO, MCA	Council Report	OPEX	In progress, but with staffing challenges slow progress Audit Complete. New policies in draft form.
	Compliance workshop with Council to workshop mandatory policies	30/09/2022	CEO	Workshop held	OPEX	Waiting on Department of State Development, Infrastructure, Local Government and Planning Professional Development held for Councillors. Further PD organised with QTC for Jun 2023 New Code of conduct based on existing Code has been developed in preparation for discussion at MANEX on 18 January 2023 prior to review by JCC. Other policies to be reviewed to ensure compatibility with Code of Conduct
	Identify key HR policies to prioritise implementation	31/08/2022	HRM	Review Schedule	OPEX	All HR policies overdue for review. Schedule of policies with priorities has been developed

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Develop robust internal audit processes	Delivery of HR Workshops to explain policy to staff	30/11/2022	HRM	Workshops held	OPEX	Policy to be developed and then workshops planned Policies to be developed
	Develop policy review framework	30/09/2022	CEO, MCA	Completed Framework	OPEX	In progress, but with staffing challenges slowing progress Completed and endorsed by Council Nov 2022
	Complete Document Register of all current policies	31/12/2022	MCA	Document Register	OPEX	In progress, but with staffing challenges slowing progress Complete. Only latest copy saved to the website and content manager has a folder of current policies.
	Review Document Register to prioritise review and development of new policy	31/03/2023	CEO	Document Register	OPEX	Waiting on complete document register
	Document compliance framework structure	31/12/2022	CEO	Completed Framework	OPEX	In progress. Draft expected Nov 22 Completed for remainder 2022-23. Working document to be refined over the next 3-6 months
	Review quality management structure	31/12/2022	CEO	Council Report	1 FTE	In progress. Responsibilities for compliance with the LGA, LGR & associated acts sits with multiple people. Ideally the Governance Officer will

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							manage the ongoing maintenance of the compliance register
	Delivery of internal audit training to staff	30/06/2023	CEO	Completed Training	OPEX	Yet to commence	Scheduled once Governance Officer RTW

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Key Objective Five: We have a clear vision, identity and set of values

Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
Implement corporate planning processes to ensure delivery of corporate plan deliverables	Finalise corporate planning documents	31/07/2022	CEO	Legislative Compliance	OPEX	Completed
	Implement operational plan into reporting framework	30/09/2022	CEO	Reporting Framework	OPEX	Completed
	Review structure for Council Reports to ensure informed decision making	30/09/2022	CEO	Report Templates	OPEX	Completed
	Staff training in reporting	30/09/2022	CEO	Completed Training	OPEX	Completed with Level 3 Managers Completed. Part of ongoing PD Cycle
	Develop annual plan for Council meetings to improve unit reporting from Level 3 Manager	31/12/2022	CEO	Annual Plan	OPEX	In progress. Been advised to Level 3 Managers Completed

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Focus Area Two: Strong Culture – Culture is respected and celebrated

Key Objective One: We are a culturally-inclusive and equal opportunity employer

Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
Develop a Cultural Awareness Training Package for Council and stakeholders	Consult and liaise with appropriate internal and external stakeholders to determine objectives and content	31/10/2022	HRM	Key content identified	OPEX	Managers requested to ask for nominations from employees to participate. External stakeholders still to be contacted No nominations received and proposed HR representative has passed away. Managers to be requested again to consult with staff for nominations
	Design training package	31/12/2022	HRM	Trial course conducted	OPEX	Trial course still to be developed Course to be developed once interested employees identified
	Consult and liaise with appropriate internal and external stakeholders to determine objectives and content	31/10/2022	HRM	Key content identified	OPEX	Stakeholders still to be consulted Stakeholders still to be consulted
Develop Cultural Protocols policy to ensure Aboriginal and Torres Strait Islander culture is embedded into operations						

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	Draft policy	31/10/2022	HRM	Policy submitted to Council for approval	OPEX	Policy still to be developed Policy still to be developed
	Review NPARC policies and procedures and incorporate cultural protocols	31/12/2022	HRM	Policies reviewed and updated	OPEX	Policy still to be developed Policy still to be developed

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Key Objective Two: We are a unified community

Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
Promote NPARC as one	Each Council Office to have NPARC Signage	31/03/2023	EAOM	Completed Works	OPEX	To obtain quotes for new & taller notice boards for each office and display more visibly at entrances (pic of current one attached – will be replaced). Will do bigger sign, and centre the NPARC logo better on the sign. Looking at Aluminium signs with glossy finish. Signs have been ordered. Waiting on delivery to be installed.
	Ensure Government and Media refer to the region as NPA, not a singular community	31/12/2022	CSM	Correspondence	OPEX	NPA Tourism Story Board. A project aimed at rebranding and marketing the region not as singular communities. The video and marketing material will also promote the regions experiences and educate visiting tourists. Transitioned to DTIS
	Marketing Campaign to promote NPARC & Region	31/12/2022	CSM, MCA	Campaign	\$10k (GF)	An online app that showcases and promotes the region as a whole. The app is used to share experiences, accommodation venues, events and much more. Reprint of the NPA Tourism Brochure. Engagements with

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						local stakeholders are ongoing for the reprint in preparation for the 2023 tourist season. Will be part of the strategic marketing plan Transitioned to C7EVEN
Recognise and celebrate the cultural differences of each community	Event calendar established with events across 5 communities	31/07/2022	CSM	Council Report	\$102k	2022 Events Calendar has been completed
	Gazetted Special Holidays for each Division of NPA	31/07/2022	CEO	Council Report	OPEX	Report submitted. Waiting on Department Response Supported by Department and Gazetted
	Document history of each community to update website	31/10/2022	CSM	Council Report	OPEX	In progress. Waiting on replacement Community Services Manager
	Acknowledgement of Island and Shire Council in each chambers	31/03/2023	EAOM	Completed Works	OPEX	To create a historical Honour Board for each office of the pre-amalgamated A&TSI Outer Community NPARC Offices. Print photos of Mayors for each elected year, and a group photo for each council that was in Term. Work in progress
Advocate for a review of the impacts and model of amalgamation	Facilitate meeting with amalgamated councils	30/09/2022	CEO, EAOM	Meeting Held	OPEX	Assist as advised by CEO. Organise online & in person meetings, including travel where needed for elected

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Key Objective Three: We respect Native Title and Cultural Heritage rights and interests

Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
Build strong relationships with Traditional Owners and representative bodies based on mutual trust and constructive dialogue to facilitate growth of the NPA whilst recognizing and respecting cultural values	Implement monthly operational meetings with Ipima Ikaya Aboriginal Corporation RNTBC	31/08/2022	CEO, EMO	Meetings Held	OPEX	Meetings held in the last quarter. Monthly meetings waiting on commencement of new coordinator Waiting on response from coordinator
	Establish quarterly meetings between Council and Ipima Ikaya Aboriginal Corporation RNTBC	30/09/2022	CEO	Meetings Held	\$5k	Established Waiting on response from CYLC as per request from Manager. Regular meetings to then be established
	Transition of Ranger Contract	30/06/2023	CEO, EMO, FM	Transition Plan	NIAA	Request for quote sent through to ALT Chair Quote request resent on Tuesday 10 th January 2023 This activity is unlikely to be completed by the Estimated completion date and is heavily reliant on NIAA approving when the hand over can be done.

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Renegotiate the current ILUA with the PBC	Workshop held with Ipima Ikaya Aboriginal Corporation RNTBC	31/10/2022	CEO	Workshop held	OPEX	Still to be progressed. Needs to be discussed with new board To be discussed at next quarterly workshop. Moray & Agnew confirmed availability to assist
	Draft ILUA changes for Council and Ipima Ikaya Aboriginal Corporation RNTBC Review	31/01/2023	CEO	Council Report	OPEX	Waiting on Workshop
	Adopted ILUA Changes	31/03/2023	CEO	ILUA	OPEX	Waiting on draft ILUA

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Key Objective Four: We aid in the preservation and protection of our cultural heritage and history

Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
Support to open and operate a Cultural Centre	Redeployment of Festival Manager Position to include management of the Art Centre	31/07/2022	CSM, HRM	Change in PD	OPEX	Completed
	Concept plan to support funding applications	31/08/2022	CSM	Council Report	OPEX	Completed
	Required capital works at Art Centre	31/12/2022	CSM, EMO	Completed Works	\$100k (GF)	Support provided to Arts Center staff to scope up and cost refurbishment requirements W4Q scope change request to be completed and submitted Scope has been completed and a quote has been provided. W4Q Funding to be reallocated from New Mapoon Store to the Art Centre. Discussions are in place with the church
	Delivery of workshops at Art Centre	Ongoing	CSM	Workshops Held	\$95k (GF)	Workshops are scheduled for October 6 th – 18 th 2022. Further Workshops Scheduled for Jan / Feb Exhibition is schedule for Feb, however will
	NPA Art Exhibition	30/06/2023	CSM	Exhibition held	\$50k (GF)	

revisit to build more structure around it.

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

Key Objective One: We support and facilitate Indigenous and local employment and business opportunities

Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
Complete existing Council Enterprise Divestment	Complete reviews into all Council Enterprises and submit reports to Council on recommended actions	30/11/2022	EMCRS, FM	Reports into all Council Business Enterprises submitted to Council for decision	OPEX	UPDATE: Completed
	Ensure EOI's are developed and processed according to Policy requirements	28/02/2023	EMCRS	EOI's are completed and reports are submitted to Council for decision as required	\$20,000 (include in OPEX)	UPDATE: in process expected to be completed on time Council review of previous decisions underway – final confirmation to follow
Review and improve profitability of existing Council Enterprises	For enterprises the Council wish to continue, establish Business plans to improve	31/03/2023	EME, FM, Ferry Manager, Supermarket Manager, Service Station Manager	Continual review of financial performance aiming for increased surplus availability	OPEX	UPDATE: in process expected to be completed on time Review of identified Business Plans are being reviewed – on time
Build capacity of new and existing local Indigenous Businesses by supporting business	Organise business development workshops with established and emerging organisations.	31/12/2022	CSM	Increase in Indigenous owned business and services.	Grant Funding	Waiting on replacement Community Services Manager Advertising

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Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
entrepreneurship workshops	Email business development opportunities, governance workshops and funding opportunities	30/06/2023	CSM	Strengthened partnerships between businesses.	OPEX	Business register has been completed . Updates will be made as required
Review and enhance our Local Indigenous Procurement Policy & Procedure	Comparative Policy Review undertaken with neighbouring councils	31/10/2022	FM	Council Report	OPEX	Not yet started Not yet commenced
Mandate Indigenous Employment Opportunities Plans on all capital works projects	Procurement Workshop with local Indigenous Businesses Include suitable clause in the suite of tenders and contracts being developed for the engagement of project managers, occasional hire.	31/12/2022	FM	Workshop Held	OPEX	Not yet started Not yet commenced
		31/12/2022	EMO, FM	Tenders are and contracts are developed with clause included.	\$5K (GF)	Oricon engaged to review existing tender documents and run tenders prior to the end of the 2022 calendar year As above
Form and maintain partnerships with tourism peak bodies (TTNQ / Tourism Qld / Chamber of Commerce)	Work in conjunction with Tourism and Events Queensland (TEQ) and consultants to deliver the 'Northern Peninsula Area Tourism Story'	29/09/2022	CSM	Tender and Contracts are awarded to consultants. Ongoing Performance reviews and consultations with the community.	\$50k (GF)	2 nd round of community consultations are scheduled for October. The project is still in progress. Transitioned to DTIS
	Work in conjunction with the DITD – BDO, Consultants and Gudang Yadhaykenu to ensure the successful delivery of the Proposed Pajinka Development Plan	30/06/2023	CEO, EMO, CSM, Project Manager	Continuous review of the Project Milestones as per the Grant Deed.	OPEX	Meetings held with Mali to sign the Grant Deed with DTIS and NPARC. June 22. Cr Gebadi selected as the NPARC rep for the BDO position. Interviews, and

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Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
						shortlisting have been completed. Scoping meeting held with Shane Waller. Project on track. Additional funds received for Toilet Refurbishment. Potential sub-contracting opportunity for GYAC A quote was provided for the refurbishment of an existing amenities unit at Pajinka prior to the Christmas closedown
	Quarterly meetings with relevant tourism bodies providing regular updates on the Tourism sector of the NPA.	30/06/2023	CSM	Invite tourism bodies to the NPA Tourism Networking nights to maintain and foster a positive and supportive partnership.	\$5k	NPA Tourism Networking Night held with TEQ CEO and Board of Directors August 22. Transitioned to DTIS
	Attend CCC, TEQ, TTNQ, QTIC stakeholder meetings online or face to face relevant to Indigenous Tourism	30/06/2023	CSM	Council Report	\$10k	Nil to report. Transitioned to DTIS

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Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
Leverage national partnerships on geopolitical issues to address emerging risks impacting on local business development	Increase NPARC Representation on key representative bodies addressing risks	30/06/2023	CEO	Representation	OPEX	In progress As above as opportunities arise
	Scope community risk assessment	31/12/2022	CEO	Completed Scope	OPEX	Work has commenced Work is progressing but it is a complicated matter requiring dedicated time
	Community risk assessment to document emerging risks	30/06/2023	CEO	Completed assessment	TBC	Waiting on scope
Community infrastructure is maintained and developed to support business development	Maintain essential services such as NPA water supply, wastewater treatment, waste management.	Ongoing	EMO	Improved service reliability.	OPEX	Ongoing. New Water Treatment Plant operator building resilience
	Develop and adopt a project prioritisation tool to ensure infrastructure reliability.	31/03/2023	EMO	Project Prioritisation Tool submitted and adopted by Council.	OPEX	Draft tool prepared awaiting feedback Tool being trialled prior to being submitted to council

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Key Objective Two: We have a full-enabled freight and transport infrastructure

Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
Scope and develop public transport options for community	Investigate Public transport options for NPA	31/03/23	CEO	Council Report	\$15k (GF)	Not yet Started Restructure has placed Transport under EMO
	Contact State to ascertain funding options for Bus service	31/12/2022	CEO	Grant Funding	OPEX	Not yet Started Initial contact only - Restructure has placed Transport under EMO
	Plan to implement Public Bus Program written & published for Community Consultation	30/06/2023	CEO	Completed Plan	OPEX	Not yet Started
Improve access to goods, materials and services	Investigate more robust freight supply options to improve Community service in basics	30/06/2023	EMCS	Council Report	\$15k (GF)	Cost of Living Summit in Nov 22 will support further advocacy for options. Support provided to Lamont Transport
	Review current Seaswift Agreement: negotiate new agreement as necessary	31/12/2022	CEO, EMCS	Seaswift Agreement	OPEX	UPDATE: opening dialogue has occurred – further discussion on options required Meeting held with Seaswift in Dec 22. Waiting on proposed agreement Meeting between CEO and Seaswift being planned

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Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
	Discuss Road Freight options with supply companies	30/09/2022	EMCS	Completed Report	OPEX	some information from Road Freight Companies has been sought – further review to occur Road freight options are available, however Wet Season Road access closures limit all year capability - Restructure has placed Transport under EMO
Actively seek funds for necessary upgrades to NPA Airport to ensure operability	Develop advocacy strategy with State and Federal government to secure funding	31/08/2022	CEO	Completed Strategy	\$5k	Completed. Support being obtained through KAP Application to be made under new DRF
	Meeting with State and Federal partners to find funding	30/09/2022	CEO	Meeting held	\$5k	Meetings scheduled for Nov and Dec Meetings held and support confirmed. Application to be made under new DRF
Advocate for the implementation of the NPA Marine Hub Master Plan	Review plan to confirm suitability	31/10/2022	Council, CEO, EMO	Council Report	OPEX	Completed Current Marine Hub plan is being reviewed by TMR as there are

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Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
						concerns re the suitability of the existing wharf as a freight wharf moving forward Participated in NPA marine infrastructure review. Promoted Boat ramp survey via various social media platforms TMR & MSQ currently undertaking review.
	Proposal to TMR to replace Seisia Boat Ramp	31/12/2022	CEO, EMO	Completed Proposal	OPEX	Ongoing lobbying of TMR staff Participated in NPA marine infrastructure review. Promoted Boat ramp survey via various social media platforms Ongoing lobbying of TMR staff
	Resolve tenure issues at current Seisia Wharf	31/12/2022	CEO	Leases signed	OPEX	In progress. Waiting on SeaSwift Verbal agreement given. Agreements provided to SeaSwift

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Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
Resolve irregularities in land tenure and local government boundaries for the Airport, Pajinka, Punsand Bay and Jacky Jacky	Meeting with Torres and Cook Shire Councils	30/09/2022	Council, CEO	Meeting Held	\$8k	Cook Shire has agreed. No response from Torres Shire Minister Miles providing support to obtain response from Torres Shire
	Submission to Boundaries Commission	30/06/2023	CEO	Submission completed	OPEX	Progressing options without other council support Opportunity to rely on previous agreement pending outcome of Minister Miles letter
Secure investment to seal road from Jardine River to Injinoo	Meeting with TMR to scope future investment of Cape York Roads Package	31/12/2022	CEO	Meeting held	OPEX	Meeting scheduled for November Stage 3 funding is not yet confirmed. Waiting on federal announcement. Applications made to other funding agencies to support sealing of Ferry Road
	Resolve gravel issues to prevent further delay	31/08/2022	CEO	Gravel Agreement	OPEX	Resolved

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Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
	Investigate the registering of access roads with TMR	31/10/2022	CEO	Council Report	OPEX	<p>Raised with Minister and DG. F/up in Nov</p> <p>Ongoing advocacy. Little appetite for support with TMR – escalate for response from TCICA</p>

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Key Objective Three: We facilitate homeownership opportunities in our community

Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
Promote and process 99 years leases and engagement with the PBC regarding Native Title	Confirm Native Title requirements to inform 99 year lease	31/07/2022	CEO	Council Report	OPEX	Completed
	Meeting with PBC to negotiate specific native title process	30/09/2022	CEO	Meeting held	OPEX	Completed
	Document 99 year application process for community	31/10/2022	Commercial Leasing Manager	Documented process	OPEX	Completed
	Community consultation to communicate process	31/12/2022	Commercial Leasing Manager	Consultation held	OPEX	Waiting on PBC agreement. Tentatively scheduled for Oct Workshops held and applications received. Will be held periodically across the year
Advocate for homeownership and social housing needs.	Finalisation of Local Housing Plan	31/08/2022	CEO	Local Housing Plan	OPEX	Completed. Waiting on DCHDE Completed. Action plan to be developed
	QBuild workshop to determine works	31/08/2022	CEO, EMO, Building Manager	Workshop Held	OPEX	Completed Workshop held with QBuild to plan 2022-2023 upgrades program of works

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						Works program submitted to QBUILD Completed. Additional works completed
	Implementation of quarterly governance framework	30/09/2022	CEO	Meetings Held	OPEX	Waiting on DCHDE As above. Request made to schedule tentative dates for 2023
	Review of implementation and provide feedback to Minister	31/12/2022	CEO	Correspondence	OPEX	Waiting on Implementation Correspondence sent to Minister Enoch to obtain support with allocations process
	Scoping of future subdivisions	30/06/2023	CEO, EMO	Completed Review	\$5k	DATSIP have been engaged to assist with planning DA's for areas within each community Councillors have been consulted to identify appropriate sites within their divisional areas Project is progressing well and DCHDE

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							consider funding to support DA applications. Breakdown provided to WCCCA for New Mapoon. DATSIP have advised that they can assist with some this financial year and the remainder next financial year
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Focus Area Four: Strong People - an Empowering and Engaging Council

Key Objective One: We engage regularly and effectively with our People

Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
Improve internal communications with staff	Consult with staff to determine existing barriers to effective communication and preferred mode of information exchange	31/08/2022	HRM	Consultation held	OPEX	Consultation not yet held. Reviewed date 30/11/2022 Discussions held with C7EVEN to develop an internal staff survey
	Develop and maintain intranet	30/12/2022	MCA	Intranet complete	OPEX	First stage rolled out to staff. Issue with statistics that Im working on. Improving uptake by staff. A number of people have directed other staff to the intranet to get the latest versions of documents.
	Develop internal communication protocols based on the corporate structure	30/02/2023	MCA, HRM	Completed Protocol	OPEX	A draft procedure in development. No progress
Improve external communications with our community and stakeholders	Develop customer service framework	30/09/2022	EAOM	Completed Framework	OPEX	Upskills out Council office admin staff to rotate and be multiskilled around the other offices.

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Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
Work collaboratively with State Government and						Ensure outcome from MANEX Meetings are followed through to Managers & Media where applicable. Follow through with tasks given by CEO from Council Meetings.
						Implemented into Senior Admin Officer PD
	Implement issues register to capture and feedback on reported issues	31/12/2022	EAOM	Issue Register	OPEX	Working with CEO on Snap-Send-Solve App for next year.
	Implement software platform to support community feedback	31/12/2022	EAOM, MCA	Software implemented	\$5k	Snap Send Solve Launched
						Implemented. Issues with categories that we are trying to resolve. Ready for EAOM to set up reporting structure. Delayed to next year. PFM also involved.
						Snap Send Solve Launched
Work collaboratively with State Government and	Local Thriving Communities model established	31/12/2022	CEO	Council Report	OPEX	Draft Model established to be workshopped

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Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
community to explore opportunities for community input into decision making						Workshop held and report to January Council Meeting
	Increase NPA Representation on Key Representative Bodies	30/06/2023	CEO	Representation	OPEX	In progress Ongoing as opportunities arise
Regular Divisional / Mayoral community meetings	Quarterly schedule developed	31/07/2022	EAOM	Meetings Held	OPEX	Meetings are every 3months. Assist with IT, Room & catering set up, and pack down. As above. Meeting held for Q2. Tentatively scheduled for 2023
	Quarterly meeting process developed	31/08/2022	EAOM	Documented Process	OPEX	Completed
Improve inter-agency collaboration and engagement	Finalise community safety plan	30/09/2022	CEO	Council Report	Community Safety Grant	Completed
	Develop interagency Terms of Reference	30/09/2022	CEO	Council Report	OPEX	In progress Secretariat appointed. To be aligned with LTC TOR
	Commencement of Bi-monthly Interagency Meetings	31/10/2022	CEO	Meetings held	OPEX	In progress

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Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
						As above. Delayed to align with LTC

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Key Objective Two: We proactively manage community expectations and advocate effectively on its behalf

Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
Review of delivery mechanisms and models for service delivery to community	NPA Service Mapping to document service providers	30/06/2023	CEO	Service Map	\$25k (GF)	In progress
	Service provision review and feedback provided by council	30/06/2023	CEO	Meetings held	OPEX	Ongoing. LTC to support
Our leaders undertake regular advocacy with all levels of Government	Monthly meetings with government champion	Ongoing	CEO	Meetings held	\$5k	In progress
	Bi-monthly meetings with ministerial champion	Ongoing	CEO	Meetings held	\$5k	Ongoing. LTC to support
	Deputation for council with Federal ministers	31/12/2022	CEO	Meetings held	\$15k	Completed. Ongoing
	Establishment of One1st Charter	30/06/2023	CEO	Signed Charter	\$15k	To be established
Advocate for increase services for vulnerable groups	Support local needs analysis for NPA	31/12/2022	CEO	Completed LANA	OPEX	Scheduled for Feb 23
	Identify gaps in service provision and send correspondence to relevant minister	30/06/2023	CEO	Gap Report	OPEX	Scheduled
	Refurbishment of old HACC Building into Youth Centre	31/12/2022	EMO	Completed Works	\$130k (GF)	Completed
Support to open and operate a Youth Centre	Refurbishment of old HACC Building into Youth Centre	31/12/2022	EMO	Completed Works	\$130k (GF)	In progress
						Ongoing. LTC to support
						Ongoing. LTC to support
						Refurbishment works have commenced and are progressing well and completion is

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Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
Support to operate an Elders Centre and HACC						expected within the timeframe Complete Refurbishment works were completed prior to 31 st December 2023
	Establishment of Youth Centre services	30/06/2023	CEO	Established service	\$35k (GF)	In progress Report to January Council Meeting
	Advocacy for Youth Centre Staff	30/06/2023	CEO	Funded positions	OPEX	Completed
	Implementation of Aged Care Recommendations	30/09/2022	ACM	Completed Recommendations	OPEX	Completed
Advocating for specially targeted programs	Self audit against Aged Care standards	31/12/2022	ACM	Council Report	OPEX	In progress. Being completed this week
	Support clients to become registered	31/12/2022	ACM	Increased clients	OPEX	In progress. ACAT and HCP assessor scheduled and commenced
	Identify gaps in service provision and send correspondence to relevant minister	30/06/2023	CEO	Gap Report	OPEX	In progress Ongoing. LTC to support
	Support service providers with advocacy and funding applications where necessary	Ongoing	CEO	Correspondence	OPEX	In progress Ongoing. LTC to support
Ensure activities for all segments of the	Review strategic and service plans of relevant stakeholders for gaps	30/06/2023	CEO	Council Report	OPEX	Yet to commence Ongoing. LTC to support

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Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
Community including youth and elderly	Implement Community Safety Plan	31/12/2022	CEO	Council Report	OPEX	Safety Plan has been adopted Ongoing. Meetings scheduled for 2023 & secretariat appointed
Assert Council as the lead change-facilitator in NPA	Establishment of NPA Interagency Meeting	31/10/2022	CEO	Interagency	OPEX	To be established As above. LTC to support
	Document process to review and document permission requests for visitors	31/12/2022	CEO, EAOM	Council Report	OPEX	Yet to commence
	Document and follow up on commitments from external agencies to the NPA	31/12/2022	CEO, EAOM	Register	OPEX	Yet to commence
Our elected leaders embrace their role as Civic Leaders supported by Management	Training provided to all councillors by Department of Local Government	31/07/2022	CEO	Completed training	OPEX	Completed
	Establishment of Administrative Support Guidelines	30/09/2022	CEO, EAOM	Endorsed Guidelines	OPEX	In progress. Impacted by staff delay Report to January Council Meeting
	Advocate for OIA Review	31/12/2022	CEO	LGAQ Motion	OPEX	Completed

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Key Objective Three: Our social housing stock is managed effectively

Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
Increase the number of social houses available for allocation in the NPA	Transition of remaining social housing to Department of Housing	31/12/2022	CEO	Council Report	OPEX	On hold due to access to maintenance Agreement Social housing provider application process commenced
	Finalise leasing processes for current and future housing	31/12/2022	CEO	Registered Leases	OPEX	Resolved
	Scoping report into Social Housing Provider requirements	30/06/2023	CEO	Council Report	OPEX	To commence Social housing provider application process commenced

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Key Objective Four: We pride ourselves in being an Employer of Choice. Our people have pride in their workplace and enjoy working with us

Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
Review working conditions to better suit the EBA	Consult with staff, supervisors, and Payroll to determine level of understanding of existing conditions and identify any issues	31/8/2022	HRM	Identify where current Agreement is not compatible with current or preferred work	\$15k	Informal consultation ongoing. Formal consultation with Payroll by 31/10/2022
	Consult with MANEX to develop log of claims for negotiations for new Certified Agreement	31/8/2022	HRM	Log of Claims developed	OPEX	MANEX consulted and log of claims being developed
	Seek legal advice where necessary to assist with negotiations	TBA	HRM	New Agreement negotiated that meets NPARC requirements	OPEX	Proposal received from legal practitioner that negotiated current agreement offering to assist with new negotiations MBA Lawyers appointed to assist with negotiations

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Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
Improve the quality and quantity of staff housing to attract and retain staff	Develop explanatory guide for new Agreement for staff and supervisors in plain English	On finalisation of new Agreement	HRM	Explanatory guide issued to staff and training provided to supervisors and managers	OPEX	Once agreement is completed Negotiations for a new Agreement have not yet commenced
	Forward plan positions within NPARC that potentially require housing within current structure to provisionally allocate	31/8/2022	PFM, HRM	Draft allocation	OPEX	Draft allocation completed Regular updates have occurred with changes in senior staffing
	Consult with other remote Councils regarding standard of staff housing	30/9/2022	CEO	Consultation complete	OPEX	In progress. Discussed at TCICA Awaiting response from QBuild about inclusion in state strategy
	Develop/review Housing strategy including number and standard of dwellings required	28/02/2023	CEO, PFM	Completed strategy - WIP	OPEX	Completed strategy – WIP Meeting held to commence development of Capital Housing Plan
	TCICA / LGAQ presentation for Staff Housing Advocacy	31/12/2022	CEO	Completed Presentation	OPEX	Support has been requested Resolution made. Update to be requested

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Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
Increased attendance rate in the work place						for March TCICA meeting
	Consult with staff and supervisors to determine barriers for attendance	30/9/2022	HRM	Barriers identified	OPEX	Formal consultation has not yet occurred to determine barriers. However informal consultation is ongoing and administrative action is occurring where warranted on a case by case basis Regular informal discussions held with supervisors and administrative action being taken to address absences including termination of employment
	Develop strategies and mechanisms to improve and monitor attendance	31/3/2023	HRM	Attendance improved by measurable rate (10%)	OPEX	Strategies to be discussed in consultation with Certified Agreement negotiations Informal discussions held with MBA lawyers in preparation for formal Agreement negotiations with Unions

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Key Objective Five: We prioritise the Health, Wellbeing and Safety of our people

Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
Workplace Health and Safety Policies are complete, effective and implemented	New WHS system (preferred online) to be recommended and implemented	30/01/2023	WHS Manager	Council report	\$30k	Delayed due to delay to recruit long-term occupant of role. Short term person has commenced and reviewing system requirements Ongoing review of current systems and processes in preparation for recruitment of long-term WHS Manager. Any on-line system would need to be compatible with all outer NPARC IT systems
	Implementation of WHS program online	30/04/2023	WHS Manager	Implementation completed	OPEX	Waiting on above Waiting on above
	Training in WHS system to be completed with Supervisors/managers are trained in responsibilities re: WHS requirements	31/1/2023	WHS Manager	Completed training	\$15k	Commenced. Short term occupant is progressing On-going training in current paper-based system
Tool Box talks implemented at each workplace	Training in WHS system to be completed with all staff	30/04/2023	WHS Manager	Completed training	OPEX	Scheduled Short term occupant is progressing

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	WHS Compliance Register developed	31/12/2022	WHS Manager	Compliance register	OPEX	Commenced. Short term occupant is progressing Short term occupant is progressing
	WHS requirements included as part of manager reporting	31/12/2022	WHS Manager	Reporting Framework	OPEX	Commenced. Short term occupant is progressing Short term occupant is progressing

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Focus Area Five: Healthy Environment – a Pristine and Safe Physical Environment

Key Objective One: We take pride in our community's amenity, natural beauty and functionality

Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
Develop a formal community beautification program and checklist	Develop a parks and open spaces annual works program and associated worksheets.	30/06/2023	EMO, WM	Work program and worksheet developed and implemented.	OPEX	Yet to commence Fixed term Project manager engaged to commence this task
	Street and Roadside tree management plan	30/06/2023	EMO, WM	Work program developed	OPEX \$75K/annum	Yet to commence Fixed term Project manager engaged to commence
	Parks and Open Spaces Strategy	31/12/2022	EMO	Council Report	1FTE	To date unable to engage a second PM to undertake these works In the process of engaging a consulting engineer to assist. Completion date at risk OPS will still work towards this date Fixed term Project manager engaged to commence this task
Provide education and awareness program regarding community contribution to community amenity	Work with partners to develop a social and media campaign to engage community.	30/06/2023	MCA	Social and media campaign implemented.	\$15k	Will be part of the strategic marketing plan. Website needs to be updated. Have begun a project to update the look,

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(community pride campaign)						content and organisation of our website. Hope to engage a new Communication officer in the New year who will lead the campaign with C7EVEN.
	Tidy Town Competition	31/12/2022	CSM	Event Held	\$5k	All completed
Support Master Planning –Jardine River/ Spatial Plans	Request Precinct Plans from DATSIP	31/12/2022	CEO	Precinct Plans	OPEX	Completed
Improve community signage / directions	Review existing road safety audit.	31/12/2022	EMO, WM	Road safety audit recommendations implemented.	OPEX	Commenced documents found still to be reviewed and signs ordered Previous advice to K Yorkston is that most activities have been completed Still a work in progress
	Procure and install new signs.	30/06/2023	EMO, WM	Road safety audit recommendations implemented.	\$15K	Yet to commence Dependant on above
	Undertake sign audit of other existing signs within NPA community and remove / replace as required within budgetary constraints.	Ongoing	EMO, WM	Sign audit is undertaken as part of annual works program.	\$30K/annum	Street signs ordered for some streets in Umagico Speed signs leaving Injinoo corrected

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Key Objective Two: We operate an environmentally sustainable business – we are leaders in the conservation of the unique wild flora and fauna of the NPA

Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
Improve organizational energy efficiency and workforce awareness	Promote energy efficient use of electricity within various Council offices.	Ongoing	MANEX	Reduced power consumption.	OPEX	Ongoing. Power use has reduced. Looking at other opportunities to optimise energy use
Implement a waste strategy incl Recycling	Support establishment of recycling within NPA	31/12/2022	CEO, EMO & MRS	Licence Agreement	OPEX	Offers made by CEO to Cash for Cans Agreement entered into
	Scope NPA waste strategy	30/06/2023	EMO, MRS	Council Report	OPEX	Yet to commence As above
	Develop a NPA waste strategy	30/06/2026	EMO, MRS	NPA waste strategy developed.	OPEX	Yet to commence
Improve waste management practices / strategy	Review waste management structure	31/12/2022	EMO, MRS, HR	Structure review	OPEX	Complete Completed as part of the NPARC org structure
Increase the number of public bins with surrounds	Undertake a gap analysis of public space bins.	30/06/2023	EMO, MRS, WM	Public space bin audit completed.	OPEX	Audit yet to commence Some additional bins placed at Seisia wharf area to accommodate increased use during tourist season
	Procure additional and / or replacements and surrounds within budgetary constraints.	Ongoing	EMO, MRS, WM	Improved access to parks and public bins.	\$30K/annum	30 Red wheelie bins purchased Bin surrounds to be purchased as part of funded park upgrades

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						<ul style="list-style-type: none"> - Injinoo lookout complete - Umagico Park ordered / WIP <p>Seisia esplanade in planning stage</p>
Provide a reliable rubbish collection service and community awareness	Purchase new kerbside waste collection vehicle.	30/06/2023	EMO, FWC, MRS	New kerbside collection vehicle operating within NPA.	\$300,000 CAPEX	Completed
Review opportunities regarding regional waste strategy	Maintain existing and future relationships with the regional waste stakeholders e.g. Queensland Department of Environment, TSRA, TSIRC, TSC.	Ongoing	CEO, EMO, MRS	Opportunities are identified and reported to Council for consideration.	OPEX	ongoing

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Key Objective Three: We are prepared for Disaster Management – we are a resilient Community, competently led by Council in the event of disaster

Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
Lead the regular engaging of LDMG	Meetings scheduled to meet legislative requirements	31/08/2022	EAOM	Meeting scheduled	OPEX	Completed
	Participation in Regional DDMG Disaster Planning	31/03/2023	CEO, EMO	Meetings held	OPEX	Ongoing
	Training scheduled to support LDMG Members	30/09/2022	CEO	Completed Training	OPEX	Completed
	LDMG Exercises held	31/12/2022	CEO, EMO	Completed Exercises	OPEX	Scheduled for the second quarter of the 22-23FY Completed
Development and regular updates of Disaster Management Policies and Procedures	Review disaster management policies and procedures annually.	31/08/2022	CEO, EMO	Disaster management policies are kept up to date.	OPEX	Completed
Advocating for improved SES / Rural Fire response	Planning approval of NPA Fire Station NPA Fire Station works commenced	31/12/2022 30/06/2023	CEO CEO	Council Report Works commencement	OPEX OPEX	Completed Scheduled for March 23 DA submitted and Public Consultation to commence 19/01/23
Leak detection project for water supply	Undertake a planning project to review the current and future water demands to identify opportunities to	30/06/2023	EMO	Completed Plan	OPEX	Commenced by Veolia - Calibrating and repairing meters

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	ensure a sustainable water supply e.g. water meters, leak detection and public education.						Unganco to be engaged to undertake planning project demand analysis leak detection
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Key Objective Four: We have a safe community able to be enjoyed by all

Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
Alcohol Management Plan to be reviewed	Document process for AMP Review	31/08/2022	CEO	Documented process	OPEX	Completed
	Community consultation for AMP Review	31/10/2022	CEO	Consultation Completed	\$10k (GF)	Commencing next week Survey released Jan 23
	Meeting with Government and Ministerial Champion to discuss review	31/12/2022	CEO	Meeting	\$5k (GF)	Scheduled for November Support confirmed
	Completed Application	31/12/2022	CEO	Council Report	OPEX	Waiting on consultation
Community Safety Plan to be developed and actions implemented	Community consultation to review draft plan	31/08/2022	CEO	Consultation	\$10k (GF)	Completed
	Stakeholder consultation to review draft plan	31/08/2022	CEO	Consultation	OPEX	Completed
	Council endorsement of Community Safety Plan	30/09/2022	CEO	Council Report	OPEX	Completed
	Implementation of governance framework	31/10/2022	CEO, EAOM	Meetings held	OPEX	To commence Meetings tentatively scheduled for 2023
	Actions implemented within Community Safety Plan	30/06/2023	CEO	Action Items	\$240k (GF)	Safety plan has been endorsed
						Waiting response r.e. Street Lights

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Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
Improved street lighting	Undertake audits of existing street lights within the NPA community.	Annually	EMO, WM	The audit is submitted to Ergon for pricing each year.	OPEX	Audit completed by Tommy Sebastio from Ergon
	Ergon is engaged to repair street lights.	Annually	EMO, WM	Street lighting is improved for community safety.	\$500K initial \$100-150K/annum	Ergon have provided a quote to repair Updated quote has been requested - still to be received Community safety funds have been identified to undertake repairs Quote for repairs received from Ergon Date to accept has been extended CEO and Councillors lobbying to have ERGON repair at no cost to NPARC
	Source funding to cover the ongoing maintenance cost of street lighting.	Ongoing	CEO, EMO	Sustainable funding to improve street lighting is sourced.	\$500K initial \$100-150K/annum	Community safety funds have been identified to undertake repairs Ongoing repair costs to be allowed for in future operational budgets

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Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
Improved Sport and Recreational Programs and Infrastructure including playgrounds	Source additional funding to improve the sports and recreation facilities.	30/06/2023	CSM	Facilities are maintained and an increase in facility usage.	\$40k	Nil to report.
	Establishment of a Sports Reference Group to ensure community input and consultation.	31/12/2022	CSM	Quarterly Reports	\$10k (GF)	Completed – The SRG has been established and includes, QLD Health, NPA Touch, Kittyhawk Basketball, Steel Fitness, Cape York AFL, QRL, NPA Volleyball. Ongoing – Stanley Dai has establish meeting dates.
	Deliver programs across the five communities with a range of sport codes, activities, and school holiday programs.	Ongoing	CSM	Increased participation Increase in physical activity programs.	\$50-\$90k (GF)	Ongoing – Workshops and information sessions are being held.
Implement Animal Management Strategy for dogs, horses and crocodiles	Ongoing implementation of local law no. 2 for the management of dogs and horses.	Ongoing	EMO, MRS	Reduced number of wandering dogs and horses within community.	OPEX	Commenced
	Investigate opportunities to lease areas for agistment of horses.	31/12/2022	EMO, EMC & MRS	Opportunities are identified and submitted to Council for consideration.	OPEX	Potential areas are being identified. Discussed in November Council meeting and an area identified Funding opportunities to be investigated

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Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
	Develop a short term horse reduction plan.	31/12/2022	EMO, MRS	Plan is submitted to council for consideration and adoption.	\$50K	Commenced development of plan with visiting Vet Ongoing
	Maintain existing crocodile warning signs and implement new warning signs as necessary.	Ongoing	EMO, Ranger Coordinator	Crocodile warning signs are maintained in appropriate condition.	OPEX	All signs have been repaired maintained in a good condition over the last Spare signs are on hand for when signs are damaged or stolen.
						Completed for 2022 – task is ongoing
Work with stakeholders to improve community security	Governance framework for implementation of community safety plan	31/10/2022	A/CEO	Completed Framework	OPEX	Completed
	Establishment of NPA Interagency Group	30/09/2022	A/CEO	Terms of Reference	\$20k (GF)	In progress As per earlier update
	Stakeholder reporting framework against action items	31/12/2022	A/CEO	Reporting Framework	OPEX	Completed. Meetings tentatively scheduled for 2023
Work with stakeholders to address noise and	Fortnightly meetings with QPS and DCHDE to review noise complaints and follow up actions	Ongoing	PFM	Meetings held	OPEX	Completed. Meetings are occurring

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Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
antisocial behaviour within community	Community campaign to increase awareness of how to report noise complaints	31/12/2022	PFM, MCA	Campaign	OPEX	Will be completed collaboratively with QPS and DCHDE Media Campaign being organised. Waiting on DCHDE to confirm support

Title of Report: NPARC Water Demand Situation Analysis Request for Quote Award

Agenda Item: 13.2

Classification: For decision

Author Executive Manager, Operations

Attachments Tabled Documents

Attachment A Unganco submission

Attachment B BOR R6 funding schedule

Officers Recommendation:

That Council:

Retrospectively Authorise the Chief Executive Officer and Executive Manager Operations to engage Unganco to undertake a **Water Demand Situation Analysis on the NPARC water supply, for \$210,400 (ex GST)**

PURPOSE OF REPORT

To award the Building Our Regions (BOR) R6 funded project “NPARC Water Demand Situation Analysis” to an appropriate resourced, experienced and skilled consultant.

BACKGROUND AND CONTEXT

In 2022 Council applied for and was successful in receiving funding to undertake an Water Demand Situation Analysis on the NPARC water supply. With a view to review the current system in its entirety and propose recommendations that will enable NPARC to improve drinking water safety, reliability and business sustainability.

Quotes were requested from two local buy registered suppliers, Unganco and Veolia on Thursday the 1st of September 2022. Suppliers were advised that quotes were required to be submitted by Friday the 16th of September.

A submission was received from Unganco on Wednesday 14th of September 2022 (Attachment A). On Friday the 16th of September Veolia advised in writing that they would not be providing a quote for the works for the following reason:

- *“after review with management we will have to decline to bid as there is potentially a conflict of interest for us in that we would be providing recommendations for equipment and services that Veolia may potentially benefit from as part of this project.”*

Unganco’s submission was reviewed and determined to be compliant with the request and the CEO was requested to approve a purchase order, to engage Unganco to undertake these works for Council.

A purchase order was issued to Unganco on the 24th October to engage them to undertake these works.

Whilst reviewing the contract register on the web site the CEO enquired if the awarding of these works should have been taken to a Council meeting.

Advice was sought from the Finance Manager and the resulting advice was that the engagement should have been taken to Council to be passed by resolution. As the engagement had already occurred a report should be taken to Council to obtain retrospective approval

CRITICAL DATES

N/A.

OTHER OPTIONS CONSIDERED

It was considered to engage Veolia directly as the new water supply operator on a sole invitee option.

LEGAL AND LEGISLATION CONSIDERATIONS

Legislation does not impact on this recommendation.

POLICY CONSIDERATIONS

Procurement Policy,

- Local buy registered suppliers were offered the opportunity to quote

CORPORATE AND OPERATIONAL PLAN CONSIDERATIONS

Focus area 1.1.2 - Improve repairs, maintenance and renewal against all aged asset classes

FINANCIAL AND RESOURCE CONSIDERATIONS

These proposed works will be primarily funded by Building our Regions (round 6) \$300,000 approved funding (Attachment B), plus a 10% Council contribution.

CONSULTATION

- Chief Executive Officer (NPARC)
- Finance Manager (NPARC)
- Potential Suppliers
 - o Veolia
 - o Unganco



Executive Summary

Tender NPARC 120922 NPARC Water Demand Situation Analysis

V1.0

12 September 2022

Executive Summary

UNGANCO is pleased to submit this tender for the NPARC Water Demand Situation Analysis.

UNGANCO has brought together an experienced team of seasoned professionals experienced in Demand Management, Smart Metering, Non-revenue Water loss analysis, Operations Management, SCADA Asset Management, and Project Management. UNGANCO brings to the table recent and ongoing lessons learned working with Toowoomba Regional Council and extensive team experiences with Cairns Water, Unity Water and our current ongoing project spanning 7 other Indigenous councils in the cape region over the next 2 years.

The lead consultant proposed for the engagement is Adrian Bird with over 20 years of experience in Queensland Water Industry. Adrian is highly qualified in both Demand Management and Non-revenue water Management and a short contract period as project management with DATSIP (DSDILGIP).

Alex Ung will bring to the engagement strong Operations Management and Technology experience including managing water operations in Queensland local government. Alex will apply a rich understanding of the challenges and aspirations of the business and operational knowledge of running complex water businesses.

UNGANCO have proposed a lump sum price of **\$210,400 ex-GST**, to achieve the minimum requirements of the proposed scope. We have also offered 2 alternative proposals to allow NPARC to utilise the capabilities of the resources offered to enhance the project outcomes subject to the available funds.

The timeline proposed for this engagement is subject to negotiation with NPARC during discovery, however with our existing engagement at NPARC we can flex the program to align with NPARC outcomes and objectives. The shortest possible timeline for end-to-end delivery could be achieved in 16 weeks, however we are aware that there may be interdependencies which exist that impact this program and our base assumptions.

UNGANCO believe our proposal provides significant value for money and if successful believe we will become a trusted partner of NPARC.



Proposal

Tender NPARC 120922 NPARC Water Demand Situation Analysis

V1.0

12 September 2022



Proposal

UNGANCO is pleased to be offered the opportunity to respond to NPARC “Water Demand Situation Analysis” RFT.

We understand from the supplied documents that the following scope is to begin on the 9th October and be completed before April 2024. We identified that there are several key stages to achieve this outcome and offer additional phases or services that compliment and enhance the solution long term. Should UNGANCO be successful to proceed with the next stage of evaluation we would undertake a final review of scope prior to final contract negotiations being established.

Our understanding of scope is as follows: -

- Review available data on water supply flow rate and population, and previous work by service providers including Trility
- Identify the main issues and assumptions for forecasting future flow demands
- Explore all potential water losses and leakages through a water demand monitoring system
- Confirm the flow design basis for future water system upgrades
- Identify any measures to improve water demand management within the system into the future

Summarise the recommended water demand monitoring system and improvement measures that will require –

- Preparation of engineering designs for construction*: and associated supporting design specifications and documentation for construction to provide clarity about investment decisions.

*Design and specification documents to be delivered during the project timeframe however, NPARC will request quotes following the identification and agreement upon relevant improvement projects.

The successful quoter will:

deliver all necessary grant agreement reporting requirements including the project plan, milestone, and completion reports,

undertake site visits and workshops with key Council staff, and the current contracted water operator’s staff

Our proposed methodology to address the above scope would broadly be covered in the following stages with final refinement being undertaken in consultation with NPARC given the size and structure of the network is pending confirmation: -

Stage 1 - Desktop meter/water balance

Stage 2 - Leak detection/pressure and flow survey

Stage 3 - Leak detection report with recommendations

Stage 4 - CA survey on areas of high leakage identified

Stage 5 - Recommendations (Smart Water Meters)

A sample report from Detection Services has been attached as Appendix A, this report will form part of our offering as one of the deliverables for Stages 2 & 3.

UNGANCO has estimated an initial 4-day onsite consultation period to undertake scope definitions, workshops, and site inspections. 2 further site visits of similar duration have been included in the offer for mid project inspection and final close out. The Detection Service element included a 2-man team installing loggers and instrumentation for 2 weeks and then a return trip the following month for the removal of loggers and collect data for analysis. The report is expected to take a further 6 weeks to compile.

While we note the Grant period is more than 12 months we can complete the scope in 16 weeks, however we understand there are key dates and milestones which may cause this project to be protracted with hold points. Given our concurrent project with Preparing Australian Communities PACSL we are expecting to be in community to at least December 2024 and see no issue or impact to this scope if delays were to occur. We note that the proposed start date aligns with our initial visit to NPARC on the 10th & 11th October and have provisioned time to discuss this project on the 11th.

Assumptions

- Existing meters can have data loggers attached
- Network information can be accessed electronically to determine demands/flows (SCADA)
- Pressure loggers can be attached to fire hydrants
- Network drawings and data is available electronically showing size and material type.

Cost Estimate

Given the nature of the grant funding we are pleased to offer NPARC certainty of cost and outcome to meet the deliverables of the grant process. With supplementary reports that can be used more broadly to inform NPARC of strategic and tactical water usage. We will work with Veolia as NPARC's new Water operator to work collaboratively to improve service and supply to the community. We currently work with Veolia as our sub-contractor on other local government assets with complimentary service offerings. We see this opportunity as a double win for NPARC to have UNGANCO engaged under this project with the ability to oversee the deployment of Veolia solutions in the tactical operational space as this is a key contributor to the demand management process. Should UNGANCO be successful we see overlap and opportunity to support the Owners Engineer role for a short period of time should NPARC be interested in utilising our capacity.

UNGANCO is pleased to offer a lump sum price of **\$210,400 ex GST** to address the scope outlined in this proposal. We understand that there is uncertainty of scope in relation to the design and construction elements highlighted above around dot point 6. We are always happy to negotiate with the client to seek best outcomes and maximise value when we can have an open conversation about the problem we are trying to solve. With this Agile approach to delivery, we offer the following services and rates to supplement our base offer for your consideration.

Service	Rate
Project Consultant (Blended rate minimum 15yr experience)**	\$200/hr*
Insertion flow meter/wrap around.	\$1115/week per sensor
Reservoirs inspection for overflows, internal condition monitoring	\$2000/day

*Additional Travel at Cost +12%

**Additional Accommodation and transport in community provided by NPARC for any additional scope outside of base offer.

Alternate Cost Estimate

Alternate Option 1 – Lumpsum \$270,000 ex GST

This option provides the base Demand management analysis to identify all necessary data sets to achieve minimum requirements of the scope (\$210,400). In addition, this option provides for an additional 300 hrs of engineering support to improve operational efficiency measures and support project activities that meet the overall objectives of NPARC's water demand.

Alternate Option 2 – Lumpsum \$300,000 ex GST

This option provides for the base Demand Management analysis and a blend of Engineering support hours and additional network activities such as Reservoir CA and Insertion Flow meter monitoring as determined during the initial site inspection. These additional services will be up to the combined value of \$90,000 ex GST as per the above rate table.



Organisational Profile

Tender NPARC 120922 NPARC Water Demand Situation Analysis

V1.0

12 September 2022

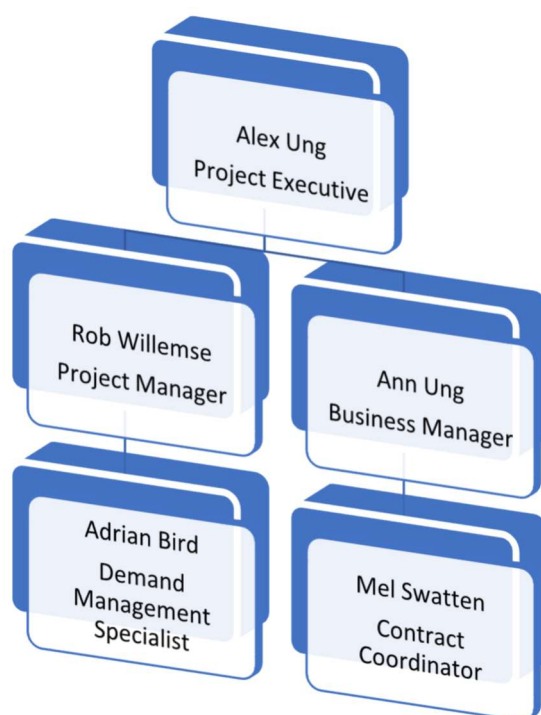
Organisational Profile

UNGANCO is a management, engineering, operations, and technology consulting company.



UNGANCO is proudly Indigenous owned. Founder and owner Alex Ung is a descendant of the Badulgal people of Naghir and Badu Island in the Torres Strait where his Totem is the Ait Koedal (crocodile) and the focal point of the company logo.

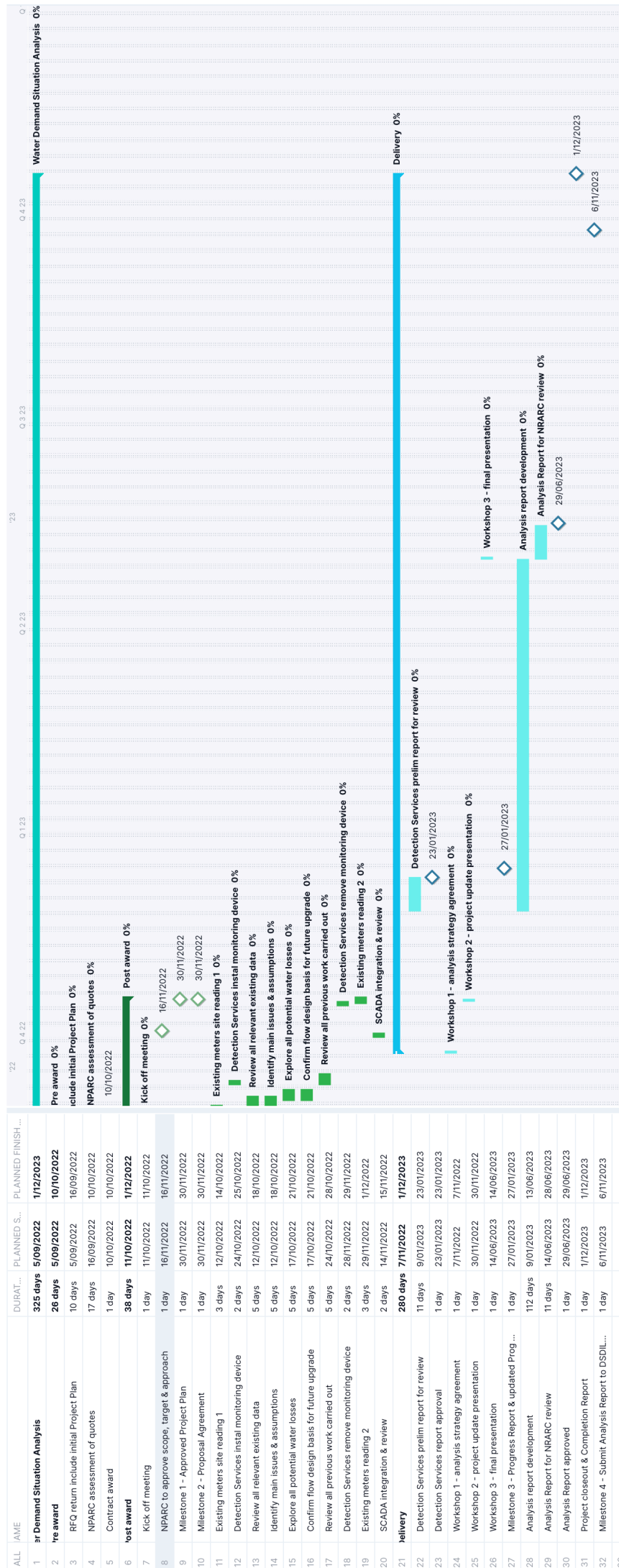
Originally formed in 2016, the Company was rebranded to UNGANCO and began fulltime operations in 2020. The company was established to support Asset Owners with limited internal resources to undertake specialised short term or bespoke projects, predominantly in the Water and Wastewater Industry with expansion into the Mining and Energy Sectors.



UNGANCO Organisational Chart

UNGANCO have assembled a cohesive team of people passionate about providing value to clients by applying their vast experience and knowledge in their fields. Alex has a hands-on approach and is well versed in operating within government business processes applying his over 12 years of experience in Local Government and 3 years consulting to state and local government across ANZ. More broadly the technical team has combined years of experience that exceeds 80 years across Smart Metering, Demand Management, Project Management, Delivery, Strategy, Executive Leadership and Asset Management.

UNGANCO applies an agile methodology to project delivery and the team is very experienced in the projects we choose to support. UNGANCO also applies an agile approach to forming and scaling teams to deliver for our clients by subcontracting trusted individuals and partner organisations. In this instance we have engaged Detection Services with specific experience in the Cape with a recent project on Mer Island for TSIRC (Appendix B)





Alex Ung

UNGANCO PTY LTD

March 2020 – Current

Executive Director - Consultant

UNGANCO Pty Ltd

Independent consultant, responsible for supporting asset owners with operational challenges and strategy implementation. Primary focus on Project implementation and supporting clients with operational efficiency improvements, Digital Transformation and Smart technology implementations.

September 2019 – March 2020

General Manager - Digital Transformation & Services

RedEye Apps

Responsible for identifying key inputs from Industry that inform the future direction and development of the product roadmap of the software products.

Responsible for Project delivery, training and data improvement and undertaking scoping and feasibility assessments for Critical Asset Owners deploying RedEye applications.

Key objectives are to engage with Executive stakeholders on their Digital Transformation journey and sharing lessons learnt from across the various market sectors (mainly Water, Energy, Mining and Transport). To provide direction and support with the integration of their business requirements into their Enterprise wide digital solution. Outcomes include driving operational efficiency & business improvements by implementing product solutions that improve asset owner's confidence in their asset base, operational data, transparency and audibility of business processes to allow implementation of AI. Key outcomes include development of Digital Twin solutions and workforce mobility solutions that created a connected data environment to drive insight into continued business efficiency.

February 2019 – September 2019

General Manager -Strategic Growth

RedEye Apps

Responsible for the commercial growth and expansion of RedEye Apps into the European and UK region. Additionally, as a SME in Asset Management provide direction and support to ongoing initiatives relating to Asset Management and product development in the Digital Twin solutions.

July 2018 – February 2019

Operations Manager – APACME

Operations Management & Facilities Services

EDUCATION/QUALIFICATIONS

Bachelor Engineering Technology
Electrical

MEMBERSHIPS AND AFFILIATIONS

Australian Water Association

AREAS OF EXPERTISE

- Reliability Engineering
- Project Management
- Operations Management

ADDITIONAL INFORMATION

- Myers Briggs Personality Type – ESTP
- TMS profile – (Primary) Assessor
Developer (Secondary) Thruster
Organiser

CONTACT

Alex.Ung@unganco.com.au

+61 447148228

REFEREE'S

Upon request

Alex Ung

UNGANCO PTY LTD

Jacobs Engineering

Providing Executive leadership under the direction of the Operational Director to facilitate client solutions in Operations, Management & Facilities Services OMFS across Asia Pacific and the Middle East.

Key role involved developing Bid plans and cost estimating for long term Operating contracts for the APACME Water sector. Providing advice to clients on Due Diligence activities as a Water Industry SME and supporting our Asset Management Practise across the region, by undertaking review of asset performance and condition assessment of facilities and operational processes.

January 2017 – July 2018

Principal Water Engineer - Section Lead

Jacobs Engineering

Leading the Water Engineering team to deliver Client solutions in Potable & Wastewater Systems, Process Engineering, Strategic Planning and Asset Management.

As a SME in Reliability and Water Operations the key role was to provide leadership to the Northern Water team and provide Executive leadership on Programs of works and short term project management for key clients such as Enhanced Condition Assessment Program and Long Term Strategic Planning, advice and recommendations on minor upgrades and modifications.

July 2015 – December 2016

Manager Operational Efficiency

Infrastructure Services

Cairns Regional Council

Primary Function(s):

Undertake Functional Scoping Exercise (FSE) for Cairns Works Maintenance inclusive of:

- Outline the full range of services within Cairns Works Maintenance to be considered for inclusion in the first phase of the review;
- Provide an indicative assessment of the volumetric load associated with these services;
- Confirm the general FTE establishment that is associated with the delivery of the services that have been identified for consideration;
- Provide a high level assessment of the current service delivery challenges associated with the delivery of the services;
- Secure a high level assessment of any existing KPIs or service levels that are associated with the services;

Identify any core risks which CRC should be aware of; and

Provide an indication of the potential scope of the financial efficiencies that the will be able to realise in the future.

Identify opportunities for Cairns Works Maintenance to enhance service delivery whilst simultaneously maintain or reduce costs.

Alex Ung

UNGANCO PTY LTD

Provide guidance and support during times of natural disaster

Creates within the Cairns Works Branch a shared focus on the importance of achieving results. Creates work standards for project; establishes and defines roles and responsibilities, specific outcomes, and clear measures for quality and success of the team. Provides performance feedback and assists employees with plans for development and training

Undertakes continual adjustments with stakeholders in a persuasive manner, to keep the project on course, by use of positive win/win negotiation.

Recognizes how corporate culture impacts the success of the project; knows how to use organisation to achieve objectives. Strategically positions the project within overall short and long-term goals of IS and of CRC.

Provide a climate that is safe and encourages motivation and innovation.

Lead and champion safe and environmentally responsible work practices within area of control

Design and deliver processes which ensure all levels of the business are involved, understand and have the appropriate level of ownership of the inputs and outputs of the FSE process and subsequent recommendations.

Communicate with all stakeholders and report progress of the programme at regular intervals to the programme sponsor and other stakeholders.

Lead by example personally along with the IS Department in the pursuit of the Overarching Principles

A demonstrated culture of innovation and continuous improvement

April 2015 – July 2015

Manager Operations – Water & Waste

Cairns Regional Council

Primary Function(s):

In conjunction with the General Manager develop Annual Performance Plans for the organisation and implement change management.

Prepare & Implement Operational budget (\$46M Expenditure)

Develop staff (185 EFT – 8 Direct reports) and maintain high level of OH&S standards

Provide Leadership and continuous improvement within the branch.

Provide Technical advice and Leadership to the Organisation

Operate and Maintain Essential Services (Water & Wastewater) 24/7

Advise and co-ordinate Water & Waste assets as a Core member of the (Cairns) Local Disaster Management Group - LDMG

Dec 2014 – April 2015

Acting General Manager – Water & Waste

Cairns Regional Council

Primary Function(s):

Alex Ung

UNGANCO PTY LTD

Responsible for developing and implementing goals, services and programs necessary to deliver cost effective and efficient water and waste services to the community.

Lead the Department in the formulation of policy, corporate and strategic planning, management of the Department and high quality service delivery of an essential service.

June 2013 – Dec 2014

Manager Operations – Water & Waste

Cairns Regional Council

Primary Function(s):

In conjunction with the General Manager develop Annual Performance Plans for the organisation and implement change management.

Prepare & Implement Operational budget (\$44M Expenditure)

Develop staff (197 EFT – 8 Direct reports) and maintain high level of OH&S standards

Provide Leadership and continuous improvement within the branch.

Provide Technical advice and Leadership to the Organisation

Operate and Maintain Essential Services (Water & Wastewater) 24/7

Advise and co-ordinate Water & Waste assets as a Core member of the (Cairns) Local Disaster Management Group - LDMG

Nov 2012 – June 2013

Acting General Manager – Water & Waste

Cairns Regional Council

Primary Function(s)

Responsible for developing and implementing goals, services and programs necessary to deliver cost effective and efficient water and waste services to the community

Lead the Department in the formulation of policy, corporate and strategic planning, management of the Department and high quality service delivery of an essential service.

March 2010 – July 2014

Project Manager (concurrent role) Cleaner Seas Alliance

Primary Function

Close out all outstanding issues including Defect Liability and Warranty associated with the 4 Wastewater Treatment Plants. Ensure compliance to key performance indicators, ensure delivery of project met contractual obligations and ensured sufficient data was available at commissioning to operations during the defect liability period. Total Project Value \$210M

September 2004 – Nov 2012

Manager Operations – Water & Waste

Cairns Regional Council

Primary Function(s):

In conjunction with the General Manager develop Annual performance

Alex Ung

UNGANCO PTY LTD

Plans for the organisation and implement change management.

Prepare & Implement Operational budget (\$44M Expenditure)

Develop staff (203 EFT – 8 Direct reports) and maintain high level of OH&S standards

Provide Leadership and continuous improvement within the branch.

Provide Technical advice and Leadership to the Organisation

Operate and Maintain Essential Services (Water & Wastewater) 24/7

Advise and co-ordinate Water & Waste assets as a Core member of the (Cairns) Local Disaster Management Group - LDMG

July 2004 – September 2004

Senior Electrical/Mechanical Engineer

Cairns Water – Cairns City Council

Primary Function(s):

Provide technical support and leadership to the maintenance department

Implement a Predictive and Preventative Maintenance Management program.

Implement Condition Monitoring programs across the division as part of the Reliability Engineering program.

Identify Critical assets and Develop a maintenance strategy for the organisation

Drive efficiencies and change management into the branch.

November 2003 – July 2004

Reliability Engineer - Maintenance

Millmerran Power Station

Primary Function(s):

Responsible for the development of the onsite Condition Monitoring Program. Activities include Vibration analysis, Infrared Thermography, Oil Analysis, RCA and failure analysis

Site administrator for I.T. (local helpdesk)

Electrical Engineer support to department. Support includes SCADA updates and maintenance and capital electrical projects within the station.

May 2002 – November 2003

Data Officer - Operations

Millmerran Power Station

Primary Function(s):

Responsible for the ongoing development and administration of the PI data archive system.

Provide Technical input and support into the Stations contracted Reliability Program.

Provide support to Operations for all necessary engineering support which includes operation of the Water Treatment plant for the supply of

Alex Ung

UNGANCO PTY LTD

water to the Super Critical Boiler.

Provide General site I.T. support for the I.T. group based in Brisbane (i.e. local administrator)

Contract management of the Bulk Fuel Oil supply to the station

February 2002 – May 2002

Self-employed – Critical Project Services Pty Ltd

Primary Function:

Consultant in Predictive and Proactive Maintenance, Project Management.

July 2001 – February 2002

State Manager

Maintenance Systems Consolidated MSc

Primary Function:

Responsible for the ongoing expansion of the core business activities into the Queensland market. Activities included Training, Consulting, Business development and Customer Service.

August 2000-July 2001

Regional Manager

C.W. Pope & Associates Pty Ltd

Primary Function(s):

Responsible for the achievement of the sales, gross profit and contribution budgets of the branch.

Responsible for the growth in Branch business by:

- Increasing Company's share of existing markets
- Maintain Company's share of growing markets
- Developing new markets for the branch

April - August 2000

Senior Condition Monitoring Consultant

C.W. Pope & Associates Pty Ltd

Primary Function(s):

Responsible for forecasting branch revenue relating to condition monitoring activities and the development and implementation of the sales plans to achieve these forecasts. Work closely with the Operations and Regional Manager to ensure the adherence to overall company sales and marketing objectives.

Conducts and co-ordinates all necessary training in condition monitoring and materials assessment techniques for branch staff. Also assists and participates in the company training and development programs as required.

Assists Operations manager to ensure branch staff and operations satisfy NATA requirements for registration. Plans and co-ordinate NATA laboratory assessments and prepares staff for signatory approvals.

Responsible for technical control of Electrical assessments by

Alex Ung

UNGANCO PTY LTD

Thermography in the Central Queensland Region.

Sept. 1999 - April 2000

Predictive Maintenance Manager - Queensland

Silcar Maintenance Services

[Siemens Ltd. – Thiess Contractors Pty. Joint Venture]

Primary Function(s):

Responsible for the development of the Predictive Maintenance program associated with the Maintenance Division and the ongoing Contract business in Queensland.

Responsible for the development of the. Management and training of the Queensland technicians

Technical support to other Silcar projects throughout Australia.

July 1999 - Sept. 1999

Business Unit Manager – Queensland

Siemens Westinghouse Technical Services

Primary Function(s):

Responsible for the ongoing business development of multiple divisions/units operating in Central and Northern Queensland.

Maintaining client relationships and operational control of the business while corporate direction of business was redefined.

Dec. 1998 - Sept 1999

Senior Consultant / Team leader

Siemens Westinghouse Technical Services

Primary Function(s):

Coordination of the Condition Monitoring group in achieving timely management of contracts.

Responsible for the management of contracts through monthly analysis of client contracts to achieve acceptable gross profit.

Management of resources to achieve optimum productivity and utilisation without compromising quality of service.

Technical control of the team to meet all requirements of ISO9002.

July 1995 – Dec. 1998

Predictive Maintenance Engineer

Siemens Westinghouse Technical Services

Primary Function(s):

Provide on-site needs analysis and recommend suitable predictive maintenance techniques to clients

Manage and assist in the implementation of a maintenance strategy from a Condition Monitoring perspective.

Using Condition Monitoring techniques to fault find and complete failure analysis.

Manage/implement Vibration Monitoring programs to new/existing clients.

Alex Ung

UNGANCO PTY LTD

Contribute to the ongoing review of the ISO 9002 quality plan for improved bench Marking of the program

January 1994 - July 1995

Research & Training Officer

Student Support Adviser

C.A.I.T.E.C. - Central Queensland University

Primary Function(s):

Provide support and mentoring to indigenous students undertaking STEM courses at CQU, assist in research projects and present to schools with the intent to recruitment indigenous students into STEM.



Adrian Bird

DEMAND MANAGEMENT SPECIALIST

Adrian Bird has more than 20 years' experience in the water industries in Queensland. His experience includes creation, review, and implementation of demand management strategies for multiple water retailers.

His whole of business and stakeholder engagement approach to Demand Management identifies all influencing factors, to identify and address known and unknown impacting factors on demand for water resources.

The bulk of Adrian's experience is within the Seqwater region of supply and Tropical North Queensland. However, he has also spent time consulting for Corporations in Japan, Israel, The United Kingdom, and The United states of America, on demand management programs.

Adrian has received awards for the delivery of strategic programs to manage demand across the water sector. That have integrated, intelligent business systems, operational management of water and implementation of business process improvements.

QUALIFICATIONS

Ad. Dip, Business

Dip Project Management

Dip Frontline Management

Certified ISO55001 Auditor

Six Sigma Black Belt

MEMBERSHIPS AND AFFILIATIONS

M.A.I.P.M.

CAMA-WPiAM

AWARDS/HONORS

2015 Unity Water Board Award:
Efficiency 2015

2015 Unity Water CEO Award:
efficiency and innovation 2015

2015 Invited presenter: Japan on
intelligent water networks

2016 invited presenter Israel to
present on Intelligent water networks
and software solutions.

Areas of expertise

- Strategic Demand Management
- Client-Side Demand Management
- Non- revenue water management
- Water network operations
- Asset Management for Demand management purposes
- Smart systems implementation and operation
- Business process improvements
- Program management
- Business intelligence

Relevant experience

Senior Consultant Intelligent Water Networks - JACOBS

Business Unit: Operations term: Two Years

Position Statement

Consult with water businesses for business process improvements, intelligent water management systems and analytics to improve the overall business performance.

Unitywater NRW Assessment (a first for Jacobs and Unitywater)

Scope:

Utilising Jacobs intelligent analytics applications to assess and carry out automated analytics of over 400 million lines of data. Carry out a detailed analysis of system inflows and outflows across the northern supply network. Undertake analysis over eight levels of the network, from bulk supply to verification metering points, verification metering points to distributing monitoring points, bulk to customer meter, bulk to District meters, district meters to Customers, and point to point analysis for section of trunk mains within the network.

Identify the causality of a sudden increase in losses of potable water in the northern network. Understand contributing factors to prior leak volumes and develop a forward program of works to address the issues.

Toowoomba Regional Council – Demand Side Management Business Case

Scope:

Undertake client engagement with all levels of management to understand the business needs and goals. Understand the current challenges and document. Develop a business case to define how Demand side management activities will aid the business to address the challenges. Include a full financial analysis and NPV of multiple options and present to Council for decision and approval of funding.

Cairns Regional Council SCADA Security Strategy

Scope:

Develop and deliver a SCADA Security strategy and plan based on the outcomes of the WSAA, assessment and in line with the WSAA Guidelines to address, issues identified in a recent audit carried out by the Queensland Audit Office. Including software analysis and upgrade requirements for security and redundancy requirements.

Non-Revenue Water Engineer – Unitywater**Business Unit:** Operations **Term:** four Years**Reason for leaving – Headhunted by Jacobs****Position Statement:**

Procure and Implement intelligent water network management systems and processes, to address demand management and non-revenue water, via smart systems, asset management process improvements and operational process improvements.

Achievements:

- Integration of whole of business approach to Demand and NRW management
- Revised demand management processes
- Stakeholder engagement and management – at all levels of Government
- Offsetting of planned capital works (cost savings Approx. \$3-5M p/a)
- Identification of system over/under capacity areas to advise councils/state on urban planning
- re-establishment of 192 district metered areas
- implementation of software solutions
- Reduction in NRW from 85l/c/d to 48l/c/d a 48% reduction in NRW with a 2016 year.
- 80% reduction in event response times within the first 6 months.
- Implementation of just in time asset management. (est. saving \$1-2M/a)
- Improved data reporting processes across the organisation for demand and non-revenue water
- Transfer of non-urgent reactive maintenance works to a planned maintenance
- Optimise metering management and replacement program.

Demand Manager - Cairns Regional Council (incorporating Port Douglas)**Business Unit:** Operations term: Three Years**Reason for leaving –** Federal funding ceased & Port Douglas De-amalgamated**Title:** Demand Manager – Consultant**Scope**

To create and implement an overall demand & Drought Management Strategy for the Port Douglas and Cairns regions. The program was aimed at reducing demand in Port Douglas and Cairns areas with catchments fed from run of river supplies. With demand in Port Douglas over 1200 litres per connection per day and Cairns demand at over 480 litres per connection per day.

Achievements:

- Revised the Demand Management Strategy
- Creation of the Drought Management Strategy
- Integrate the strategic plans into Business Process and Procedure
- Modernisation & Extension of Hydrological Monitoring systems
- Management of all related contractual conditions
- Smart metering implementation in the Port Douglas Township
- Demand reductions of over 700 litres per connection per day in Port Douglas
- Demand reductions of over 220 litres per connection per day in Cairns

Brisbane and Ipswich Areas – Pre amalgamation

Business Unit: Capital Delivery Term: Three Years

Reason for leaving – All Consultants Let go due to amalgamation

Title: Pressure and Leakage Management Project Manager

Delivery of the capital program to implement Pressure and Leakage management into the Brisbane and Ipswich regions.



CONTACT

PHONE:
0468 534418

EMAIL:
Rob.Willemse@unganco.com.au



ROB WILLEMSE

Senior MEICA Project Manager

EDUCATION

Reid Kerr College, Paisley, UK
1972 - 1974
Secondary Education

Cardonald College
1974 - 1978
City and Guilds of London Institute full Technological Certificate in Electrical and Electronic Engineering

Springburn College, Glasgow, UK
1981 - 1983
Advanced Diploma in Electrical and Electronic Engineering.

Glasgow University, Glasgow, UK
1984 - 1986
BSc in Electrical and Electronic Engineering.

Cairns Regional Council, Cairns, QLD
2009
Diploma in Project Management.

Member of the UK Institution of Engineering and Technology (MIET, IEng).

WORK EXPERIENCE

Unity Water.

Position: Senior Project Manager
November 2018 – May 2019

Project manage work packages associated with the major upgrade of the primary sewerage treatment plant in Maroochydore. Unitywater had entered a preferential heads of agreement contract with a limited number of contractors and the position involved detailing the scope of works based on stakeholder outline requirements and budget. Responsible for formatted stage project reporting, program compliance and budget control. Chairing contract/progress meetings and distribution and management of actions. High-level instrumentation and PLC/SCADA control of plant. Managing work packages with specialist ECI sub-contractors incorporating plant power, instrumentation and control to MCC power distribution. Responsible for implementation of high-level power management integration into existing SCADA systems for future management and control of power demand.

Cairns Regional Council.

Position: Senior Project Engineer/Manager

February 2008 - June 2018

Project engineering and project management of the Smart Water Meter system for the Cairns region area. The requirement for 55,000 smart meters to transmit half hourly reads into a central database, for demand management. Use of the latest technology digital meters, Development of narrow band IOT communication platform and integration of data management package. Responsible for project initiation from feasibility to bespoke expressions of interest tender process to request for tender procurement requirement. EOI/ECI relationship contracting.

Provision of specialist engineering project control for the CleanerSeas Alliance Project. Provision of EICA engineering for analysis, design, development and implementation phases. Development/upgrade of PLC/SCADA standards

Provide supervision of the construction, commissioning and optimisation of M+E and Control work packages. Provide testing, commissioning and acceptance advice and recommendations. Development and integration of updated Asset Management system.

Owned and operated own company.

May 2005 – August 2007

John Holland Water, Brisbane Water Enviro Alliance. Position: Commissioning Manager

July 2010 – May 2005

Alliance based contract involving four other partners. Project to upgrade three existing WWTP's. To include full secondary biological treatment process (bio-reactors) and sludge handling process. Position as Alliance Management Team member and responsible for interface with design and construction management and Client end user. Development of Key Performance philosophy. Responsible for commissioning budget and monthly reporting/review. Setting up and management of commissioning team. Development of Commissioning Plan and Program timescales. Setting up of innovative Operating and Maintenance Manuals and Client training requirements. Spearheading Advanced Controls team, assist in development of standardized PLC/SCADA systems. Formal weekly and monthly progress reporting. Reporting to Alliance Manager and Project Board Members.

McConnell Dowell, JV with John Holland Group, Burrup Seawater Pumping Scheme.

Position: Commissioning Manager

January 2004 – July 2004

JV Project consisting of the construction of a fully automated 280ML pumping system for the Water Corporation, supplying seawater, and return of brine, to a desalination plant (under construction).

Responsible for budget, development, philosophy and implementation of the commissioning program. Interface with construction/suppliers/sub-contractors & destination interface. Development of commissioning time schedule, performance & reliability testing, training, IOM's, asset registration and handover documentation. Chairing of commissioning meetings. Development and approval of control system philosophy and functional design, PLC/HMI/RTU. Preparation and evaluation of tender documentation. Reporting to the JV Project Management.

UK; Water and Waste Water related projects:

Southern Water Services Ltd

MJ Gleeson PLC

Degremont UK

PWT Worldwide Ltd

Positions:

Senior Electrical Engineer

Commissioning Manager

Transfer Strategy Manager

Senior MEICA Engineer

June 1993 – September 2003

MEICA projects ranging from new and refurbishment of water and wastewater treatment plants, major pumping stations, complex treatment packages etc. Evaluation and approval of MCC/ICA/PLC/HMI/SCADA/Instrument packages from design phase through to construction, commissioning and completion. Telemetry interface. Asset management integration.

SKILLS

Senior Project Engineer/Manager

Electrical, instrumentation, control and automation engineering

Commissioning Engineer/Manager

Business Development Manager



25 Years experience managing water infrastructure and multi-disciplinary teams

CONTACTS

Mobile-0434-313650

Email-

chrise@etectionservices.com.au

TRAINING

Qualifications

*Australian Institute of Management
Diploma in Project Management*

*Post Grad Diploma Maintenance
Management-Central Queensland
University*

*HNC-Water Distribution and Water
Quality Management-Bolton
University*

*Higher National Diploma-heating
and plumbing technologies.-City
and Guilds London.*

*Currently studying MBA-Australian
Institute of Business*

Safety

Managing Safely Diploma-
University of Wales
Confined Space
Working at Heights
OHS Blue Card

PROFESSIONAL EXPERIENCE

Chris has over 25 years experience in the water industry in Australia and overseas.

Experienced Operations and Maintenance Manager of major water and sewerage utility infrastructure, water and waste water treatment, distribution, field force construction and maintenance activities. Areas of expertise include:

- Operations and Maintenance strategies, outsourcing and contract management
- Developing innovative maintenance plans using RCM and FMECA philosophies reducing Opex, improved reliability and managed risks.
- Experience of asset management strategies, operational repair & maintenance mitigation techniques. Managing & supervision of civil asset infrastructure projects and contractor management. Experienced in the philosophies of RCM, pipeline rehabilitation techniques and critical stock management.
- Experienced and demonstrable results in demand management, pressure reduction, leakage detection, metering and compliance with legislative requirements.

KEY ACHIEVEMENTS

Dwr Cymru-Welsh Water

Unit Manager for the Central Area of Wales, responsible for the Operations and Maintenance of the potable water assets including water treatment plants, Storage, Trunk and Reticulation Mains, Leak detection strategies/delivery, find and fix. Key achievements;

- Business process improvements, amalgamating workforce into single stream maintenance delivery function using mobile working techniques
- Reduced NRW year on year to meet unaccounted for water targets imposed by regulator.(18MLD reduction in 2006-2007)
- Delivered significant capital program for upgrading of reticulation water mains using PE lining, pipe bursting, directional drilling and open up techniques.
- Delivered reservoir improvement program including inspection, cleaning and refurbishments which resulted in no bacteriological failures for 18 months and achieved 100% OFWAT score.
- Reduced written customer complaints by 70% using root cause analysis and implementing training programs for staff.
- Established KPI reporting for leak detection and DMA analysis.
- Implemented call management and filtering for dispatch teams
- Delivered contractual performance targets for Leakage/interruptions to supply/Low pressure and water quality to meet OFWAT targets year on year.

Business Development Manager

EMPLOYMENT RECORD

April 2016-present

Detection Services Pty Ltd
Business Development Manager

June 2015-April 2016

SunWater
Northern Pipelines Manager

September 2014-June 2015

iPipe Services
Manager Utilities and Mining

July 2013-July 2014

Thiess Services
O&M Manager

July 2010-June 2013

LinkWater
Manager Service Delivery

Feb 2009-June 2012

QUU
Project Director

March 2008-Feb 2009

Gold Coast Water
Project Manager/Consultant

1992-2008

Dwr Cymru Welsh Water
Unit Manager (O&M)
Various roles

KEY PROJECTS

Queensland Urban Utilities

Project Director of Rolling Programs Delivery Team

- Delivered all projects on target and budget for 2009/2010 financial year. (\$27m)
- Project Manager for Brisbane Trunk Sewer relining program, involving flow management, stakeholder negotiations and contractor management.
- Established long term delivery framework with suppliers using innovative panel arrangements to reduce project lead in times.
- Carried out critical repairs to Jindalee Trunk Sewer main in Brisbane to reduce risk of environmental pollution. The project had to be delivered quickly before any further damage occurred.
- Established healthy working relationships across multiple delivery areas across the business which allowed various projects to be delivered on time.

LinkWater

Service Delivery Manager

- Revised organisational maintenance strategies, wrote O&M Contract Specifications which realized significant Opex savings and improved asset performance.
- Improved relationships with external and internal stakeholders with frank and transparent communications and reporting.
- Improved water quality performance in bulk supply assets, by using revised inspection standards, innovation water quality performance monitoring and established relationships with Universities on bacteriological source tracking.
- Implemented performance reporting to understand network hot spots and prepared capital improvement plans to improve performance, reduce costs and limit political exposure.
- Negotiated with Service Contractors significant operational savings for operations and maintenance, in addition implemented responsive civil contracts to mitigate any loss or damage due to pipeline leakage

SunWater

Manager Northern Pipelines

- Delivered revised maintenance plans for pipelines in remote areas.
- Delivered revised procurement frameworks for regional suppliers.
- Revised operating strategies for pipelines delivering reductions in Opex by reducing overtime and energy consumption.
- Delivered critical spares replacement stock strategy reducing the inventories required by over 50%
- Aligned workforce with business requirements (working hours/terms and conditions)
- Provided high levels of response to critical incidents involving major industrial users during significant weather events.
- Established new workshop with 5S approach to reduce inefficient working.

Program Manager – City West Water Leakage Reduction



19 Years Water Loss Management Experience

CONTACTS

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Mob: 0418 115 695
Email: martins@etectionservices.com.au

TRAINING

Qualifications

Australian Institute of Management
Diploma in Project Management

Chartered Institution of Water & Environmental Management
Diploma in Water and Environmental Management

Lancaster University
BSc (Hons) Degree

Safety

VicRoads TM Yellow card
VicRoads TM Red card
OHS White card
First Aider

MEMBERSHIP

- Australian Institute of Project Management
- International Water Association
- International Water Association Water Loss Task Force - Pressure Management Group

PROFESSIONAL EXPERIENCE

Martin has nearly 20 years experience in the field of Non-Revenue Water (NRW) management. He has managed a number of water industry projects in the UK, throughout South East Asia and Australia. Areas of expertise include:

- Project Management
- NRW Zone establishment
- Commissioning of infrastructure & data communication systems
- NRW reduction strategy development and execution
- Water Balance calculation and data analysis
- Design & implementation of pressure management schemes

KEY PROJECTS

City West Water

Program Manager for 18 concurrent NRW reduction projects to effectively manage both real and apparent losses across the trunk and distribution networks, including:

- Assessment of accuracy of bulk flow meter fleet
- Develop a strategy to quantify the components within the IWA Water Balance and reduce the uncertainty in calculating each component
- Updating and calibration of hydraulic model
- Identify, design, establish and commission DMA's and quantify savings achieved
- Implement pressure management schemes and quantify savings achieved
- Assessment of meter under-registration for both the domestic and commercial meter fleets
- Identify revenue meters suitable for replacement
- Strategic deployment of acoustic leak detection surveys on both the reticulation and trunk main networks

Sydney Water

Project Director of leakage survey project covering 6,000 kms of utility reticulation system annually. Role involved:

- Development & implementation of project quality, safety and environmental plans
- Recruitment of specialist leak detection technicians (engaged on 457 visas from the UK)
- Planning work schedules
- Monitoring work progress against monthly and quarterly targets
- Development of procedure for daily reporting of located leaks to client
- Communication management & stakeholder engagement
- Routine auditing of the leak detection activities for safety and quality
- Development of continuous improvement process to ensure delivery of high quality leak detection service to client
- Monthly data analysis and reporting to Sydney Water
- Monthly invoicing and project cash flow analysis

Program Manager – City West Water Leakage Reduction

EMPLOYMENT RECORD

Aug 2014-present

Detection Services Pty Ltd
Program Manager

Aug 2014-present

NRW Consultants Sdn Bhd
(Malaysia) Director

2011-Aug 2014

Water Loss &
Pressure Management Pty Ltd
Director

2011-Aug 2014

Waterloss & Pressure Management
Sdn Bhd (Malaysia)
Director

2007—2011

Wide Bay Water
Deputy Manager,
Water Demand Management

2007

UTIC Services Sdn Bhd, (Malaysia)
Non Revenue Water Reduction
Specialist

2003—2006

Bristol Water Services, Selangor,
Malaysia
Project Manager

2000—2003

Bristol Water Services, Selangor,
Malaysia
Senior NRW Engineer

2002

Bristol Water Services
Non Revenue Water Assessment,
Cebu, Philippines

2001

Bristol Water Services
Non Revenue Water Assessment,
Mumbai, India

KEY PROJECTS

Logan Water:

Project Manager for the implementation and commissioning of 40 new District Meter Areas in a city wide pressure and leakage management program (total project cost \$35 million).

Role involved:

- Development & implementation of project quality, safety, communication and environmental plans
- Stakeholder identification and engagement including Logan Water, councillors, public, media, Queensland Fire & Rescue and critical customers (such as hospitals, dialysis patients and properties with private firefighting systems)
- Planning work schedules
- Monitoring work progress against monthly and quarterly targets
- Oversee a team of Professional Engineers in the design of reticulation augmentations to ensure distribution system pressures meet Desired Standards of Service
- Manage a team of civil construction supervisors to ensure that the construction of new augmentations is to the quality, time and cost standards of Logan Water
- Lead a team in the commissioning of the new DMA's
- Validation of hydraulic model data with site data
- Monitor performance of DMA's against Desired Standards of Service, including Fire Flow testing
- Calculation of water losses in each DMA during stages of implementation (initial losses, losses after leak detection & repair, losses after pressure management, predicted losses after further advanced pressure management)
- Monthly data analysis and reporting to Logan Water
- Monthly invoicing and project cash flow analysis
- Developed Organisational Change Management and Knowledge Transfer programme to ensure smooth handover of new operating system to Logan Water

Kelantan State (Malaysia):

Project Director of Economic Level of Leakage Assessment Report for Kelantan State and provision of NRW consultancy services.

Role involved:

- Lead author in a series of reports assessing the economic level of leakage across the State of Kelantan

Report 1 Economic Evaluation of Existing Water Loss Program

Report 2 ELL and Least Cost Planning for Kelantan State

Report 3 What Further Potential Exists for Water Loss Management in Kelantan State?

- Provision of strategic advice to client in the development and execution of a Non-Revenue Water reduction program for the State of Kelantan

Program Manager – City West Water Leakage Reduction

EMPLOYMENT RECORD

1998—2000

Bristol Water Services (Malaysia)
NRW Engineer

1996—1998

Bristol Water Plc (UK)
Leakage Services
Technical Manager

1991—1996

National Rivers Authority (UK)
Assistant Hydrometric Officer

KEY PROJECTS

Gold Coast Water:

Project Manager of telemetry upgrade project covering 63 outstations.
Role involved:

- Design of a Telemetry Outstation / SCADA system to control flow modulated pressure management for the 63 existing DMA's established by Gold Coast Water. Team included a design engineer, an electrical engineer, a structural engineer, a hydraulic network modeller, equipment suppliers and landscape architects. System was successfully constructed and commissioned by Gold Coast Water on time and below budget.

Selangor State (Malaysia):

Project Manager for the implementation and commissioning of 200 new District Meter Areas in a State wide pressure and leakage management program (total project cost \$100 million).
Role involved:

- Planning work schedules
- Monitoring work progress against monthly and quarterly targets
- Network mapping & modelling
- DMA design & commissioning
- Implementation of pressure management schemes
- Procurement of equipment & materials
- Supervision of leak repairs
- Calculation of water losses in each DMA during stages of implementation
- Training of Malaysian staff
- Monthly data analysis and reporting to Selangor State Government
- Monthly invoicing and project cash flow analysis

1.1.1 Pankaj H Mistry Resume (CV)

Profession:	Non Revenue Water (NRW) specialist
Years of experience:	24 years
Membership in Professional Societies:	Current member of the Australian Water Association (AWA) Current member of International Water Association (IWA)
Other Training:	General Safety Induction/Construction Industry – Queensland Blue Card, Confined space entry, Gas Atmosphere Test, Confined Space Permit Issuer

1.1.1.1 Key Qualifications:

Pankaj has industry leading knowledge, practical skills and experience in water demand management. He has played a proactive role in driving change in the Australian Water Industry - highlighting the opportunity to better manage water supplies and distribution through effective demand management - including district metering, pressure management and leak detection. He is without doubt one of the industry's most respected professionals having assisted literally hundreds of organisations and individuals with demand management projects, across Australia and internationally.

Pankaj has provided professional support and consultancy services in the area of water demand management, non-revenue water and leakage detection, he has the practical skills and experience (he is not afraid to get his hands dirty) to manage projects from concept, strategy development and design through to implementation and review. His very personable and inclusive approach to project management - ensuring the client is fully engaged and consulted at every step of the way - has been demonstrated throughout his career and is highly valued by both clients and colleagues.

- ◆ Development and implementation of water loss strategies, water audits
- ◆ Design, commissioning of district metered and pressure management areas
- ◆ Installation and commissioning of water loss assets and equipment
- ◆ Leakage control surveys and detection
- ◆ Flow and pressure data logging
- ◆ Data logging management and implementation using GSM/SMS technology
- ◆ Analysis of water losses using international best practice methodologies
- ◆ Training Workshops and knowledge transfer to client operations and management staff
- ◆ Leak Detection Training
- ◆ Pipe Coating Defect Surveys and Analysis
- ◆ Project Management/Client Management/Sales Support

Pankaj has extensive international project experience, having worked in many different environments in 22 countries for regulators, utilities, funding and aid agencies and consultants in (alphabetic order);

Australia, China, Cook Islands, Libya, Federation States of Micronesia, Fiji, Malaysia, New Zealand, Niue, Netherlands Philippines, Puerto Rico, Papua New Guinea, Pakistan, Sri Lanka, South Korea, Singapore, Solomon Islands, Samoa, United Kingdom, Vietnam, Vanuatu

1.1.1.2 Employment Summary:

Period	Employer title/position.	Country	Summary of activities
July 2016 - Present	<i>GHD/WAF - NRW Specialist</i>	Fiji	<p>Prepare a report with recommendations and an Implementation road map to establish DMAs within GSA.</p> <p>Prepare reports with recommendations and an Implementation road map to improve leak detection and reduction of technical losses within Greater Suva Area (GSA).</p> <p>Provide training courses to WAF staff to improve capacity on leak detection and reduction of Technical losses.</p>
May 2015 - 2016	<i>Gold Coast Water/Water Loss Team Leader.</i>	Australia	Reducing water loss throughout the City of Gold Coast through district metering, leakage detection, strategic planning and resource training
Nov 2012- April 2015	<i>PCA Echologics/NRW Manager</i>	Australia/Asia Pacific/Puerto Rico Singapore/Philippines Malaysia/Sri Lanka	<p>Leak detection and mains pressure testing, Leak Detection of New Water Mains, Coating Defect Survey Project, Caguas Leak Detection</p> <p>NRW Training, Leak Detection, Water Loss Strategies, Colombo Water Supply Service Improvement Project ADB – NRW review and planning</p>
June 2012- Nov 2012	<i>WaterGroup/Manager-Non Revenue Water</i>	Australia	Long term strategic plan and implementation of water loss activities for various water utilities
June 2011- June 2012	<i>SMEC-BCE/NRW Specialist</i>	Australia	Long term strategic plan and implementation of water loss activities for various water utilities, NRW Training Samoa-Pressure Management and Leakage Control
Nov 2000- May 2011	<i>Wide Bay Water Corporation/Water Loss & Leakage Control Manger</i>	Australia China/Cook Islands Federation States of Micronesia/Malaysia New Zealand/Niue Philippines Solomon Islands Samoa/Vietnam/ Vanuatu	Strategic Planning, establishment of district meter areas and incorporating pressure control to reducing water loss through the introduction and maintenance of effective water loss management and Training

1.1.1.3 Education:

- BTEC HND Engineering Surveying and Mapping, Northeast London Polytechnic, UK 1984

1.1.1.4 Project Record Sample

1.1.1.4.1 NRW Specialist (Capacity Building), Project Design Advance for Fiji Urban Water Supply and Wastewater Management, Fiji, 2016-current

Review of WAF NRW teams' current capability of applying NRW methodologies to reduce water losses, i.e. technical application, reports, establishing and prioritising DMA's for Leak Detection, how they plan pressure reductions, and managing the available resources to optimise the outcome.

This body of work was carried out in conjunction with the Demand Management scope of works, especially the metering considerations, as measurement of flows and consumption have a direct impact on the decisions to reduce water loss.

1.1.1.4.2 Water Loss Team Leader/Coordinator Demand Management & Metering, Gold Coast Water, Australia, 2015-current (Contractor)

Overseeing the reduction of water loss for the City of Gold Coast potable water supply network, key responsibilities – water loss analysis of all existing district metered areas program, prioritise DMA's for leak detection activities, organise leakage detection teams into those areas where leakage levels are high, investigation and establishment of new water loss areas such as district metered and pressure managed areas. Other duties include the provision of flow and pressure data using potable data loggers.

1.1.1.4.3 NRW Manager/Field Specialist - Leak Detection, PCA Echologics, Australia, Asia 2014

MacConnell Dowell – Gold Coast Light Railway, conducting leak detection on water mains whilst being pressure tested to determine any leakage that would be causing the water main to fail the pressure tests.
Sydney Water – Leak detection Surveys on trunk mains marked for pipe condition assessment.

1.1.1.4.4 NRW Manager/Field Specialist - Coating Defect Survey Project, PCA Echologics, Manila Water, Manila, Philippines 2014

Coating defect survey and signal analysis to determine anomalies of the external coating of pipes on critical supply mains for Manila Water. The survey was a non-destructive method of assessing the condition of a coating of the pipe. It is premised upon the assumption that the rate at which an impressed current along a pipeline attenuates will be related to the condition of the external protective coating.

1.1.1.4.5 NRW Manager/Field Specialist - West Tower DMA Audit Project Wannon Water, Echologics, Warnambool, Australia 2014

The project objective was to assist Wannon Water in providing specialist assistance for the validation of the West Tower DMA's in Warnambool, Victoria. The overall objective of this work was to confirm the integrity of the DMA, the accuracy of the DMA flow meter (based on a short draw down test during the quiet hours) and identify the cause of the high / fluctuating nightline in the DMA. Main output of the review was to determine the current status of the West Tower DMA, recommendations for next steps, and a best operating practice (BOP) for the verification of DMA flow meters and integrity testing of DMA boundaries within the Wannon Water supply area.

1.1.1.4.6 NRW Manager/Leakage Specialist - Caguas Leak Detection, Echologics, Autoridad De Acueductos Y Alcantarillados De Pr 2013

Leakage detection of the water supply network of Caguas, this included sounding on all fittings and correlation of suspected large leaks. Activities included coordination of leakage teams, completing leakage forms for action and updating GIS information.

1.1.1.4.7 NRW Specialist - Colombo Water Supply Service Improvement Project ADB, Colombo, Sri Lanka 2012

Three month's assignment was commissioned by the ADB (Asian Development Bank) for a Non-Revenue Water Expert to guide the consultants firm's activities in, refining the project design and updating all NRW activities of the project. The main component was to review the design of the District Metered Areas as designed by the JICA hydraulic model and make observations and recommendation to ensure that associated DMA design were developed and designed using IWA / AWWA standard, and whether there is any additional work required to revise the designs of the DMAs/modelling.

1.1.1.4.8 NRW Manager - Evaluation of Water Losses, Strategic Planning and Water Supply Audits Mt Isa City Council, Mt Isa, Australia 2011

The project aims to evaluate the financial, water conservation and customer service benefits of leakage control, pressure reduction and rationalisation of the water distribution network into more manageable sectors. The objectives of the project were to evaluate the following:

- Quantify the volume of water losses attributable to leakage and or high pressure
- Undertake a water balance
- Benchmark the overall water losses against the International Leakage Index (ILI)
- Make recommendations for sectorisation of the water supply system and new metering points
- Highlight the economics of addressing system losses
- Recommend a range of strategies that will improve overall system performance and defer the need for costly water supply upgrades.

1.1.1.4.9 NRW Manager - Evaluation of Water Losses, Strategic Planning and Water Supply Audits, Mackay, Australia. 2011

The project aims to evaluate the financial, water conservation and customer service benefits of leakage control, pressure reduction and rationalisation of the water distribution network into more manageable sectors.

1.1.1.4.10 Water Loss Manager - District Metering & Pressure Management Dubbo City Council, Dubbo, Australia 2000-2010

Responsible for the delivery of establishing at long term strategic plan and implementation of water loss activities for Dubbo City Council. This included the design and build of district metered areas and where necessary pressure control was incorporated. Also responsible for the analysis of water losses in the district metered areas in order to prioritise areas for leak detection activities. As part of the project a monitoring system was also established to record flow and pressure data on a daily basis using GSM/SMS technology.

1.1.1.4.11 Pressure Management and NRW Specialist Advisor - Consultancy and Advisory Services with Miya Group to Maynilad Water, Manila Philippines 2009 - 2011

Responsible for advising on matters relating to Pressure Control and Management to the Maynilad Water Networks group. The work involves aspects of planning and setting up pressure management areas with respect to current conditions in the water network. This includes data gathering and analysis to ensure that good decisions are made for pressure control schemes. Another part of the advisory service is to ensure that good communications are put in place between groups that are affected by pressure control to ensure smooth delivery of schemes. Training is also part of the scope of the advisory service this includes field implementation of pressure control equipment and classroom training sessions.

1.1.1.4.12 NRW Specialist - Consultancy and Advisory Services – NRW SALCON, Kelantan, Malaysia 2010

To provide Salcon with an experienced, competent and qualified DMA specialist of delivering all of the services as prescribed (under Scope of Services below) efficiently, cost effectively and to world's best practice standards. The scope of services required but not limited to the provide expertise advice on the various NRW aspects required to be carried out as per scope of works from AKSB, attend NRW meetings

with the Company, the Client and their consultant and to provide specialist input and advice on the following:

- Organise field activities,
- Set up procedures for the various activities in the establishment of DMAs
- Identifying potential areas for the establishment of DMAs
- Analyse flow and pressure readings downloaded from established DMAs and compute physical loss savings from leak reduction in DMAs
- Derivation of the water balance for the water supply system
- Provide training on active leakage control, set up guidelines for the monitoring and maintenance of DMAs
- Assist in the preparation of reports and Matters related to the implementation of a Water Distribution Management System (WDMS)
- Assist in establishing a pipe index
- Pressure management, Leakage management and Leakage auditing
- Financial analysis to determine the most economical and achievable NRW level and target by district and state
- Matters related to active leakage control

1.1.1.4.13 Water Loss Manager - City Wide Roll out of Pressure Leakage Management Project Logan Water, Logan, Australia 2007 - 2010

Leading a dedicated team to deliver the 40 district meter areas incorporating pressure control using and holistic approach to reducing water loss through the introduction and maintenance of effective water demand management (comprising pressure reduction and leakage management across district metered areas).

1.1.1.4.14 NRW Specialist and Trainer - Pacific Islands Applied Geosciences Commission, Training and Technical programs for regional organizations in water demand management and leakage, Pacific Islands 2007 - 2009

NRW Specialist and Trainer: The Pacific Islands Applied Geoscience Commission (SOPAC) received funding from NZAID for a regional Water Demand Management project. The Project was executed as a response to the Pacific Regional Action Plan on Sustainable Water Management. Through The Pacific Partnership Initiative on sustainable water management the project aimed for sustainable improvements in the management of water supply system by urban water utilities to produce and implement workable plans for water demand management and by facilitating the exchange of knowledge and experience in this area. The objective of the programs was to make assessment and to collect and verify the data needed to make recommendations on the actions and equipment needed to reduce losses and increase efficiency in the water distribution network of the water utilities in the South Pacific

1.1.1.4.15 Water Loss Manager - City Wide Roll Out of Pressure and Leakage Management Project, Redcliff City Council, Redcliffe, Australia 2007 - 2008

Leading a dedicated team to deliver the 18 district meter areas incorporating pressure control using and holistic approach to reducing water loss through the introduction and maintenance of effective water demand management (comprising pressure reduction and leakage management across district metered areas).

1.1.1.4.16 Water Loss Manager - Water Demand Management Assistance, Toowoomba City Council, Toowoomba, Australia 2004 - 2009

Evaluate the efficiency of Toowoomba City Councils water distribution system, including an assessment of water losses, efficiency issues and the development of a water demand strategy and implementation program. The project included investigations and analysis of leakage, measurement of system pressure, Implementation of District Metered areas, Leak Detection and cost-benefit analysis of water savings.

1.1.1.4.17 Project Manager - Pressure and Leakage Management Project, Gold Coast Water, Gold Coast, Australia 2003 - 2007

Project Manager for delivery of water demand management system investigation, design, engineering and leakage detection and control through an alliance with Abigroup Construction and Allconnex. This was a dedicated alliance to deliver 70 district meter areas incorporating pressure control using a holistic approach to reducing water loss through the introduction and maintenance of effective water demand management (comprising pressure reduction and leakage management across district metered areas).

1.1.1.4.18 Water Loss Manager - System Loss Management Project Citiwater, Townsville, Australia 2004 - 2006

To evaluate the efficiency of Citiwater water distribution system, including an assessment of water losses, efficiency issues and the development of a water demand strategy and implementation program. The project included investigations and analysis of leakage, measurement of system pressure and cost-benefit analysis of water savings.

1.1.1.4.19 Water Loss Manager - System Loss Management Plan Da Nang & Tien Giang Metropolitan Utilities, Vietnam 2005

Evaluate the financial, water conservation and customer service benefits of leakage control, pressure reduction and rationalisation of the water distribution network. Activities performed to produce a report including the following tasks as required.

- Quantify the volume of water losses attributable to leakage and or high pressure
- Undertake a water balance
- Benchmark the overall water losses against the International Leakage Index (ILI)
- Produce a water loss evaluation report and a cost analysis in relation to implementing a water loss.

1.1.1.4.20 NRW Advisor - for System Loss Management through pressure and leakage control, Leshan Municipal Water Authority, Leshan China 2004

Responsible for advising on matters relating to Pressure Control and Management to the Leshan Municipal Water Authority engineering staff. The work involved aspects of planning and setting up pressure management areas with respect to current conditions in the water.

1.1.1.4.21 Water Loss Manager - System Loss Management through Pressure Control, Gippsland Water, Victoria 2003

Evaluate the financial, water conservation and customer service benefits of leakage control, pressure reduction and rationalisation of the water distribution network. Activities performed: for this project the following activities were performed to deliver the project

- Undertake field investigation work (eg. Data logging, reservoir drop tests, insertion metering) to gather the necessary data to evaluate water losses in the network.
- Prepare and certify a System Loss Management Plan to meet Council's requirements and the requirements of the Victoria Funding program.
- Undertake a desktop study to determine the current levels of leakage, water losses and system pressure in the water supply distribution network and its service area
- Conduct a minimum night flow analysis using recognised International Water Association methodologies grade the distribution system using relevant benchmarking tools
- Analyse available data to make assessment and recommendations with respect to:
- Current levels of leakage
- Scope for pressure management

- Provide a preliminary plan for the future sectorisation and pressure management (establishment of district meter areas and/or pressure zones) within the network

1.1.1.4.22 Water Loss Project Manager - Integrated Water Loss Program, Wide Bay Water, Hervey Bay, Australia 2000 - 2003

Evaluation and implementation of district metered areas in the City of Hervey Bay. Project involved setting up district meter areas and incorporating pressure control to reducing water loss through the introduction and maintenance of effective water loss management.

1.1.1.4.23 Water Loss Project Manager - Integrated Water Loss Programs for New Zealand Water Utilities 1999 -2000

Implementation of NRW activities to reduce water losses. Activities performed: Project involved setting up district meter areas and incorporating pressure control to reducing water loss through the introduction and maintenance of effective water loss management.

1.1.1.4.24 Water Loss Supervisor - Water Loss Programs for UK Water Utilities (Yorkshire Water, Northumbrian Water, North West Water, Thames Water), Utility Technical Services, UK 1996 -1999

Various projects involved setting up district meter areas and incorporating pressure control to reducing water loss through the introduction and maintenance of effective water loss management for each of the water utilities. Also in charge of leak detection teams around the UK, these involved proactive planning and deployment of the teams after MNF analysis to ascertain DMA's with high levels of leakage. Also involved in specialized projects to compare leakage reductions in implementing total and partial pipe replacement programs in DMA's compared to leakage detection activities only.

1.1.1.4.25 Water Loss Technician - Water Loss Programs for UK Water Utilities (Yorkshire Water, North West Water), Ewan Associates, UK 1992 - 1995

Technical assistance for NRW activities to reduce water losses. This included flow and pressure data collection, modelling data compilation and leak detection.

1.1.1.4.26 Pre NRW work experience: Surveyor/Seismic Surveyor (Papau New Guinea, Libya & Pakistan) 1989 - 1992

Surveyor/Seismic Surveyor: production and development of topographical maps, engineering surveys for roads and housing developments, line surveys for oil exploration.

1.1.1.5 Professional Text Books and Research Publications

1.1.1.5.1 Technical Input for the “Managing and Reducing Losses from Water Distribution System”, Wide Bay Water Corporation, ISBN 0 7242 9491 0 (series of 10 manuals)

Manual 1 – Introduction

Manual 2 – Water Audits

Manual 3 – The Economics of Water Loss Management

*Manual 4 – Establishing Pressure Management Zones and District Metered Areas
“The Toolkit”*

Manual 5 – Advance Pressure Management and PRV Selection

Manual 6 – Real Loss Management

Manual 7 – Apparent Losses

Manual 8 – Case Studies in Water Loss Management

Manual 9 – Rural Water Loss Management

1.1.1.6 Papers and workshops; authored, jointly authored, presented

- 1.1.1.6.1 *“TO BOLDLY GO TO A NEW WAY OF OPERATING A WATER SUPPLY NETWORKS – SOUTH EAST QUEENSLAND EXPERIENCE* “5th IWA Specialist Conference on Efficient Operation and Management of Urban Water 2009, Australia
- 1.1.1.6.2 *“Achieving significant water savings through pressure management and leakage detection – Gold Coast Experience”* Integrated Water Management, OZWATER 2009 Australia
- 1.1.1.6.3 *“WATER LOSSES! INTERNATIONAL LESSONS FOR AUSTRALIA”*, Training Course Wide Bay Water Corporation, Gold Coast, Australia 2005
- 1.1.1.6.4 *“Water Demand Management Program for Pacific Island Countries”* The program was implemented by Mathias H. Kleppen of Pacific Islands Applied Geoscience Committee (SOPAC), with Pankaj Mistry and Kelvin O’Halloran of Wide Bay Water Corporation (WBWC) as consultants. The partnership with WBWC ensured that state of the art WDM technology and techniques was implemented through the program, Pacific Islands 2007
- 1.1.1.6.5 *“Pressure Management Training”* Samoa In-Country Training Programme, Samoa 2009
- 1.1.1.6.6 *“Pressure management WHERE ARE WE NOW”* Water Loss Australia, Brisbane, Sydney Melbourne, 2008

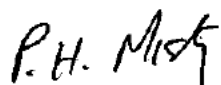
1.1.1.7 Languages

- English – mother tongue
- Gujarati – fluent

1.1.1.8 Contact information

Pankaj Mistry, 14 Darling Close Calamvale Queensland 4116 Australia , Tel +61 7 32723265, cell +61 450 881701, e-mail pmistry@hotmail.com

1.1.1.9 Signature



22nd November 2016
Day/Month/Year

Director – Detection Services



CONTACTS

Ph: 1300 722 835
Mob: 0431 893 273
Email:
steve@etectionservices.com.au

MEMBERSHIP

- AWA
- AWWA
- NZ Water
- Water Australia
- Water Industry Alliance
- Save Water

TRAINING

Please refer to training tables attached with CVs for a comprehensive list of training and skills

PROFESSIONAL EXPERIENCE

Director

Detection Services Pty Ltd
1991 – Present

Stephen established Detection Services well over 20 years ago predominantly servicing the water industry providing water loss management programmes as well as providing sub surface information services on underground assets.

Stephen has been directly involved in the management of over **700** large and medium sized leakage reduction projects in the past 15 years alone. He has undertaken these for over **140** different water authorities around Australia, New Zealand and internationally totalling in excess of **200,000** kms of pipeline leak detection.

Stephen receives regular training at the Fuji-Tecom training and technology centre in Japan and vonRoll Hydro in the Switzerland, covering new technologies, system operations, in field training and operation, as well as various leak detection technologies from the USA and Switzerland.

Stephen is passionate about this industry and in particular, water loss management and pipeline condition assessment has dedicated his career to improving this field through technology, innovation and quality of work and experience of personnel.

- 20 + years Water Loss Management
- Over 700 leakage programmes completed successfully
- Projects in Australia, New Zealand and Internationally
- Consistently achieved NRW reduction target
- p-CAT pipeline condition assessment
- Specialist trunk main leak detection
- In-scan development
- Consultant for councils and assistance with leakage programme planning and advice

KEY ACHIEVEMENTS

p-CAT™ Technologies

The introduction of p-CAT inverse transient pipe condition assessment technology suite of technologies.

inSCAN®

In-pipe leakage detection and video assessment

The development of the leading in-pipe leakage and condition assessment technology developed in Australia for Australian conditions.

City West Water - NRW Project

Successfully winning (2013 -2020) the single largest NRW tender project undertaken in Australia encompassing all facets of NRW, from planning, DMA and PMA design, pressure management to implementation.

KEY ACHIEVEMENTS

- Completed single largest CA pipeline condition assessment 128 kms undertaken in Australia

- Introduced p-CAT to the Australian Market, now widely and repeatedly used by many water authorities across Aus and NZ

- Developed inSCAN in Aus for Australian Water companies

- Achieved significant water loss reduction for all clients

- Completed over 200,000 kms of leakage surveys

- Undertaken 700 individual leakage reduction contracts

- Completed over 50,000 kms of leak detection for Sydney Water

Condition Assessment

Delivered in 2014 what is believed to be the single largest pipeline condition assessment project in Australia, 128 kms in one project.

p-CAT™

Delivered to the Australian Water industry a new pipeline condition assessment screening solution delivering exceptional value and information now widely accepted across Australia, New Zealand and internationally.

inSCAN®

Developed a leading in-pipe tethered acoustic condition assessment technology to meet the standards and demands of our local network requirements

City West Water

Stephen has been successful in renewing every leakage contract with City West Water from the initial conception of the programme over 12 years ago. Due to the company's extensive leakage reduction knowledge and experience across a range of water loss areas, it has also undertaken a number of other services for CWW involving PRV management, PMA validations, pressure logging as well as the annual leakage detection programmes. Detection Services has completed over **200,000 kms** of leakage survey for City West Water over 11 years, and was involved in the NRW leakage reduction programme that has achieved significant savings with NRW reported at a new low of 8.8% and an ILI of 0.9.

Yarra Valley Water

Stephen has been successful in renewing these leakage contracts with Yarra Valley Water from the initial conception of the programme over 14 years ago. It has also undertaken "special projects" for YVW involving design and evaluation of trunk services leakage practices as well as large scale pressure and flow monitoring programmes.

The company has completed well over **20,000 kms** of leakage survey for YVW over 14 years.

Sydney Water 1998 – 2013

Stephen has been successful with every leakage contract with Sydney Water from the initial conception of the programme over 14 years ago. Due to Detection Services' extensive leakage reduction knowledge and experience it was also involved in assisting, designing and advising on the best approaches for the progression of the early stages of the Sydney Water leakage programme.

The company has continued to assist to develop and evolve these processes over time as the drivers for NRW leakage reduction have changed.

It will continue to test and trial these new methods for the betterment of the contract for Sydney Water, and is currently trialling a new technology and methodology which has proven very successful.

KEY ACHIEVEMENTS

- Brought SAHARA trunk main leak detection to Australia

- Development of new technology for SW to validate Pressure Managed areas.

- Development of new technology inSCAN for trunk main leak detection

- Successful trunk main leak detection trials

- Developed and operating leakage contract management software- QUASAR

Detection Services has, on every occasion, won the maximum contract size and allocations available.

The company has maintained a very high standard of reliability and consistency of work throughout the entire programme, and has also ensured and maintained a very high skills base throughout the contract, having provided a “totally trouble free” service to Sydney Water.

Detection Services has completed well in excess of **50,000 kms** of leakage survey for Sydney Water over 13 years, and has been directly instrumental in achieving the NRW targets set by council’s regulator of 105 mega litres a day reduction.

Sydney Water Pressure Management

Detection Services was commissioned by Stephen Kay, Sydney Water Pressure Program Manager, to develop a methodology and practical process of validating the integrity of DMA and PMAs and to measure the effectiveness of the PRV controlled zones. The brief was to undertake this process without operating any valves in the system; this eliminated the ability to use typical PZT pressure drop test methods.

This method was designed and tested by Detection Services and has now been implemented into the programme as the only approved and proven method to undertake this process.

Sahara Trunk Main Leak Detection

Four water authorities commissioned Detection Services to undertake a trial of Sahara, a trunk main leak detection system developed by WRC (Water Research Council UK). This trial was undertaken in August of 2006 along with Melbourne Water, City West Water and Yarra Valley Water where a total of 26 kms of large diameter mains were very successfully surveyed and completed

Trunk Main Leak Detection Technology Trials

Detection Services was requested on two occasions to participate in the evaluation of various leak detection technologies for Sydney Water on selected trunk mains.

Testing and trials started in August 2008 and November 2009.

These trials proved extremely successful and confirmed that the company’s technologies used and the experience of its personnel far outperformed even the next closest operator and international experts in this field.

Water Loss Specific Software QUASAR Development

Stephen commissioned the development of a new monitoring, tracking and reporting software specifically for the Australian water industry contract to enable the company to meet and exceed the desired reporting capability of clients.

KEY ACHIEVEMENTS

- First to establish performance based contracts

This software is now in operation and the web access is available to clients via secure individual login access 24/7 to monitor the following and is updated daily:

- Contract progress
- Individual zonal package progress
- Leak reports
- Contract close outs
- Ground survey progress
- Confirmation progress
- Individual performance
- Overall performance
- Staff locations

Performance Based Contracts – Setting the standards

Detection Services was instrumental in having performance based contracts implemented and the first and only leakage specialist to undertake these contracts successfully, setting new standards in measurable performance.

Performance based contracts are especially useful to the client to ensure they receive and achieve what they expect. This removes the many low cost operators who cannot and will not achieve the necessary savings because the targets are not measurable. This process has been implemented in a number of the company's contracts for the betterment of the client. These clients include Whangarei District Council, Waitakere City Council and Christchurch City Council.

Accreditations

The company is proud of its achievements in attaining and maintaining all of its accreditations without blemish and with general commendations from the auditors for the quality and thoroughness of its systems.

Detection Services has achieved the following accreditations:

- AS/NZS4801 OHS Accreditation
- ASOHS 18001 OHS International Accreditation
- ISO: 9001 Quality Assurance
- ISO: 14001 Environmental
- Sydney Water OHS Accreditation / Version 4

SA Water / United Water - Adelaide

Stephen was successful in securing a new project with SA Water / United Water in Adelaide for a 4000km survey package.

SA Water - Adelaide

Detection Services were the only contractor to win the new and additional contracts in 2010 for SA Water due to our performance, reliability and quality of work completed on the Adelaide contracts.

- Full accreditations achieved

- Consistently achieved and maintained maximum NRW reduction for clients

KEY ACHIEVEMENTS

Brisbane Water

Stephen was successful in securing a new project with Brisbane Water for a 3 year leakage programme.

Waitakere City Council (Auckland NZ)

Stephen was successful for 11 years providing ongoing performance based leakage reduction contracts to Waitakere City Council and achieving a world class UFW balance of under 9%.

MetroWater (Auckland NZ)

After taking over this contract in 2008, in the first year Detection Services reduced the NRW to a record low, something the previous contract was unable to achieve in 9 years. Metrowater put on a celebration for the team for the tremendous efforts.

Christchurch City Council (NZ)

Christchurch CC had used other contractors prior to Detection Services and have used others to maintain a comparison of its work. Recently, the company has again been awarded the entire Water Loss Management contract, for a further 3 years, totally 12 years consecutive work for council.

Sunshine Coast Council (Qld)

2010, Detection Services won all 3 contracts for the newly formed Sunshine Coast Councils 3 year leakage programme against 6 other tenders and lower prices.

This council realised the quality, and knowledge retained within Detection Services and valued this by awarding us all 3 contracts.


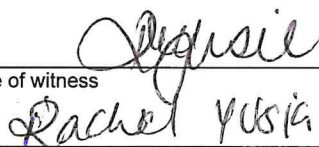


- Achieved significant water loss reduction to world class standards for Waitakere CC
- Achieved lowest NRW for Metrowater in the first year's contract
- Christchurch CC awarded a further 3 year contract making a total of 12 years based on performance

Annexure A - Project Funding Schedule

1. Grant Program	Building our Regions Round 6		
2. Project	NPARC Water Demands Situation Analysis		
3. Recipient Name	Northern Peninsula Area Regional Council		
4. Administration Agency	Department of State Development, Infrastructure, Local Government and Planning		
5. Policy Agency	Department of Regional Development, Manufacturing and Water		
6. Project Description	The project described in Attachment 1 to this Project Funding Schedule.		
7. Project Funding (ex GST)	\$300,000.00		
8. Recipient's Contribution (ex GST)	\$30,000.00		
9. Third Party Contribution	No	Name of Third Party Contributor	Amount of Third Party Contribution (ex GST)
		Not Applicable	
10. Estimated Total Project Cost	\$330,000.00		
11. Program Guidelines	Building our Regions Round 6 Program Guidelines		
12. Approved Project Plan	<p>The Approved Project Plan means:</p> <p>(a) initially, the Approved Project Plan submitted by the Recipient with its Milestone 1 claim and approved by the Department;</p> <p>(b) subsequently, the revised Approved Project Plan later submitted by the Recipient during the Term in accordance with clause 3.4(c) of the Head Funding Agreement and approved by the State in writing.</p>		
13. State Contact	Department Contract Officer: Director, Grants and Program Management, BuildingourRegions@dsdilgp.qld.gov.au , 07 3452 7921		
14. Recipient Contact	Acting Chief Executive Officer Phone: (07) 4090 4103		
15. Key Dates	Project Funding Agreement Commencement Date	The date the last Party signs this Project Funding Schedule.	
	Project Completion Date	12 April 2024	

		Project Funding Agreement End Date	31 October 2024
16. Milestone Schedule			
Milestone No	Milestone Date	Milestone Requirements	Milestone Amount
1.	30 September 2022	(a) An initial Approved Project Plan in the template as provided by the Department.	\$60,000.00
2.	30 November 2022	(b) Copy of the proposal/s from the contractor/s engaged by the Recipient to develop the NPARC Water Demands Situation Analysis as set out in the Approved Project Plan (must include Gantt chart/timeframe and breakdown of fees). (c) A resolution from the Recipient confirming it has budgeted the Recipient's financial contribution to the project (if applicable), is committed to delivering the Project, and acknowledges responsibility for any funding shortfall if costs change.	Nil
3.	29 January 2023	(a) A completed Payment Claim for the Milestone 3 Payment. (b) A Progress Report. (c) Copy of the Agreement/s (i.e letter of engagement, contract or purchase order) between the Recipient and the contractor/s engaged to complete the NPARC Water Demands Situation Analysis as set out in the Approved Project Plan. (d) An updated Approved Project Plan with input from the engaged contractor/s and updated project budget.	\$120,000.00
4.	12 April 2024	(a) A completed Payment Claim for the Milestone 4 Payment including evidence to substantiate Milestones 1,3 and 4 claims as required by the Department. (b) Copy of the final NPARC Water Demands Situation Analysis and other deliverables submitted by the contractor/s as set out in the Approved Project Plan. (c) Statement from the Recipient accepting the final NPARC Water Demands Situation Analysis and other deliverables if applicable, as set out in the Approved Project Plan. (d) Project Completion Report.	\$120,000.00
17. Payment Claim Requirements		Provision of a completed Payment Claim Form (with all supporting materials as specified in the Payment Claim Form), in the form notified by the State to the Recipient from time to time.	
18. Eligible Project Costs		Eligible Project Costs means the costs described as "Eligible planning project costs" in section 3.2.4 of the Program Guidelines. For the purposes of section 3.2.4 of the Program Guidelines, the "Project Start Date" is 01 August 2022.	

19. Reporting	Report Type	Report Contents and Form	Lodgement Timing
	Progress Report	In the form, and containing all information identified in, the template Progress Report as notified by the State from time to time.	(a) If specified as a Milestone Requirement, by the Milestone Date for the relevant Milestone; and (b) otherwise, as reasonably requested in writing by the State.
	Project Completion Report	In the form, and containing all information identified in, the template Project Completion Report as notified by the State from time to time.	The Milestone Date for Milestone 4.
20. Project Specific Bank Account Details (if any)	Account Name	Northern Peninsula Area Regional Council	
	BSB	064804	
	Account Number	13342020	
	Branch	Cairns	
	Email (remittance)	debtors@nparc.qld.gov.au	
21. Acknowledgement Requirements	The Recipient must meet the requirements of the Department of State Development, Infrastructure, Local Government and Planning's Funding Acknowledgement Guide that prescribes the manner and wording that the Recipient must use to acknowledge the funding from the Queensland Government as published at : http://www.statedevelopment.qld.gov.au/regions/building-our-regions-funding-acknowledgement-guide.html		
22. Permitted Asset	Not Applicable		
23. Data	Not Applicable		
24. Permitted Data Use	Not Applicable		
25. Project Management (clause 3.5)	Clause 3.5 does apply.		
26. Construction and contracting (clause 3.6)	Clause 3.6 (f) – (j) does apply for Contracting only.		
27. Contractor insurance requirements (clause 3.6)	All of the contractor's insurances (to be provided upon request by the State).		

28. Special Conditions	<p><u>Special Condition 1 - Allocation of Cost Savings</u></p> <p>The provisions of clause 4.6 (a) and (b) in the Project Funding Agreement are deleted and replaced by the following provisions:</p> <ul style="list-style-type: none"> (a) This clause 4.6 applies if there is a Recipient's Contribution and/or Third Party Contribution (co-contribution). (b) The Recipient acknowledges that the Project Funding is being provided for Eligible Project Costs only and in proportion to the Estimated Total Project Cost after taking into account the co-contribution. (c) If at the Project Completion Date, the Actual Total Project Cost is less than the Estimated Total Project Cost, the difference between these two amounts are cost savings. (d) Where a Project has cost savings, the Recipient must refund to the State a portion of the cost savings equal to the proportion which the Project Funding bears to the Estimated Total Project Costs. (e) The Recipient must refund the State's portion of cost savings within twenty one (21) business days of receiving notice in writing from the State, failing which the State may either: <ul style="list-style-type: none"> (i) recover its portion of the cost savings as a debt immediately due and payable; or (ii) apply its portion of the cost savings as provided in clause 4.5(b). <p><u>Special Condition 2 – Procurement of Consumables</u></p> <p>The State of Queensland acknowledges the Recipient may be required to incur expenditure of approximately \$185,000.00 to procure smart meters, software, technology, tools, and other consumables required to undertake the investigations set out in Attachment 1 - Project Description.</p>
<p>By signing below, a Project Funding Agreement will be formed in accordance with clause 2.3 of the Head Agreement entered into between the State and the Recipient on the date the last Party signs this Project Funding Schedule.</p> <p>The parties agree that this agreement may be signed by either party electronically.</p>	
Signed for and on behalf of the State of Queensland by a duly authorised officer in the presence of	Signed for and on behalf of the Recipient by a duly authorised officer in the presence of
Signature of witness 	Signature of witness 
Name of witness Erin Biddle	Name of witness
Signature of Authorised Person 	Signature of Authorised Person 
Name of Authorised Person Tony Stanbrook	Name of Authorised Person
Date 5/9/2022	Date 29/08/2022

Attachment 1 - Project Description

The Recipient is proposing to undertake a Water Demand Situational Analysis with the view to review and propose recommendations that will enable the Recipient to improve drinking water safety, reliability and business sustainability. By investigating water demand across the community, the Recipient will be better informed on how to respond to the high-water consumption and will underpin decisions about asset management including operation, maintenance and capital investment for renewals and upgrades for a reliable and sustainable water supply system. Objectives of the project include:

- a) Review available data on water supply flow rate and population, and previous work by service providers including Trillity
- b) Identify the main issues and assumptions for forecasting future flow demands
- c) Explore all potential water losses and leakages through a water demand monitoring system
- d) Confirm the flow design basis for future water system upgrades
- e) Identify any measures to improve water demand management within the system into the future
- f) Summarise the recommended water demand monitoring system and improvement measures through –
 - o Preparation of engineering designs for construction: and
 - o Associated supporting design specifications and documentation for construction to provide clarity about investment decisions.

Title of Report: Naming of Streets within Seisia new subdivision

Agenda Item: 13.3

Classification: For Decision

Author Executive Manager, Operations

Attachments Seisia Street Name Plan

Officers Recommendation:

That Council:

1. Adopt the names Isua, Ibua and Aken for the three new streets within the new subdivision off Danalgub St Seisia.
2. Request that the EMO installs signs on these streets.
3. Requests that the EMO advise the Department of Resources of the adopted street names for town streets within the NPA.

PURPOSE OF REPORT

Is to officially name the three unnamed streets in the new subdivision off Danalgub Street in Seisia.

BACKGROUND AND CONTEXT

Councils are the only authority authorised to Name streets within the NPA. The three streets associated with the new subdivision off Danalgub Street in Seisia have not been named previously (Attachment A).

In August 2016 Council adopted the street names for all communities, RPS had been provided the street names and asked to prepare plans for council to review at the August 2016 meeting. It is understood that in October 2016 Cr Elu advised that these streets should be named as follows:

- Street 1 <-> Isua
- Street 2 <-> Ibuai
- Street 3 <-> Baira

To date there has not been a Council resolution to adopt the above as the street names for these streets. This year Cr Whap has advised that street 3 should be names Aken not Baira Street.

CRITICAL DATES

N/A.

OTHER OPTIONS CONSIDERED

N/A.

LEGAL AND LEGISLATION CONSIDERATIONS

N/A

POLICY CONSIDERATIONS

N/A.

CORPORATE AND OPERATIONAL PLAN CONSIDERATIONS

Focus Area 5.1.4 Improve community signage / directions

FINANCIAL AND RESOURCE CONSIDERATIONS

N/A.

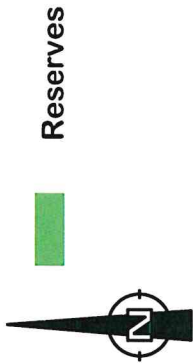
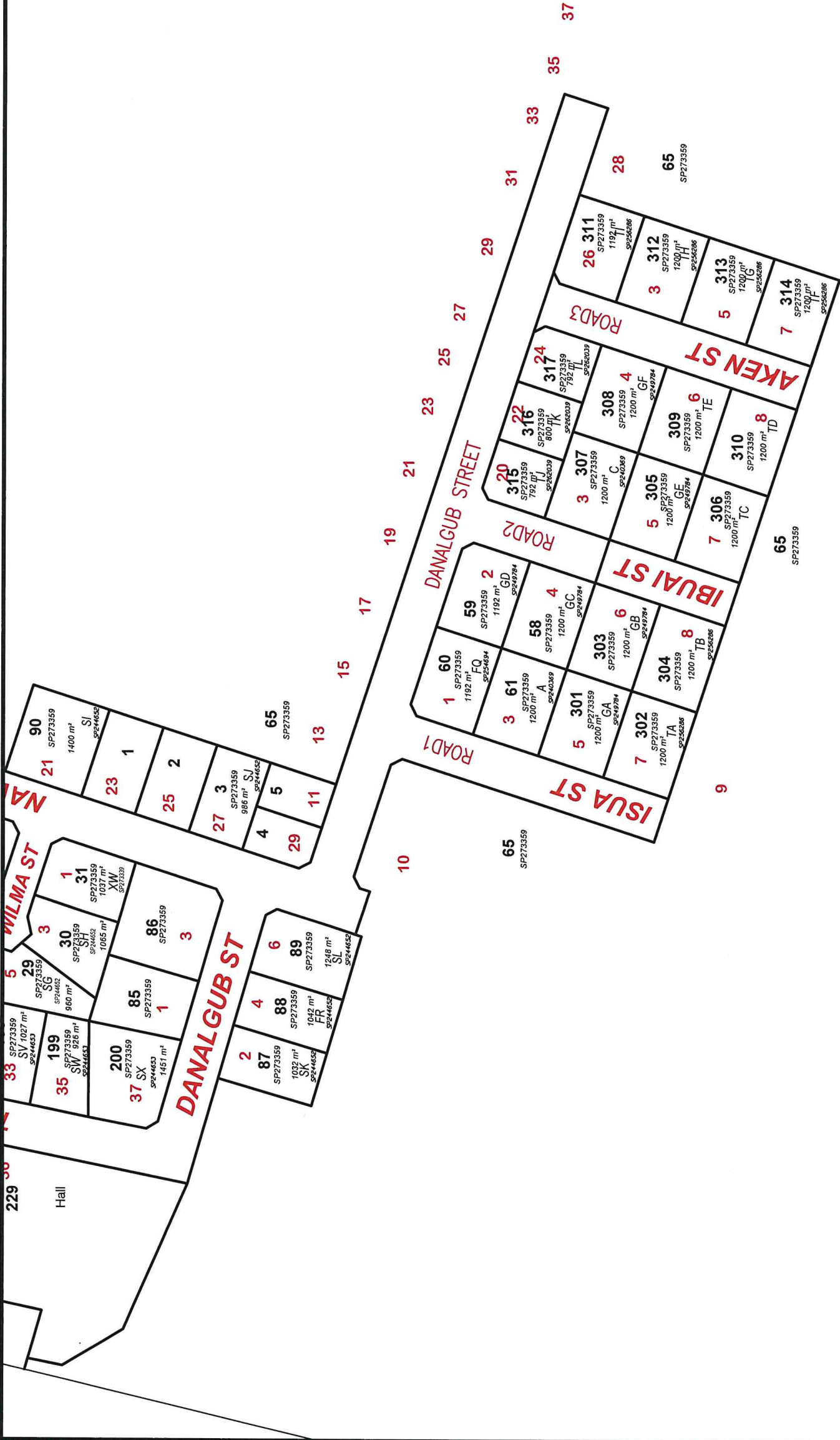
CONSULTATION

Mabelene Whap – Councillor NPARC

Kate Gallaway – Chief executive officer NPARC

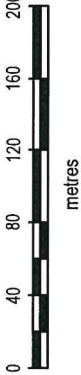
Ian Doust – RPS

.



- Proposed Street No is closest to road frontage
- Odd numbers LHS
- Even numbers RHS
- Corner lots both
- Street Names to sound unique across NPA
- Street Numbers allocated to driveway access point

IMPORTANT NOTE
This plan was prepared as a concept plan only and accuracy of all aspects of the plan have not been verified. Some cadastral descriptions have yet to be registered and are. No reliance should be placed on the plan and RPS Australia East Pty Ltd accepts no responsibility for any loss or damage suffered howsoever arising to any person who may use or rely on this plan.



SCALE 1:4000 IS APPLICABLE ONLY TO THE ORIGINAL SHEET SIZE. (A3)



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Northern Peninsula Area
Regional Council

Seisia
STREET NUMBER PLAN
Sheet 13

SCALE @ A3	DATE	DRAWING NO.	ISSUE
1:4000	8-02-23	9832-118 G	

PRELIMINARY ONLY

Title of Report: Trustee and Council Meeting Dates March 2023

Agenda Item: 13.4

Classification: For Decision

Author Acting Chief Executive Officer

Attachments Nil

Officers Recommendation:

That Council:

notes and reschedule the Ordinary Council meeting dates for 2023 commencing at 9am as per scheduled venue:

- Friday 24th March 2023 - Umagico

Officers Recommendation:

That Council:

accepts the dates for the 2023 NPARC Trustees' meeting commencing at 10am as per the scheduled venue

- Wednesday 22nd March 2023 - Bamaga

PURPOSE OF REPORT

To provide a report to update future 2023 March Council and Trustee meeting date

BACKGROUND AND CONTEXT

Every year Council adopts the meeting dates and venue for the Ordinary Council meeting and the NPARC Trustees' Meetings for the year ahead. These were adopted at the 2022 November Council Meeting before further amendment at the 2023 January Council Meeting.

Since this meeting, there has been confirmation from the Premier's Office that the NPA & TI Cost of Living Summit will be held on the 20th March. In addition, there is a visit scheduled from Minister Butcher on the 23rd March.

The dates proposed are to account for these dates. Dates could potentially be postponed by a week but this will be the last week of school when families are often travelling for boarding school children.

A further report is being provided to council to consider changing these meetings to a Monday & Tuesday to better align with payroll cycles and operational requirements.



ORDINARY COUNCIL MEETING # 34

Agenda Item 13.4

Friday 24th February 2023

Bamaga Boardroom

The TSRA Regional Health Summit has been planned for Cairns from 14-16 February. The Trustee meeting is proposed for 22nd February at 12pm to cater for the WCCCA Northern Trust Meeting on the 21st February, followed by the Council Meeting on the 23rd February.

In addition, the proposed May and August Council meetings clash with Apunipima Board Meeting. These dates have been postponed by one week.

CRITICAL DATES

Critical dates was to ensure that the meetings didn't clash with Public Holiday, scheduled WCCCA, TCICA and LGAQ meetings.

FINANCIAL AND RESOURCE CONSIDERATIONS

NA.

Title of Report: Delegations – Waste Reduction and Recycling Act 2011

Agenda Item: 13.5

Classification: For Decision

Author Chief Executive Officer

Attachments

1. Waste Reduction and Recycling (Local Government) Delegation (No 1) 2019
2. Instrument of Delegation – Council to CEO
3. Register of Delegations

Officers Recommendation:

That Council resolves:

1. To accept the Delegation from the Department of Environment and Science pursuant to section 263(1)(b) of the *Waste Reduction and Recycling Act 2011* and in accordance with the Waste Reduction and Recycling (Local Government) Delegation (No 1) 2019; and
2. That all powers referred to in the Instrument of Delegation attached to this Report are hereby delegated to the Chief Executive Officer of Northern Peninsula Area Regional Council, pursuant to section 257 of the *Local Government Act 2009*.

PURPOSE OF REPORT

Norther Peninsula Area Regional Council (“**Council**”) is required to accept the Delegations from the Department of Environment and Science pursuant to the Waste Reduction and Recycling (Local Government) Delegation (No 1) 2019 (“**the WRRRA Delegation**”) for the enforcement of illegal dumping offences under the *Waste Reduction and Recycling Act 2011* (“**WRRRA**”).

Acceptance of the WRRRA Delegation for this purpose will enable Council’s funding application for the Local Government Illegal Dumping Partnership Program to progress.

BACKGROUND AND CONTEXT

Council has applied for funding from the Department of Environment and Science (“**DES**”) to take part in the Local Government Illegal Dumping Partnership Program.

For Council to be able to enforce illegal dumping offences under the WRRRA and for its funding application to be proceed, Council is required to accept the delegated powers from DES pursuant to the WRRRA Delegation.

The powers that are able to be exercised by Council pursuant to the WRRRA Delegation have been identified and listed in a Register of Delegations.

For Council to effectively delegate these powers to the Chief Executive Officer under section 257(1)(b) of the LGA, an Instrument of Delegation from Council to the CEO containing each of the powers listed in the WRRRA Delegation has been prepared.

CRITICAL DATES

N/A

OTHER OPTIONS CONSIDERED

N/A

LEGAL AND LEGISLATION CONSIDERATIONS

Council has received legal advice from Preston Law in relation to the delegations and this report is consistent with the advice.

The enforcement of illegal dumping offences is prescribed under the *Waste Reduction and Recycling Act 2011*.

POLICY CONSIDERATIONS

N/A.

CORPORATE AND OPERATIONAL PLAN CONSIDERATIONS

N/A.

FINANCIAL AND RESOURCE CONSIDERATIONS

N/A.

CONSULTATION

N/A.

DEPARTMENT OF ENVIRONMENT AND SCIENCE

Waste Reduction and Recycling Act 2011

WASTE REDUCTION AND RECYCLING (LOCAL GOVERNMENT) DELEGATION (NO 1)
2019

Power to Delegate

1. Under section 263(1)(b) of the *Waste Reduction and Recycling Act 2011* (the Act), the chief executive administering the Act may delegate the chief executive's powers under the Act to a local government.
2. Under section 263(2) of the Act, a delegation of a chief executive's power to a local government may permit the sub-delegation of the power to an appropriately qualified entity.

Powers Delegated

3. I delegate the powers of the chief executive under the provisions of the Act as specified in Column 1 of the schedule to each and every Local Government in Queensland subject to limitations specified in Column 3.
4. The description of the power delegated by the chief executive in Column 2 of the schedule is a summary of the chief executive's power and is not to be relied upon as a statement of the extent of the power delegated. The officer or holder of office to whom power is delegated must, in each case, refer to the Act for the full text of the relevant section of the Act.
5. This delegation permits the sub-delegation of the power to an appropriately qualified entity.
6. The *Waste Reduction and Recycling (Local Government) Delegation (No 1) 2015* is revoked.

Commencement

7. This delegation commences on the day it is signed.

This delegation is made by **Jamie Merrick**, Director-General, Department of Environment and Science:

Signed:


Jamie Merrick
Director-General
Department of Environment and Science

Dated:

27 / 6 / 19

SCHEDULE

Waste Reduction and Recycling Act 2011

Column 1 Sections of the Act containing Powers Delegated	Column 2 Summary of Power delegated by Chief Executive	Column 3 Limitations
110	Advice to chief executive about placing or attaching documents	As these powers relate to Chapter 5, Part 2 of the Act
111	Advice to chief executive about delivering or distributing advertising material	
112	Avoiding accumulations of waste	
175	Who may apply for internal review	As these powers relate to sections 248(2) and 253(3) of the Act
176(2)	Extending the time for making an internal review application	
178	Internal review	
179	Notice of internal review decision	
183	Appoint authorised person	Any appointment of an authorised person must be subject to the limitation that an authorised person can only exercise the powers in section 117 and Chapter 10 of the Act in relation to the following offences: <ul style="list-style-type: none"> - Chapter 5, Parts 1, 2 and 3, Division 1 and 2 of the Act; - section 251(a); - section 251(c); - section 254; and - section 264
187	Issue identity card to each authorised person	
246	Giving show cause notice	As these powers relate to sections 103(1), 104(1), 107(1), 108, 109(1) or (2), and 112(2) of the Act
248	Giving compliance notice	
249	Restriction on giving compliance notice	
253	When waste audit required	As this power relates to section 104 of the Act

(SCHEDULE ENDS)

INSTRUMENT OF DELEGATION

Northern Peninsula Area Regional Council

Waste Reduction and Recycling Act 2011

Under section 257(1)(a) of the *Local Government Act 2009*, **NORTHERN PENINSULA AREA REGIONAL COUNCIL** resolves to delegate the exercise of the powers contained in Schedule 1 to the Chief Executive Officer.

These powers must be exercised subject to the limitations contained in Schedule 2.

All prior resolutions delegating the same powers to the Chief Executive Officer are repealed.

Mayor
NORTHERN PENINSULA AREA REGIONAL COUNCIL

SCHEDULE 1		
Powers Conferred		
<i>Waste Reduction and Recycling Act 2011</i> (“the Act”)		
Section of the Act	Summary of Power Delegated by Council	Limitations
110	Advice to chief executive about placing or attaching documents	As these powers relate to Chapter 5, Part 2 of the Act
111	Advice to chief executive about delivering or distributing advertising material	
112	Avoiding accumulations of waste	
175	Who may apply for internal review	As these powers relate to sections 248(2) and 253(3) of the Act
176(2)	Extending the time for making an internal review application	
178	Internal review	
179	Notice of internal review decision	
183	Appoint authorised person	Any appointment of an authorised person must be subject to the limitation that an authorised person

SCHEDULE 1 Powers Conferred <i>Waste Reduction and Recycling Act 2011</i> ("the Act")		
Section of the Act	Summary of Power Delegated by Council	Limitations
		can only exercise the powers in section 117 and Chapter 10 of the Act in relation to the following offences: <ul style="list-style-type: none"> - Chapter 5, Parts 1, 2 and 3, Divisions 1 and 2 of the Act; - section 251(a); - section 251(c); - section 254; and - section 264
187	Issue identity card to each authorised person	
246	Giving show cause notice	As these powers relate to sections 103(1), 104(1), 107(1), 108, 109(1) or (2), and 112(2) of the Act
248	Giving compliance notice	
249	Restriction on giving compliance notice	
253	When waste audit required	As this power relates to section 104 of the Act

Schedule 2 Limitations to the Exercise of Power	
1.	The description of the power delegated to the Chief Executive Officer in Schedule 1 is a summary of the powers contained in the <i>Waste Reduction and Recycling Act 2011</i> . The holder of office to whom power is delegated must, in each case, refer to the Act for the full text of the relevant section of the Act.
2.	The Chief Executive Officer may sub-delegate the powers contained in Schedule 1, subject to the limitations identified, to an employee of the local government, having the qualifications, experience or standing appropriate to exercise the power as required by the Act.

REGISTER OF DELEGATIONS CEO TO OFFICER

Waste Reduction and Recycling Act 2011

Document Reviewed:	9 February 2023
Reprint:	7 September 2022
Updated:	
Note:	<p>The State (via DERM as it was previously known) has delegated certain powers of the chief executive to local governments under section 263(1)(b) of the <i>Waste Reduction and Recycling Act 2011</i>. This has been done via:</p> <ul style="list-style-type: none"> the Waste Reduction and Recycling (Local Government) Delegation (No. 1) 2019. <p>The delegations specifically include the power to sub-delegate to an “appropriately qualified entity”.</p>

NO.	DELEGATE	DESCRIPTION OF POWER DELEGATED	LEGISLATION <i>Waste Reduction and Recycling Act 2011</i>	DATE AND NUMBER OF RESOLUTION	CONDITIONS TO WHICH THE DELEGATION IS SUBJECT
	Chief Executive Officer	Power, as delegate of the chief executive administering the Act, to give a notice to an adult person.	Section 110		As this power relates to Chapter 5, Part 2 of the Act.
	Chief Executive Officer	Power, as delegate of the chief executive administering the Act, to give a notice to an adult person.	Section 111		As this power relates to Chapter 5, Part 2 of the Act.
	Chief Executive Officer	Power, as delegate of the chief executive administering the Act, to direct a responsible entity to collect material from premises.	Section 112		As this power relates to Chapter 5, Part 2 of the Act.
	Chief Executive Officer	Power, where given, or entitled to be given, an information notice for a decision, to apply to the chief executive for an internal review of the decision.	Section 175		
	Chief Executive Officer	Power to, as delegate of the chief executive administering the Act, apply for an internal review of the decision.	Section 175		As this power relates to sections 248(2) and 253(3) of the Act.

NO.	DELEGATE	DESCRIPTION OF POWER DELEGATED	LEGISLATION <i>Waste Reduction and Recycling Act 2011</i>	DATE AND NUMBER OF RESOLUTION	CONDITIONS TO WHICH THE DELEGATION IS SUBJECT
	Chief Executive Officer	Power to, as delegate of the chief executive administering the Act, extend the time for making an internal review application.	Section 176(2)		As this power relates to sections 248(2) and 253(3) of the Act.
	Chief Executive Officer	Power to, as delegate of the chief executive administering the Act, conduct an internal review of the original decision and decide the internal review application.	Section 178		As this power relates to sections 248(2) and 253(3) of the Act.
	Chief Executive Officer	Power to, as delegate of the chief executive administering the Act, give notice of an internal review decision.	Section 179		As this power relates to sections 248(2) and 253(3) of the Act.
	Chief Executive Officer	Power, as delegate of the chief executive administering the Act, to appoint a person as an authorised person.	Section 183		Any appointment of an authorised person must be subject to the limitation that an authorised person can only exercise the powers in section 117 and Chapter 10 of the Act in relation to the following offences: <ul style="list-style-type: none"> - Chapter 5, Parts 1, 2 and 3, Division 1 and 2 of the Act; - Section 251(a); - Section 251(c); - Section 254; and - Section 264.
	Chief Executive Officer	Power, as delegate of the chief executive administering the Act, to issue an identity card to an authorised person.	Section 187		
	Chief Executive Officer	Power, as delegate of the chief executive administering the Act, to give a show cause notice.	Section 246		As this power relates to sections 103(1), 104(1), 107(1), 108, 109(1) or (2) and 112(2) of the Act.

NO.	DELEGATE	DESCRIPTION OF POWER DELEGATED	LEGISLATION <i>Waste Reduction and Recycling Act 2011</i>	DATE AND NUMBER OF RESOLUTION	CONDITIONS TO WHICH THE DELEGATION IS SUBJECT
	Chief Executive Officer	Power, as delegate of the chief executive administering the Act, to give a compliance notice.	Sections 248 and 249		As this power relates to sections 103(1), 104(1), 107(1), 108, 109(1) or (2) and 112(2) of the Act.
	Chief Executive Officer	Power, as delegate of the chief executive administering the Act, to give a notice requiring the person to commission a waste audit and to provide a waste report on the audit.	Sections 253		As this power relates to section 104 of the Act.

Title of Report: Councillor Remuneration

Agenda Item: 13.6

Classification: For Decision

Author Acting Chief Executive Officer

Attachments Local Government Remuneration Commission 2021-22 Report

Officers Recommendation:

That Council:

- Adopts the remuneration schedule from 1 July 2023 for Mayor, Deputy mayor and Councillors as set by the Local Government Remuneration Commission
- Notes the response from the Local Government Remuneration Commission in response to the submission by A/Chief Executive Officer to review category classification during the 2023 submissions
- Delegate to the A/Chief Executive Officer to prepare a resolution in collaboration with the Chief Executive Officer of Torres Strait Island Regional Council for the June Indigenous Leaders Forum

PURPOSE OF REPORT

To enable Council to adopt the updated remuneration schedule for elected members from 1 July 2023.

BACKGROUND AND CONTEXT

Each year, the Local Government Remuneration Commission prepares a remuneration schedule to determine remuneration for Mayor, Deputy Mayor and Councillors. Council is then required to adopt this prior to June each year to enable the new rate of pay. The full report of the commission is attached to this report.

The remuneration schedule applicable to NPARC as a category 1 council is contained within page 16 of the report.

A submission was also provided during the consultation period which includes the outcome on page 30 of the report. In response to this submission, the commission stated

"The Commission will commence its review of categories and the category system in 2023 and take into consideration the matters raised. All Councils are invited to participate in the 2023 review. No change to the current category pending the Commission's 2023 review."

As one of two Indigenous Amalgamated Councils, it is important that NPARC continues to advocate on this issue; and it may be to engage with TSIRC, as the other Indigenous Amalgamated Council for joint advocacy; as well as progress a resolution to the June ILF.



CRITICAL DATES

The submissions period will open October 2023

Councillor Remuneration needs to be adopted by resolution prior to June each year

FINANCIAL AND RESOURCE CONSIDERATIONS

NA.

Local Government Remuneration Commission

Annual Report 2021-22



Queensland
Government

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Any references to legislation are not an interpretation of the law. They are to be used as a guide only. The information in this publication is general and does not consider individual circumstances or situations. Where appropriate, independent legal advice should be sought.

An electronic copy of this report is available at www.statedevelopment.qld.gov.au.

Local Government Remuneration Commission

12 December 2022

The Honourable Steven Miles MP
Deputy Premier
Minister for State Development, Infrastructure, Local Government and Planning
1 William Street
Brisbane QLD 4000

Dear Minister

On 30 November 2022, the Local Government Remuneration Commission (Commission) concluded its determination of the levels of remuneration for mayors, deputy mayors and councillors of Queensland local governments (excluding Brisbane City Council) as required by section 177(c) of the *Local Government Act 2009* and Chapter 8, Division 1 of the *Local Government Regulation 2012*.

Our determinations on these matters, together with the Remuneration Schedule to apply from 1 July 2023 are included in the enclosed Report, which we commend to you.

Yours sincerely



Robert (Bob) Abbot OAM
Chair Commissioner



Andrea Ranson
Commissioner



Reimen Hii
Commissioner



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2022 Report key determinations

Determination of maximum remuneration levels

The Commission has decided to increase the maximum remuneration levels for mayors, deputy mayors and councillors as follows:

Categories 1, 2 and 3	increase by 4% from 1 July 2023
Categories 4, 5, 6, 7 and 8	increase by 3% from 1 July 2023

In making its determination, the Commission considered the following:

- Increase in the Consumer Price Index (CPI)¹:
 - for the period September 2022 Quarter:
 - Weighted average of the eight capital cities: 1.8%; Brisbane: 1.8%
 - for the 12 months to the September quarter 2022:
 - Weighted average of the eight capital cities: 7.3%; Brisbane: 7.9%
 - for the period June 2022 Quarter:
 - Weighted average of the eight capital cities: 1.8% per cent; Brisbane: 2.1%
 - for the 12 months to the June quarter 2022:
 - Weighted average of the eight capital cities: 6.1%; Brisbane: 7.3%
- Increases in the Wage Price Index (WPI) for the financial year ended 30 June 2022 as compared to the financial year ending 30 June 2021²:
 - (All Industries) Australia: 2.6%; Queensland: 2.9%
 - (Public Sector) Australia: 2.1%; Queensland: 2.7%
- Average Weekly Earnings for the period of May 2021 to May 2022³:
 - (All Industries) Australia: 2.0%; Queensland: 3.5%
 - (Public Sector) Australia: 3.0% Queensland: 5.6%
- As in previous years, the Commission considered the Brisbane City Council's Independent Councillor Remuneration Tribunal (ICRT) remuneration determination as a potentially relevant factor. In March 2022, the ICRT determined that the base rate for a Brisbane City Council Councillor be increased by 2.5% effective from 1 June 2022.

¹ Source: *Consumer Price Index (report), September quarter 2022, Consumer Price Index (report), March quarter 2022*, Queensland Government Statisticians Office, Queensland Treasury.

² Source: *Wage Price Index, Australia, June 2022*, Australian Bureau of Statistics (previously cat 6345.0)

³ Source: *Average Weekly Earnings, Australia, May 2022*, Australian Bureau of Statistics (previously cat 6302.0); *Average weekly earnings, Queensland and Australia, 1981–82 to 2021–22 (table)*, 19 August 2022, Queensland Government Statisticians Office, Queensland Treasury.

- The determination of the Queensland Independent Remuneration Tribunal (QIRT) on 31 May 2021 to increase the Base and Additional Salary rates for members of the legislative assembly by:
 - 0% with effect on and from 1 September 2019;
 - 2.0% with effect on and from 1 September 2021;
 - 2.25% with effect on and from 1 March 2022; and
 - 2.5% with effect on and from 1 September 2022.
- On 1 March 2021, the Queensland Industrial Relations Commission (QIRC) made Wages Determination: Certification of Salary Schedules (Wages Determination) which varied the State Government Entities Certified Agreement 2019 (the 2019 Certified Agreement) to:
 - set the salary rate for public service employees under the core agreement at 1 September 2021 as the award rate current at that time (this will be the rate upon which annual increases will be made);
 - align the salary increase dates for public service employees as follows:
 - 2.5% wage increase from 1 September 2019;
 - 2.5% wage increase from 1 September 2021;
 - 2.5% wage increase from 1 March 2022; and
 - 2.5% wage increase from 1 September 2022.
- Determination of the Salaries and Allowances Tribunal of Western Australia dated 7 April 2022: that remuneration, fees, and annual allowance ranges provided to CEOs and elected members be increased by 2.5%.
- Decision of the New South Wales Local Government Remuneration Tribunal Determination and Annual Report dated 20 April 2022: to apply a 2.0% increase in the minimum and maximum fees applicable in each category and that the current allocation of councils into the current categories of councils is appropriate.
- Decision of the Victorian Independent Remuneration Tribunal dated 7 March 2022: new base levels and increases for 5 years from 18 December 2021, for mayors, deputy mayors and councillors, as set out in tables 1-13 of Allowance payable to Mayors, Deputy Mayors, and Councillors (Victoria) Determination No. 01/2022.
- In Tasmania, the remuneration for local government councillors is automatically increased under the provisions of the Local Government (General) Regulations 2015. The increase, effective 1 November 2022, is an automatic indexation of local government allowances provided for under the Local Government Act 1993 (Tas) by multiplying the allowances for the previous year by the inflationary factor (determined by calculating the current year's June quarter Wage Price Index divided by the previous years' June Wage Price Index).
- In the Northern Territory, the allowances for local government council members are indexed by CPI (Darwin) at 1 July each year.

- The Commission also considered the impact of inflation and relative volatility of CPI in the past twelve (12) months, along with:
 - the Commission's inability to predict changes in CPI in the short or long term;
 - the potential differential impact of CPI changes across various parts of Queensland (including rural and remote regions); and
 - whether in a significantly inflationary environment remuneration should match inflation, and the potentially differential impact on sustainability in different parts of the State.
- The application of principles of consistency and austerity, when reviewing wages in the public sector.
- The continued impact of the COVID-19 pandemic, global trade tensions, and the ongoing impact and disruption caused by extreme or natural weather events impacting many parts of the State.
- The impact on communities of global supply chain shortages and disruption.
- The impact on communities of global transition to renewable energy sources, climate change and sustainability.
- Anecdotal evidence of:
 - 'communities in transition', changing demographics and population movement, resilience and sustainability challenges and opportunities;
 - rapid trade and infrastructure diversification, and the potential for disproportionate impact throughout communities;
 - uncertainty and the cost to communities of ensuring sustainability, trade diversification and investment in infrastructure and innovation; and
 - the Commission's observation of a generally increasing call for role recognition through remuneration, particularly with regard to attracting and retaining reasonable and diverse mayoral and councillor candidates, along with the desire to foster and keep local talent, by creating competitive career path opportunities.
- The disparity in actual dollar terms between the remuneration paid to Mayors and councillors from the smaller rural, regional, and remote communities versus those residing in the larger or more metropolitan communities as was highlighted for the Commission through written and oral depositions this year.
- The gap between the remuneration (in real dollar/wage terms) payable to Mayors and Councillors in Categories 1 to 3, compared to those Mayors and Councillors in Categories 4 to 8, notwithstanding the work being carried out by local governments generally in Categories 1 to 3 is no less important as those in Categories 4 to 8. This is an issue the Commission will continue to consider as part of its general and category review in 2023.

- The impact of the unforeseen significant rise in inflation, interest rates and CPI, and the disproportionately greater impact it has had on the communities in rural, remote, and regional areas since the start of the 2022 calendar year, as observed and reported to the Commission.
- The current observed volatility and uncertainty regarding inflation, and the impact of this on councils and their constituents.
- The importance of maintaining wages growth in a sustainable and fiscally responsible manner, while measures are being taken by other government authorities to combat inflation.
- The need to ensure financial sustainability of local governments and the diverse communities they serve.
- Local governments' role in Queensland's economic development and innovation.

The Commission gratefully acknowledges the increased number of submissions it received this year which have assisted in its discharge of its statutory obligations.

Councillor advisors

The Commission did not receive any direction or request to make recommendations relating to councillor advisors in the period between 1 December 2021 to 30 November 2022.

Category review and future actions

The Act requires the Commission to review the categories of local governments once every four years, in the year prior to each quadrennial election. The next review of the categories is due in 2023.

In its 2019 report, the Commission determined not to make any category changes to the categories of local government.

In its 2019 and subsequent reports, the Commission stated its intention to undertake an analysis of the categories and category system in the period 2021-2023, with the intention of commencing after the 2021 quadrennial Queensland Local Government Elections. This anticipated analysis was delayed due to the impact of the COVID-19 global pandemic. COVID-19 inevitably resulted in an increased focus on other priorities for Queensland local government. The Commission commends all local government members for their on-going contribution to their communities and the State of Queensland in the recent and consecutively challenging years,

The Commission has advised of its intention to proceed with a general review of categories and the category system during 2023, and will engage with, and invite submissions from, councils and stakeholders commencing in early 2023. The

Commission expects that in addition to the category review due in December 2023, that the Commission will conduct a general review of its methodology in determining its maximum remuneration and categories in early 2023. After the scope of the general review has been formulated, the Commission will also invite submissions from councils and stakeholders to assist it in its general review.

To that end, the Commission intends to issue practice directions to assist councils and stakeholders to engage with, and make relevant submissions, to the Commission to inform and assist in the discharge of the Commission's statutory functions.

2. The Commission

Formation and composition

The Local Government Remuneration Commission (the Commission) is an independent entity established under the *Local Government Act 2009* (the Act). On 1 October 2019, His Excellency the Governor, acting by and with the advice of the Executive Council, approved three new appointees to the Commission for a term of four years.

This is the fourth report of the new Commission, and the sixteenth report including the reports of the former Local Government Remuneration and Discipline Tribunal and the Local Government Remuneration Tribunal.

The current Chair and Commissioners of the Commission are:

Mr. Robert (Bob) Abbot OAM

Chair

Mr. Abbot has extensive experience in the local government sector with 32 years as an elected councillor and mayor. Mr. Abbot has experience working at state and national local government organizations and has held board and panel positions, including Deputy Chair of the South East Queensland Council of Mayors, Director of the Local Government Association of Queensland (LGAQ), and Director of the Australian Local Government Association. Mr. Abbot has been a mentor for newly elected mayors on behalf of the LGAQ, with a particular focus on mentoring Queensland Indigenous mayors.

In the Australia Day 2021 Honours List, Mr. Abbot was the recipient of an Order of Australia (OAM) for his service to local government and to the communities of Noosa and the Sunshine Coast.

Ms. Andrea Ranson

Commissioner

Ms. Ranson is a lawyer experienced in public and private sector business and governance. Ms. Ranson brings substantial legal experience in business and commercial law, industrial relations, dispute resolution, justice, and ethics. Ms Ranson is also passionate about regional development, communities, and sustainability. Ms. Ranson is a Nationally Accredited Mediator currently working with the Queensland Civil and Administrative Tribunal (QCAT) and is a member of the Queensland Department of Justice & Attorney-General Dispute Resolution Panel. Ms. Ranson is also now in her second term as a Non-Executive Director appointed to the Board of North Queensland Bulk Ports Corporation, a government owned corporation. Ms. Ranson is Chair of the Corporate Governance & Planning Committee and a Member of the Audit & Financial Risk Management Committee of that Board. Ms. Ranson holds a Master of Laws (LLM), Bachelor of Laws (Hons) and Bachelor of Arts from Monash University. She is a Graduate of the Australian Institute of Directors (GAICD) and a Fellow of the Governance Institute of Australia (FGIA).

Mr. Reimen Hii

Commissioner

Mr. Hii is a barrister and Nationally Accredited Mediator. He holds the degrees of Bachelor of Laws and Bachelor of Arts. He is a practicing lawyer with extensive knowledge in public administration and community affairs, and a particular interest in civil and commercial law. Mr. Hii is experienced in professional discipline matters, including investigations, public administration, corporate and public governance, public sector ethics and finance. Mr. Hii has a culturally and linguistically diverse background and experience working with diverse communities. Mr. Hii has previously been recognized as Australian Young Lawyer of the Year by the Law Council of Australia, in recognition of his significant contribution to access to justice and diversity advocacy. Mr Hii provides a deep understanding of diversity and brings well respected analytic skill, together with legal and business acumen to the role.

Remuneration responsibilities

Chapter 6, Part 3 of the Act, proclaimed into force on 3 December 2018, established the Local Government Remuneration Commission to assume the remuneration functions of the former Local Government Remuneration and Discipline Tribunal which ceased to exist on 3 December 2018.

Section 177 of the Act provides the functions of the Commission are:

- to establish the categories of local governments, and
- to decide the category to which each local government belongs, and
- to decide the maximum amount of remuneration payable to the councillors in each of the categories, and
- to consider and make recommendations to the Minister about the following matters relating to councillor advisors—
 - (i) whether or not to prescribe a local government under section 197D(1)(a);
 - (ii) the number of councillor advisors each councillor of a local government may appoint;
 - (iii) the number of councillor advisors a councillor of the council under the City of Brisbane Act 2010 may appoint; and
- another function related to the remuneration of councillors if directed, in writing, by the Minister.

Chapter 8, Part 1, Division 1 of the *Local Government Regulation 2012* (Regulation) sets out the processes of the Commission in deciding the remuneration that is payable to councillors.

The Regulation requires the Commission to review the categories of local governments once every four years, in the year prior to each quadrennial election, to determine whether the categories and the assignment of local governments to those categories require amendment.

After determining the categories of local governments, the Regulation also requires the Commission to decide annually, before 1 December each year, the maximum amount of remuneration to be paid to mayors, deputy mayors and councillors in each category from 1 July of the following year.

In addition, section 248 of the Regulation allows a local government to make a submission to the Commission to vary the remuneration for a councillor, or councillors, to a level higher than that stated in the remuneration schedule where the local government considers exceptional circumstances apply. The Commission may, but is not required to, consider any such submission. If the Commission is satisfied that exceptional circumstances exist, the Commission may approve payment of a higher amount of remuneration.

On 12 October 2021, the *Electoral and Other Legislation (Accountability, Integrity and Other Matters) Amendment Act 2021* and section 197A of the *Local Government Act 2009* came into force. These changes formed part of the Queensland Government rolling reform agenda in the local government sector to further strengthen transparency, accountability and integrity measures that apply to the system of local government in Queensland.

Section 197A of the Act established requirements for councils that wish to employ councillor advisors and councillor administrative support staff to assist councillors complete their duties. The role of councillor advisors is currently restricted to Brisbane City Council and to those councils within category 4 to 8 as prescribed by this Commission.

The requirements in relation to the appointment of councillor advisors include the following:

- must vote to pass a resolution to create councillor advisor positions (except Brisbane City Council)
- appoint advisor, at the discretion of councillors and only until the councillor's term ends, unless re-appointed by a new councillor
- must report the costs of councillor advisors to the community, for example through the council's annual report.

Requirements for councillor advisors include the following:

- they must submit registers of interests and keep them up-to-date
- they must follow a new Code of conduct for councillor advisors in Queensland
- they must comply with the local government principles and can be found guilty of integrity offences.

A dedicated telephone hotline (07 3452 6747) has been established by the Department of State Development, Infrastructure, Local Government and Planning to respond to any questions regarding councillor advisors. The hotline is available between the hours of 8.30am to 5.00pm, Monday to Friday.

Alternatively, email enquiries can be forwarded to lgreforms@dsdilp.qld.gov.au.

The Commission is yet to receive any submissions or enquiries in relation to councillor advisors as at the date of its determination.

3. Remuneration determination

Remuneration determination for councillors

As required by section 246 of the Regulation the Commission has prepared a remuneration schedule for the 2022-2023 financial year, applicable from 1 July 2023 (the Schedule), which appears below.

Arrangements have been made to publish the Schedule in the Queensland Government Gazette and for this Report to be printed and presented to the Minister for Local Government.

Methodology

The Commission had regard to the matters in section 244 and 247 (2), (5) of the Regulation in determining the Schedule. The Commission also noted and had regard to the matters listed on pages 6 to 10 of this Report to determine the appropriate maximum remuneration in each category of local government.

Matters not included in the remuneration schedule

During the 2022 consultation period, the Whitsunday Regional Council sought clarification in relation to whether a mechanism may be implemented to ensure that Mayors and Councillors remuneration is suspended when campaigning for Federal political office, similar to the provisions which are provided for in s.160B of the Act for Mayors and Councillors campaigning for State political office.

Whitsunday Regional Council also requested the introduction of additional remuneration rates for Acting Mayors and Acting Deputy Mayors for prolonged relief arrangements (e.g., paid at 80% of the scheduled rate for periods in excess of a four-week vacancy or absence).

The Commission notes that the submission is not a request for approval for a specific councillor to remunerated at a level more than the maximum amount payable under the Schedule, or in relation to categories of local government generally. The Commission considers that it is unable to issue any determination about the remuneration payable to sitting Mayors or Councillors who are running for office in Federal elections as this is a matter that is outside the Commission's statutory functions. The Commission also does not have the power to approve remuneration at an amount lower than in the Schedule.

The Commission nevertheless notes the submission regarding potential inconsistency between candidates for State elections and Federal elections, and will refer this matter back to the Department for further consideration.

The Commission has informed Whitsunday Regional Council of this determination.

Pro rata payment

Should an elected representative hold a councillor position for only part of a financial year, they are only entitled to remuneration to reflect the portion of the year served.

Remuneration schedule to apply from 1 July 2023

		Remuneration determined (from 1 July 2023)		
		(\$ per annum; see Note 1)		
Category	Local governments assigned to categories	Mayor	Deputy mayor	Councillor
Category 1 (see Note 2)	Aurukun Shire Council Balonne Shire Council Banana Shire Council Barcaldine Regional Council Barcoo Shire Council Blackall-Tambo Regional Council Boulia Shire Council Bulloo Shire Council Burdekin Shire Council Burke Shire Council Carpentaria Shire Council Charters Towers Regional Council Cherbourg Aboriginal Shire Council Cloncurry Shire Council Cook Shire Council Croydon Shire Council Diamantina Shire Council Doomadgee Aboriginal Shire Council Douglas Shire Council Etheridge Shire Council Flinders Shire Council Goondiwindi Regional Council Hinchinbrook Shire Council Hope Vale Aboriginal Shire Council Kowanyama Aboriginal Shire Council Lockhart River Aboriginal Shire Council Longreach Regional Council Mapoon Aboriginal Shire Council McKinlay Shire Council Mornington Shire Council Murweh Shire Council Napranum Aboriginal Shire Council North Burnett Regional Council Northern Peninsula Area Regional Council Palm Island Aboriginal Shire Council Paroo Shire Council	\$114,801	\$66,231	\$57,400

	Pormpuraaw Aboriginal Shire Council Quilpie Shire Council Richmond Shire Council Torres Shire Council Torres Strait Island Regional Council Winton Shire Council Woorabinda Aboriginal Shire Council Wujal Wujal Aboriginal Shire Council Yarrabah Aboriginal Shire Council			
Category 2	Mareeba Shire Council Mount Isa City Council Somerset Regional Council	\$132,461	\$79,478	\$66,231
Category 3	Cassowary Coast Regional Council Central Highlands Regional Council Gympie Regional Council Isaac Regional Council Livingstone Shire Council Lockyer Valley Regional Council Maranoa Regional Council Noosa Shire Council Scenic Rim Regional Council South Burnett Regional Council Southern Downs Regional Council Tablelands Regional Council Western Downs Regional Council Whitsunday Regional Council	\$141,294	\$88,308	\$75,061
Category 4	Bundaberg Regional Council Fraser Coast Regional Council Gladstone Regional Council Rockhampton Regional Council	\$166,171	\$109,324	\$96,204
Category 5	Cairns Regional Council Mackay Regional Council Redland City Council Toowoomba Regional Council	\$192,410	\$131,187	\$113,698
Category 6	Ipswich City Council Townsville City Council	\$218,647	\$148,681	\$131,187
Category 7	Logan City Council Moreton Bay Regional Council Sunshine Coast Regional Council	\$244,886	\$169,671	\$148,681
Category 8	Gold Coast City Council	\$271,124	\$188,038	\$161,799

Notes to the remuneration schedule

In its 2014 report the then Tribunal explained the rationale behind the adoption of a system of remuneration which comprised a base payment (of two thirds of the annual remuneration) and a monthly payment based upon attendance at, and participation in, the 12 mandated council meetings.

Note 1 The monetary amounts shown are the per annum figures to apply from 1 July 2023. If an elected representative only serves for part of a full financial year (that is, 1 July to 30 June) they are only entitled to a pro rata payment to reflect the portion of the year served.

Note 2 For councillors in category 1 councils, a base payment of \$38,266.67 is payable for the 12 months commencing on 1 July 2023. A meeting fee of \$1,594.44 per calendar month (or fortnightly equivalent) is payable for attendance at, and participation in, scheduled meetings of council subject to certification by the mayor and/or chief executive officer of the council. Mayors and deputy mayors in category 1 councils are to receive the full annual remuneration level shown.

4. Matters raised with the Commission during the remuneration review program

A summary table of submissions made to the Commission during the review period and the Commission's determination is provided below.

Meetings and deputations

Local governments were provided with the opportunity to engage with the Commission at the Annual Conference of the LGAQ at the Cairns Convention Centre held from 17 to 19 October 2022.

Central Highlands, Gladstone, Isaac, Somerset, Western Downs and Whitsunday Regional Councils, and Douglas Shire Council, provided the Commission with oral deputations during the 2022 LGAQ Conference in Cairns.

Local governments were also given an opportunity to provide written submissions to the Commission. The Commission determined and advised councils that the date for written submissions would close on 4 November 2022.

Nine written submissions were received by 4 November 2022: from the Northern Peninsula Area Regional Council, Toowoomba Regional Council, Whitsunday Regional Council, Western Downs Regional Council, Fraser Coast Regional Council, Mackay Regional Council, Central Highlands Regional Council, and Somerset Regional Council.

In making its determination, the Commission had regard to all submissions it received, together with the matters on pages 6 to 10 of this report.

Key points raised with the Commission during the 2022 review period included:

- increasing demands on councils in relation to innovation and sustainability;
- increasing demands on councils in relation to trade diversification and industry engagement, particularly in light of the global move towards renewable energy sources;
- role and career recognition, through remuneration, particularly in attracting and retaining diverse and reasonable mayoral and councillor candidates;
- role and career recognition, through remuneration, in order to attract greater diversity in age, and to support regional communities in developing and keeping local talent
- potential recognition of innovation;
- the impact of the sudden increase in inflation over the last 12 months on all local governments, and the disproportionate effect on those on lower wages, as well as those from rural, regional and remote communities.
- the current observed volatility and uncertainty regarding inflation, and the impact of this on councils and their constituents.
- continuing concerns for the future and sustainability of their communities and community constituents, economic growth, development, and sustainability.

especially with global transition to renewables in mind and significant uncertainty around future large infrastructure changes required to meet new demands.

Table – Summary of 2022 submissions

<p>1</p> <p>Date received</p> <p>Received from</p> <p>Summary of submission</p>	<p><u>Written Submission</u> on 10 October 2022 Oral Submission on 17 October 2022 LGAQ Conference</p> <p><u>Western Downs Regional Council:</u> CEO Jodie Taylor Councillor Paul McVeigh Deputy Mayor Andrew Smith</p> <p>Council is currently identified by the LGRC as a category 3 council. Council submitted that it be elevated to Category 4. The following factors were relied upon in Council's submission:</p> <ol style="list-style-type: none"> 1. Size, Geographical & Environmental terrain of Western Downs RC is extensive and Council covers 38,000km² and comprises six principal towns – Chinchilla, Dalby, Jandowae, Miles, Tara and Wandoan – with 23 smaller towns and 99 communities. Significant travel is required in order for Councillors to fulfill their duties, and provide Representation across the region, particularly at community and business events. 2. Councillors hold additional portfolio responsibilities linked to key council business functions and the corporate plan, carrying additional responsibilities and constraints on Councillor's time. 3. Population, demographics, spread of population & extent of services provided are important considerations for Council. Council submitted that its population unlike many other regional areas, has expanded rapidly with 56% growth in migration from urban areas in last 12 months. The Region was one of top 5 LGAs in Australia (and only LGA in Qld) achieving this level of migration increase. Managing 6 principle towns, 23 smaller towns and 99 communities creates significant challenges in service delivery, additional budget and financial management complexity, as well as significant asset and infrastructure management outside of the scope of a Category 3 Council, in particularly highlighting that Council has the Largest road network in Qld – 7,500km of local roads and 2,500km of state/federal roads managed by council; 20 water schemes; 7 sewerage schemes; 18 transfer stations and landfills; gas reticulation network; over 1000 buildings; 116,000 hectares of stock routes; large network of parks & open spaces; 8 airport facilities; saleyards business - throughput over 230,000 head per annum. Council submitted these factors require significant time spent on strategic development, building skills, knowledge and understanding the diversity of
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	<p>services delivered by council in region. Diverse range of business activities unique for council size.</p> <p>4. Strong regional economic growth, investment and consistently high employment - GRP (region) grown 34% in 5 years - \$4.31B.</p> <p>5. High confidence in regional development having approval for 23 solar farms (6 operational and 1 under construction), 3 wind farms (1 operational and 3 approved), approved renewable-based hydrogen plant; and the largest battery plant in Qld (more proposed).</p> <p>6. Existing and growing trade –coal mines, gas or coal powered plants, strong and growing gas resources sector; intensive agriculture growth (42% of national feed lot capacity; 57 feedlots operating; highly developed and productive agricultural base); 123 manufacturing businesses with total sales volume of \$696M in 2021 = 100% increase in 5 years. Council submitted that continued economic growth places greater responsibilities upon mayor and councillors to understand and manage the diverse development occurring withing region and strategic needs of community.</p> <p>7. Financial sustainability - Council operates on a financially sustainable basis despite five (5) significant flooding events expected to equate to \$170M in regional flood damage funding to be delivered in 18 months.</p>
Request	Change from category 3 to Category 4.
Determination	<p>The Commission will commence its review of categories and the category system in 2023 and take into consideration the matters raised. Council is invited to participate in the 2023 review. No change to the current category pending the Commission’s 2023 review.</p> <p>The matters raised specifically in the submissions have also been considered by the Commission as part of the 2022 annual review of the maximum remuneration payable to mayors and councillors.</p>
2 Date received	<u>Written Submission</u> on 10 October 2022
Received from	<u>Individual submission:</u> Cr Tim McMahon, Toowoomba Regional Council
Summary of submission	Council is currently identified by the LGRC as a category 5 council. Council submitted that it be elevated to Category 6. The following factors were relied upon in Council’s submission:

	<ol style="list-style-type: none"> Competitive remuneration terms: Councillor McMahon submitted that as a Councillor in his first term, the role has significant challenges, stress, responsibility, and a lack of job security. Councillor McMahon highlighted that the 2022 Queensland Education EBA resulted in there being greater earning capacity in his previous role as a teacher, together with greater job security than as a Councillor. Council doesn't have divisions and therefore Councillor's have significant travel across Toowoomba's large and diverse LGA. Commitments are often 7 days per week, exceeding regular full time job responsibilities. Comparison to other LGA – for example Ipswich Council which has divisions, with Councillor responsibility for 30,000 constituents vs. 100,000 for Toowoomba. Ipswich is Category 6.
Request	Change from Category 5 to Category 6.
Determination	The Commission will commence its review of categories and the category system in 2023 and take into consideration the matters raised. Council is invited to participate in the 2023 review. No change to the current category pending the Commission's 2023 review.
3	
Date received	<u>Written Submission</u> on 10 October 2022
Received from	<u>Individual submission:</u> Cr Alison Jones, Mackay Regional Council
Summary of submission	<p>Local Government councillors are the closest to the community and put in long hours that are no different to a state or federal politician. As a third term councillor, concern that the true value of councillors' work is not being considered. The factors relied upon in Councillor Jones' submission included:</p> <ol style="list-style-type: none"> Councillor income of \$108,000, while performing an average of 50-80 hours per week. Average 50 hour per week post-tax salary equates to approximately \$66,000 per annum or \$24 per hour. Councillor roles are 24/7, with evening calls, weekend work and no overtime to recompense Councillors for their time. Remuneration should fairly reflect role and responsibilities – using the analogy of Council as a company, Councillors are effectively members of a company board with responsibility for budgets exceeding \$100 million per year.

	Request	Consideration be given to these matters when considering Councillor remuneration.
	Determination	The Commission will give consideration to the matters raised when it commences its review of categories and the category system in 2023. The Council is invited to participate in the 2023 review. The matters raised specifically in Cr Jones' submissions have been considered by the Commission as part of its annual review of the maximum remuneration payable to mayors and councillors.
4	Date received	<u>Written Submission</u> on 13 October 2022
	Received from	<u>Individual submission:</u> Cr Jade Wellings, Fraser Coast Regional Council
	Summary of submission	Remuneration for a category 4 Deputy Mayor does not fairly compensate or incentivise Councillors for the additional workload of a Deputy Mayor. Category 4 Mayoral roles have full time assistant support, while Councillors (including the Deputy Mayor) share one assistant.
	Request	An increase in the remuneration for the role of Deputy Mayor.
	Determination	<p>The Commission will commence its review of categories and the category system in 2023 and take into consideration the matters raised. Council is invited to participate in the 2023 review. The matters raised specifically in Cr Jones' submissions have been considered by the Commission as part of its annual review of the maximum remuneration payable to mayors and councillors.</p> <p>The matters raised specifically in Cr Jones' submissions have been considered by the Commission as part of its annual review of the maximum remuneration payable to mayors and councillors.</p>
5	Date received	<u>Written Submission</u> on 14 October 2022 <u>Oral Submission</u> on 17 October 2022 LGAQ conference
	Received from	<u>Central Highlands Regional Council:</u> Deputy Mayor Christine Rolfe CEO Sharon Houlihan
	Summary of submission	<p>Remuneration is considered too low to attract high calibre councillor candidates, this ultimately limits the pool of councillor candidates.</p> <p>Query whether remuneration should be based on council categories - mayor and councillors of small councils have just</p>

	<p>as complex a job and similar workload as those in medium councils.</p> <p>Remuneration is not the complete picture for explaining what a councillor role entails and other aspects for example leave entitlements should be taken into consideration.</p> <p>Taxation treatment differs depending on how the role of Councillor is defined.</p> <p>The impact of taking leaves of absence is not currently addressed in setting remuneration, this is a complex area for councils.</p> <p>Councillor roles / criteria should be defined in a similar way to a normal position description, including duties description, remuneration, skills required to undertake role and conditions (for example, leave entitlements, coverage of expenses, access to child-care, vehicle and so on).</p>
Request	Consideration be given by the Commission to the matters raised.
Determination	<p>The Commission will commence its review of categories and the category system in 2023 and take into consideration the matters raised. All Councils are invited to participate in the 2023 review.</p> <p>The matters raised specifically in the submission have also been considered by the Commission as part of the 2022 annual review of the maximum remuneration payable to mayors and councillors.</p>
6	
Date received	<p><u>Written Submission</u> on 14 October 2022</p> <p><u>Oral Submission</u> on 17 October 2022 LGAQ conference</p>
Received from	<p><u>Somerset Regional Council:</u></p> <p>Mayor Graeme Lehmann</p> <p>Cr Bob Whalley, Cr Sean Choat, Cr Cheryl Gaedtke, Cr Jason Wendt</p>
Summary of submission	<p>Pre amalgamation Somerset RC was a Category 3 Council. Somerset RC is now a Category 2 Council and should be reinstated to Category 3.</p> <p>The following factors were relied upon:</p> <ol style="list-style-type: none"> Membership to SEQ Council of Mayors - Somerset is the only Local Government in the South East Queensland (SEQ) area which is also a member of the SEQ Council of Mayors, and categorised as a category two (2) Council.

		<ol style="list-style-type: none"> Comparison to neighbouring LGR – Councillor participation and workload in fulfilling SEQ duties are the same as neighbouring rural-based councils, for example, Scenic Rim and Lockyer Valley Regional Councils, each of which are category three (3). Existing remuneration metrics require change to reflect effort and participation. Community expectation - there is a high level of community expectation as communities benchmark Council against adjoining densely populated communities, resulting in an increased workload. Councillor remuneration in Somerset has reduced since amalgamation, while Somerset continues to grow, is located in SEQ, and the representation (and workload increased), Changes in legislation have increased scrutiny and burden on elected members. This increased burden needs to be considered.
	Request	Reinstate Council from Category two (2) to Category (3).
	Determination	<p>The Commission will commence its review of categories and the category system in 2023 and take into consideration the matters raised. All Councils are invited to participate in the 2023 review. No change to the current category pending the Commission's 2023 review.</p> <p>The matters raised specifically in the submissions have been also considered by the Commission as part of its annual review of the maximum remuneration payable to mayors and councillors.</p>
7	Date received	<p><u>Written Submission</u> on 14 October 2022</p> <p><u>Oral Submission</u> on 17 October 2022 LGAQ Conference</p>
	Received from	<p><u>Whitsunday Regional Council:</u> CEO Rod Ferguson Mayor Julie Hall, Deputy Mayor Gary Simpson</p>
	Summary of submission	<p>Consideration is requested to introducing additional remuneration rates for Acting Mayor and Acting Deputy Mayor for prolonged relief arrangements (e.g., paid at 80% of the scheduled rate for periods in excess of a four-week vacancy or absence).</p> <p>Council identified discrepancy in current pay structures with reliance upon the following factors:</p> <ol style="list-style-type: none"> Acting Mayoral or Acting Deputy Mayoral roles do not currently receive compensation for the higher duties. Acting roles have been for extended periods of time to cover leave of absence, for example, a former Deputy

	<p>Mayor recently performed duties as Acting Mayor for period of four (4) months without additional remuneration.</p> <ol style="list-style-type: none"> 2. Retention former Mayor and Deputy Mayor resigned to contest Federal and State roles. 3. Local Government Act 2009 – drafted in a way to cater for acting periods of short duration and does not adequately consider longer term acting roles. The current remuneration structure requires flexibility to allow for unplanned and prolonged vacancies and absences. 4. Remuneration consistency during Federal and State election campaigns – there is currently no mechanism to suspend Mayoral or Deputy Mayor remuneration when contesting Federal elections. This appears to be an anomaly. There should be a mechanism that allows for the removal of access to remuneration as per section 16oB of the Act that relates to candidates running for office at a State election.
Request	Council seeks clarification as to the remuneration payable to Councillors running Federal election campaigns, and that consideration be given to these matters in the Commission’s review.
Determination	<p>The Commission notes that the submission is not a request for approval for a specific councillor to remunerated at a level more than the maximum amount payable under the Schedule, or in relation to categories of local government generally. The Commission considers that it is unable to issue any determination about the remuneration payable to sitting Mayors or Councillors who are running for office in Federal elections as this is a matter that is outside the Commission’s statutory functions. The Commission also does not have the power to approve remuneration at an amount lower than in the Schedule.</p> <p>The Commission nevertheless notes the submission regarding potential inconsistency between candidates for State elections and Federal elections and will refer this matter back to the Department for consideration.</p> <p>As to increasing the amount of compensation payable to councillors in acting Mayoral and Acting Deputy Mayoral roles and long term acting roles generally, the Commission notes that it has the power to consider specific request to remunerate a specific councillor at an amount more than the maximum payable under the Schedule if there are exceptional circumstances that exist in relation to such request.</p>
8	<p>Date received</p> <p><u>Oral Submission</u> on 17 October 2022 LGAQ Conference</p>

	Received from	<u>Gladstone Regional Council:</u> Mayor Matt Burnett Deputy Mayor Kahn Goodluck Councillor Natalia Muszkat CEO Leisa Dowling
	Summary of submission	<p>The focus of council’s oral submission was recognition of Council roles as full-time, and fair remuneration for full time workload and responsibilities.</p> <p>Councillors advocated the importance of fair remuneration for full time councillor roles and consider there is no long term financial security, including in relation to superannuation or long-service benefits.</p>
	Request	Council seeks consideration be given to how remuneration best supports matters such as progression, career recognition and longevity; as well as arrangements for unpaid leave, sick leave, which at the moment it is at the discretion of councillors by resolution
	Determination	<p>The Commission will commence its review of categories and the category system in 2023 and take into consideration the matters raised. All Councils are invited to participate in the 2023 review.</p> <p>The matters raised have been also considered by the Commission as part of its annual review of the maximum remuneration payable to mayors and councillors.</p>
9	Date received	<u>Oral Submission</u> on 17 October 2022 LGAQ Conference
	Received from	<u>Isaac Regional Council:</u> Deputy Mayor Kellie Vea Vea Mary-Anne Uren CEO Jeff Stewart-Harris
	Summary of submission	Council provided suggestions for changes to the remuneration categories which would explore innovation or amendments. Council representatives relayed the current experience of serving in a councillor role in their local government area. This includes high expectations from the community, industry and other tiers of government to carry out the role. Councillors play a key role in local economic development and yet the role is neither remunerated as a full time role nor at a competitive level with local industry. Added to this is the pressures of lengthy travel time in a dispersed area and the pressures and time commitment of social media as a public figure. There is a distinct lack of incentive for younger community members to enter local government and it is not perceived as a viable career path.

Request	Council requests the Commission instigate change to remuneration categories with new criteria that encourage councillor role as career path and recognise that the role is no longer a part-time vocation.
Determination	<p>The Commission will commence its review of categories and the category system in 2023 and take into consideration the matters raised. All Councils are invited to participate in the 2023 review.</p> <p>The matters raised have been also considered by the Commission as part of its annual review of the maximum remuneration payable to mayors and councillors.</p>
10	<p>Date received <u>Oral Submission</u> on 17 October 2022 LGAQ Conference</p> <p>Received from <u>Douglas Shire Council:</u> Mayor Michael Kerr</p> <p>Summary of submission Council advocated that category 1 is not the appropriate classification for council.</p> <p>There are a number of reasons why council feels that the role can no longer be treated or remunerated as part-time:</p> <ol style="list-style-type: none"> 1. COVID era resulted in council having to manage vaccinations, requirements for businesses, council operations/arrangements. 2. Tackling the increased crime rates in the local government area. 3. The population is increasing to above 13,000 and growing rapidly. 4. Impact of social media and digital access and scrutiny on the role of local government. 5. Increasing threat of legal implications on the role of local government. 6. Increasingly broad skill set required for role in modern local government. <p>Request The Mayor requested that Council be reclassified as category 3 rather than category 1.</p> <p>Determination The Commission will commence its review of categories and the category system in 2023 and take into consideration the matters raised. All Councils are invited to participate in the 2023 review. No change to the current category pending the Commission's 2023 review.</p> <p>The matters raised have been also considered by the Commission as part of its annual review of the maximum remuneration payable to mayors and councillors.</p>

11	Date received	<u>Written Submission</u> on 31 October 2022
	Received from	<u>Toowoomba Regional Council:</u> CEO Brian Pidgeon
	Summary of submission	<p>Toowoomba Regional Council is currently a Category 5 Council and Council observes that the characteristics of Toowoomba RC are currently deemed consistent with Cairns, Mackay and Redland Regional / City councils. Council proposes that Toowoomba is in fact more closely aligned to Ipswich and Townsville City Councils which are both in Category 6.</p> <p>Council relied upon the following factors:</p> <ol style="list-style-type: none"> 1. Principal Regional Activity Centre - Toowoomba City is vibrant regional capital and regional hub; designated in the South East Queensland Regional Plan 2017 as a Principal Regional Activity Centre. 2. Population Growth - In the next 30 years the population is anticipated to grow by 55,000 with 36,000 new jobs expected to be created. 3. Western Gateway - Toowoomba also functions as the western gateway – with inland port services trade in and out of agricultural areas of Darling Down and South West QLD. 4. Supply Chain significance - Council submitted that the Wellcamp Airport & Toowoomba Bypass has a unique character, role & function. These both service freight to Asian markets; and in the future Melbourne to Brisbane Inland Rail connections to Port of Brisbane. 5. Geographical Area – large area with dispersed population – specifically one city, and 31 independent towns spread across 12,937km². 6. Longer than Average Road Network - Council maintains a road network which is 3 times longer than the average road network compared to other category 5 and 6 councils. 7. Councillor Travel - Councillors are expected to travel extensive distances to meet community expectation. Within its local government area there is approximately 3,350km sealed roads, 3,248km unsealed roads, 162 major structures including 54 ridges; 644km stormwater network, 5,225 cross drains; and 577km of footpaths. 8. Contribution to State Economy - Its work is also diverse and has a significant impact on the State economy. 9. Inland Rail Project - Toowoomba RC will be reviewing many large infrastructure projects in the coming decade (of about \$15M - \$200M). While the full impacts of the Inland Rail project are yet to be determined, it is anticipated to be significant. 10. Annual Capital Expenditure - Council's average annual capital expenditure over the past five years approximately \$163.2M per annum.

	<p>11. Financial Responsibility - it has a significant comparative level of financial responsibility compared to other category 6 councils. Details are contained within Council's written submission.</p> <p>12. Spillway Improvements - Two of Council's three dams have been identified as requiring a large investment over the coming years at projected cost of over \$200M to improve spillways.</p> <p>Council advocated that these comparisons warrant the Commission's favourable consideration as factors relevant to reclassification of the currently allocated Category 5 level of remuneration. Considerable information and provided comparative data is available in Council's written submission.</p> <p>Request</p> <p>Toowoomba Regional Council be reclassified from category 5 to a category 6 council.</p> <p>Determination</p> <p>The Commission will commence its review of categories and the category system in 2023 and take into consideration the matters raised. All Councils are invited to participate in the 2023 review. No change to the current category pending the Commission's 2023 review.</p>
<p>12</p> <p>Date received</p> <p>Received from</p> <p>Summary of submission</p>	<p><u>Written Submission</u> on 31 October 2022</p> <p><u>Northern Peninsula Area Regional Council:</u> Acting Chief Executive Officer Kate Gallaway</p> <p>The current remuneration structure does not recognise the additional responsibilities of divisional councillors of amalgamated indigenous councils.</p> <p>Council observed that in 2008, five (5) surrounding Indigenous Community Councils, Seisia Island Council, New Mapoon Aboriginal Shire Council, Bamaga Island Council, Umagico Aboriginal Shire Council and Injinoo Aboriginal Shire council, were amalgamated to form Northern Peninsula Area Regional Council (NPARC), with NPARC being only one of two councils in the region to be amalgamated <u>and</u> hold Deed of Grant in Trust (DOGIT) land.</p> <p>Council submitted that prior to amalgamation, each of the five (5) community councils had a council structure where they had their own chair, deputy and 3 councillors (with the exception of Seisia Island Council, which had a chair and 2 councillors), to make trust and council decisions.</p>

Council advocated that the structure has been reduced to 1 person to hold the responsibility of these previous 5 communities, leading to a high workload and pressure.

Council stated that under the *Local Government Act 2009*, divisional councillors hold veto rights for decisions relating to trust matters, as the trustee of DOGIT Land. While community forums are established in the legislation for the governance of veto, this has not been practical as it would require a secretary to be funded by NPARC and community members would need to be compensated for their time if expected to be involved in community forums, leading an increased workload on divisional councillors compared to councillors within other Indigenous shire councils.

Additionally, Council stated that the current remuneration structure does not empower community members into career pathways into the stream of elected members. Further that there are limited opportunities for the younger population to have career pathways in the space of governance of local government. Council argued that the community used to look forward to the leadership and opportunities that were available.

Request

The Commission review the current remuneration structure to ensure that:

- (a) Local Government can remain a viable career pathway for the future sustainability of our councils; and
- (b) the remuneration structure recognises the additional responsibilities of divisional councillors of amalgamated indigenous councils.

Determination

The Commission will commence its review of categories and the category system in 2023 and take into consideration the matters raised. All Councils are invited to participate in the 2023 review. No change to the current category pending the Commission's 2023 review.

The matters raised have been also considered by the Commission as part of its annual review of the maximum remuneration payable to mayors and councillors.

5. Other activities of the Commission

Exceptional circumstances submissions (matters raised under Local Government Regulation 2012, section 248):

Nil.

6. Commission's future priorities

The Commission will invite further submissions from all Councils in early 2023 as part of its general review of categories and the category system. The Commission encourages local government to participate and looks forward to engaging with local government and its stakeholders over the next 12 months.

Further information about the Commission can be located at www.statedevelopment.qld.gov.au.

Local Government Remuneration Commission

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Title of Report: Torres Strait & Northern Peninsula Area Regional Organisation of Councils

Agenda Item: 13.7

Classification: For Decision

Author Acting Chief Executive Officer

Attachments Draft Charter

Officers Recommendation:

That Council:

- Note the report
- Endorse the charter for the Torres Strait & Northern Peninsula Area Regional Organisation of Councils (TS&NPAROC) as attached to the Chief Executive Officer's report
- Appoint the following two councillors to be the members of Northern Peninsula Area Regional Council
 - Mayor Patricia Yusia
 - Councillor Kitty Gebadi
- Allocate \$10,000 for the engagement of a consultant for the 2022-2023 Financial Year for the purpose of establishing TS&NPAROC
- Delegate to the Chief Executive Officer to work collaboratively with the Chief Executive Officers of Torres Shire Council and Torres Strait Island Regional Council for the appointment of a suitable qualified consultant for the remainder for the 2022-2023 Financial Year
- Delegate to the Chief Executive Officer to work collaboratively with the Chief Executive Officers of Torres Shire Council and Torres Strait Island Regional Council to negotiate and finalise on behalf of Council (including by signing necessary documents on behalf of the Council), a funding agreement with Department of Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships (DSDSATSIP) to support the formation of TS&NPAROC

PURPOSE OF REPORT

The provide an update on the formation of Torres Strait & Northern Peninsula Area Regional Organisation of Councils.

BACKGROUND AND CONTEXT

On 13 February, a collaborative meeting was held with Torres Shire Council and Torres Strait Island Regional Council to discuss the formation of Torres Strait & Northern Peninsula Area Regional Organisation of Councils (TS&NPAROC).

At this meeting, a number of actions were agreed to progress the matter to achieve momentum within the short timeframe. These are summarised as

- Councils to adopt the draft ROC Charter and appoint representatives
- Each council to contribute \$10k towards a consultant for the remainder of the financial year to deliver on
 - Incorporation journey to have constitution and structure by 1 July 2023
 - Engagement Framework with Special Interest Groups e.g. GBK; Ipima Ikaya Aboriginal Corporation, Apudthama Land Trust, QHealth, TSRA etc
 - Development of the 15 point plan including short; medium & long-term goals
 - Advocacy strategy for the regional parliament
- Monthly teleconferences with regular face-to-face meetings where possible

A separate meeting was also held on the 15th February with GBK and TSRA to discuss regional governance. At this meeting, TSIRC confirmed they had previous documentation that had been prepared on this matter. These documents need to be reviewed and considered before an action plan can be developed.

CRITICAL DATES

Regional Parliament in Cairns will provide an excellent strategic advocacy point. It would be advantageous to progress matter by this date.

FINANCIAL AND RESOURCE CONSIDERATIONS

\$10k contribution was included within the 2022-23 Financial Year Budget

Torres Strait & Northern Peninsula Area Regional Organisation of Councils

(TS&NPAROC)

CHARTER



TS&NPAROC is a Regional Organisation of Councils representing the Torres Strait Island Region LGA, the Torres Shire LGA and the Northern Peninsula Area LGA.

The Regional Organisation of Councils represents the following communities & islands:

NPARC COMMUNITIES	TSIRC ISLANDS	
Injinoo	Badu Island	Mer (Murray) Island
Umagico	Boigu Island	Poruma (Coconut) Island
Bamaga	Dauan Island	Saibai Island
New Mapoon	Erub (Darnley) Island	Ugar (Stephen) Island
Seisia	Kirriri (Hammond) Island	Warraber (Sue) Island
TSC ISLANDS	Kubin Community – Moa Is.	Mer (Murray) Island
Horn Island	St Paul's Community - Moa Is.	Iama (Yam) Island
Thursday Island	Mabuiag Island	
Prince of Wales Is.	Masig (Yorke) Island	

1. NAME

The name of the Organisation shall be the ***Torres Strait & Northern Peninsula Area Regional Organisation of Councils*** ("TS&NPAROC").

2. MISSION STATEMENT

To work cooperatively on a regional basis to achieve enhanced regional resource sharing between councils together with advancing our coordinated advocacy for our agreed regional priorities.

3. VISION

To lead and facilitate regional autonomy through collaborative planning and advocacy.

4. CORE VALUES

- a. Operate within frameworks which firstly respect our unique culture, Ailan Kastom and Aboriginal Lore
- b. Autonomy to act in accordance with the system of government;
- c. Integrity in all our professional dealings and the way in which we perform our functions;
- d. Responsivity to the needs of the communities in our region;
- e. Accountability and transparency to the member councils, constituents and other tiers
- f. of government;
- g. Commitment to working in collaboration and partnership with stakeholders operating within the region
- h. Equity; and
- i. Respect for cultural, individual rights and differences between councils.

Note – align to point 4 of the Masig Statement; Comparability – share benefit & shared value

5. OBJECTIVES

- a. To support and advance the interests of members and our communities in a regional context in accordance with our agreed 15-Point Plan.
- b. To develop policies and strategies from which all member Councils may act collaboratively to ensure a planned approach to the coordination of enhanced regional

governance, growth and the management of change.

- c. To act as an advocate to Queensland and Commonwealth governments and other authorities on issues of mutual concern and also to influence decision makers within these governments and their authorities.
- d. To address cross-boundary issues.
- e. To enhance communication and information sharing between member councils on a regional basis.
- f. To foster economic development and empowerment within our region by working in partnership with State and Federal agencies and governments, community, business and academic organisations.
- g. To ensure accountability of all other tiers of government in pursuit of equity in all relevant socio-economic metrics as detailed in our 15-Point-Plan and;
- h. To safeguard cultural and environmental values of our region and to enhance our combined efforts in combatting climate-change.

6. PRINCIPLES

In the pursuit of these objectives the members of TS&NPAROC will observe the following principles:

- a. Liaison - establish and maintain close liaison with the Local Government Association of Queensland and other Local Government networks to ensure as far as possible the pursuit of common objectives and strengthening of Local Government representation.
- b. Decisions - positions adopted and decisions taken shall acknowledge minority or dissenting viewpoints at a member's request. Resolution of regional matters shall promote the collective interest of the members in association without adversely affecting the interest of any member Council.
- c. Operations: -
 - Facilitating the sharing of resources and information between the Councils to achieve economies of scale and to improve the region.
 - Identifying, planning, prioritising, lobbying for and investing in regionally significant infrastructure and projects.
 - Providing a forum for the Councils to meet regularly in an atmosphere of goodwill and trust.
 - Developing effective networks and alliances with the key stakeholders.
 - Dealing with other issues of significance as determined from time to time by the participating Councils.
- d. Regional Coordination and Co-operation in relation to but not limited to our objectives as governed and enunciation and implementation of our 15-Point Plan.

Facilitating the sharing of resources and information between the councils to achieve economies of scale and to improve the region.

Providing a forum for the Councils to meet regularly in an atmosphere of goodwill and trust.

7. MEMBERSHIP

- a. Membership of TS&NPAROC shall be open to the following Councils:
 - Torres Strait Island Regional Council
 - Torres Shire Council
 - Northern Peninsula Area Regional Council
- b. Additional Councils may be admitted as members by majority vote of the existing members.
- c. A member may resign at any time by notice in writing.
- d. Members may agree by majority vote for other neighbouring Councils to be granted observer status on the TS&NPAROC.

8. CHAIRPERSON AND ALTERNATIVE CHAIRPERSON

The Chairperson of TS&NPAROC shall rotate between the three councils. The Chairperson shall preside at all meetings of the TS&NPAROC between general meetings of the TS&NPAROC. In the absence of the Chairperson, they will appoint another elected member from their respective member council to preside over the meeting.

9. POWERS

TS&NPAROC shall have the power to:

- a. Make and levy an annual subscription for membership in such amount or amounts as may be determined at an Annual General Meeting or at any other meeting on a notice of motion given at least fourteen days prior to the other meeting;
- b. Expect members to financially commit to the subscription fee unless written resignation is received prior to the Annual General Meeting or any other meeting on a notice of motion given at least fourteen (14) days prior to that other meeting;
- c. Make and levy a special levy for any or all of its objects in such amount as may be determined at an Annual General Meeting or at any other meeting on a notice of motion given at least fourteen (14) days prior to an Annual General Meeting or any other meeting but in any case any such resolution shall have no force or effect unless the vote is unanimous;
- d. Each member Council will contribute equally to the operation of TS&NPAROC, subject to unanimous decisions on differential contributions as may be agreed by TS&NPAROC.
- e. Any additional requests for funds for projects and / or matters not included in the annual budget, but are considered to be of an urgent and important regional nature, shall be referred to the member Councils for approval.
- f. All member Councils must approve the request for additional funds before the project is undertaken.
- g. Determine and make payments from its funds for any or all of the purposes of its objectives.

- h. Take any gift or property whether or not subject to any special trust for any or all of the objects of the organisation, provided that the organisation shall deal only in such manner as provided in any trust.
- i. Receive any grant or subsidy and apply monies for the purposes of such grant or subsidy.

10. MEETINGS

Meetings of TS&NPAROC will be held generally in accordance with the following guidelines:

- a. Meetings shall be held with at least fourteen (14) days written notice as follows:
 - generally quarterly (face-to-face) and monthly (teleconference);
 - as determined at a previous meeting(s);
 - when called by the Chairperson;
 - at the written request of any member with agreeance of the other two members.
- b. Meetings may be conducted by teleconference or individual members may participate in a meeting by teleconference.
- c. Minutes of the meetings shall be circulated within fourteen (14) days to representatives and confirmed at the following meeting.
- d. Resolutions may be made between meetings by way of flying minutes at the discretion of the Chairperson. Such resolutions may be signed in counterparts and delivered by post, in person, email or facsimile.
- e. A quorum shall consist of a representative from each member council.
- f. The Chairperson shall be responsible for the conduct of the meetings and although informal, meetings shall be consistent with the QLD Local Government Model Meeting Procedures.
- g. An Annual General Meeting (AGM) shall be held within three (3) months from the end of each financial year:
 - To receive audited annual financial statements and reports;
 - To establish and determine a forward annual budget and the amounts of annual subscriptions; and
 - To transact any other business.
- g. The quorum for an AGM shall be all of the member Councils.

11. APPOINTMENT AND REMOVAL OF REPRESENTATIVES

Each member Council shall appoint two elected representatives, being preferably the Mayor and Deputy Mayor, for the full term of the member Councils except as this might be varied by notice given by a member Council.

A proxy may attend meetings and will vote if the appointed representative has not given written instructions for voting direction.

Representatives and office holders may be removed from a position with the TS&NPAROC by the vote of at least a 75% majority of the member Councils.

12. ATTENDANCE

TS&NPAROC meetings shall be attended by:

- a. Two representatives from each member Council;
- b. CEOs from each member Council;
- c. TS&NPAROC Executive Officer, and
- d. Staff of the member Councils for presentation of reports etc.

TS&NPAROC meetings are open to Councillors of the member Councils as observers and other persons on invitation.

13. OBLIGATIONS OF MEMBERS

As the purpose of TS&NPAROC is to facilitate regional cooperation, it is expected that representatives will consider all issues from a regional perspective and decide the merits of an issue in the interests of the communities of the region..

14. VOTING

- a. Every question, matter or motion shall be decided by a majority of votes of the members represented at a meeting unless otherwise specified in this Charter.
- b. Every full member shall be entitled one (1) vote.
- c. In the event of an equality of votes the Chairperson shall have a second or casting vote.
- d. A member may vote through its representative or authorise, in writing, any other person to be its proxy in accordance with its directions.
- e. Any member may request the recording of and have recorded any dissent from or qualification of a majority decision.

15. CONFIDENTIALITY OF MEETINGS

In order that TS&NPAROC members may discuss items or issues in a manner that is without fear or favour, meetings will generally be closed to the public. Meeting Agenda and Minutes will form the public record.

16. MEDIA RELATIONS

TS&NPAROC members have equal rights as the spokesperson(s) for TS&NPAROC. The members may elect to delegate to the Executive Officer or another person. All media inquiries are, in the first instance, to be directed to the Mayor of each member council. Media Statements are to be agreed by the member councils prior to release.

17. PROCEEDINGS AT LAW

Upon a resolution of the TS&NPAROC to initiate proceedings at law, the Mayors of Member Councils, Executive Officer or other representative appointed for that purpose by resolution may undertake proceedings in his/her name as a representative of TS&NPAROC and shall have the right of indemnity, from TS&NPAROC funds, against any claim arising from such representation or in respect to costs properly incurred or any award made against him/her as a representative of the TS&NPAROC.

18. POLICIES

TS&NPAROC may from time to time at any meeting make, amend or repeal policies consistent with its objectives and principles.

19. ALTERATION OF CHARTER AND THE 15-POINT PLAN

These rules may be rescinded, amended or added by resolution passed by all member councils at an Annual General Meeting or Special General Meeting called for that purpose.

The 15-Point Plan may only be amended by consensus at the Annual General Meeting or Special Meeting called for this purpose.

A notice of motion to this effect shall be submitted to the member councils for distribution to members at least 30 days before the meeting at which the proposal shall be considered.

20. FUNDS AND ACCOUNTS

Invoices of TS&NPAROC shall be paid equally by the three member councils unless a prior agreement has been made by the councils. No funds shall be expended without the agreement of the three member councils.

Books and accounts shall be kept. The Executive Officer shall make all necessary arrangements for the keeping of books and accounts and for the preparation of financial statements and reports.

Such financial statements and reports shall be prepared for the Annual General Meeting and at such other intervals as determined at a meeting of the TS&NPAROC.

The income and property of the TS&NPAROC shall be used and applied solely in promotion of its objectives and in the exercise of its powers and other provisions of this Charter.

EXECUTION

We the undersigned, agree to be bound by the Charter of the Torres Strait & Northern Peninsula Area Regional Organisation of Councils.

Signed for and on behalf of the member Councils

..... /...../.....
Cr Philemon Mosby Mayor, Torres Strait Island Regional Council

..... /...../.....
Cr Yen Loban Mayor, Torres Shire Council

..... /...../.....
Cr Patricia Yusia Mayor, Northern Peninsula Area Regional Council

Note: This Charter was originally adopted on xx xxx 20xx.



AGENDA ITEM 14
ORDINARY COUNCIL MEETING #34
Friday 24th February 2023
Bamaga Boardroom

14. General Discussion

15. Close of Meeting