



## **MEETING BOOK**

**Northern Peninsula Area Regional Council**

**Ordinary Council Meeting #3**

**To commence at 9:00am**

**On**

**Tuesday 18<sup>th</sup> June 2024**

**Bamaga Boardroom**

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**AGENDA ITEM 1- 5**  
**ORDINARY COUNCIL MEETING #3**  
**Tuesday 18<sup>th</sup> June 2024**  
**Bamaga Boardroom**

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



**UNCONFIRMED**

**Meeting Minutes**  
**ORDINARY COUNCIL MEETING #2**  
**Thursday 30<sup>th</sup> May 2024**  
**Bamaga Boardroom**

## **Northern Peninsula Area Regional Council**

### **Ordinary Council Meeting #2**

**To commence at 9.00am**

**On**

**Thursday 30<sup>th</sup> May 2024**

**Bamaga Boardroom**





## UNCONFIRMED

Meeting Minutes  
ORDINARY COUNCIL MEETING #2  
Thursday 30<sup>th</sup> May 2024  
Bamaga Boardroom

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

Mayor Poi Poi welcomed attendees and opened the meeting at 9.50am with a prayer by Cr Yoelu.

### Agenda Item 2. Acknowledgement of Country

Mayor Poi Poi paid respects on behalf of the Council 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.

A minute silence was held out of respect to sorry business within the NPA.

### Agenda Item 3. Present

#### Mayor & Councillors

Mayor Robert Poi Poi	Mayor
Cr David Byrne	Division 1
Cr Mary Yoelu	Division 2 / Deputy Mayor
Cr Kitty Gebadi	Division 3
Cr Bradford Elu	Division 5

#### Other Attendees

Kate Galloway	CEO
Gus Yates	Executive Manager Operations
Yanetta Nadredre	Executive Manager Community & Regulatory Services
Robert James	Executive Manager Building & Infrastructure
Gina Peter	Executive Manager Corporate & Finance Services
Elimau Blarrey	Senior Executive Assistant (Minute Taker)

### Agenda Item 4. Apologies

#### Resolution

##### That Council:

Move to grant / do not grant a leave of absence to Cr Marlene Bond

Moved: Cr Gebadi

Vote: 5/0

Seconded: Cr Elu

Resolution: C4.1-30052024

CARRIED

### Agenda Item 5. Declarations of Conflict of Interest

Councillor Mary Yoelu advised the meeting that she had a declarable conflict of interest in the matter to be dealt with in agenda item 12.5 'Update on Use of Gravel'.

Cr Yoelu stated that the discussion of use of gravel was a declarable conflict of interest. A close associate is a director of the corporation subject of this agenda item.

Cr Yoelu stated that she would handle her declarable 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 Yoelu stated that she had provided information about her declarable conflict of interest to Council's CEO at the Council Meeting after becoming aware of it.*

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

### Resolution

#### That Council:

Notes and confirms the minutes from the Council Meeting held Tuesday 23<sup>rd</sup> April 2024.

**Moved: Cr Gebadi**

**Vote: 5/0**

**Seconded: Cr Byrne**

**Resolution: C6.1-30052024**

**CARRIED**

## Agenda Item 7. Business Arising from Previous Meeting

Action items were discussed as per the Action Task List

## Agenda Item 8. Mayor Report

It has been a very busy time since the last meeting as we progress forward as a new Council.

- Technical Working Group
  - Thank you to everyone who attended
  - It was a productive meeting with a lot of attendees
  - I have asked RILIPO to hold the meeting in the morning, to ensure we allocate enough time and request people to attend in person
  - If there is other feedback, please let me or the CEO know. I believe a placeholder has been sent for the next meeting, so please attend if you are available
- Individual meetings with Councillors
  - Thank you to those Councillors who attended my one-on-one sessions for their feedback and good participation
  - I am in process of rescheduling the remaining appointments that conflicted with the AIDA Visit
- AIDA Visit
  - Thank you to Cr Gebadi for coordinating the AIDA Visit
  - It was inspirational to see so many doctors return to the NPA and Torres Strait
  - I have been speaking with my colleagues in the Torres Strait Councils to ensure we work closely with TCHHS to create opportunities to allow doctors to return and practice at home
- LGAQ Visit
  - Angus and Jacqui from LGAQ completed an initial visit to NPARC.
  - We spoke at length about the support needed for NPARC and I also took them for a tour of the Water Treatment Plant to understand our challenges

- LGAQ is coordinating deputations for the visit to Canberra, and we have provided feedback to maximise the opportunity and meet with ministers and senior advisors
- Joint Ministerial Roundtable
  - A Joint Ministerial Roundtable was held with the State and Federal Ministers for Health
  - At this meeting, an update was given on the progress of the TCHHS Health Investigation as well as the TORCH Project
  - QHealth will be here next week meeting about infrastructure within the region, and I would encourage everyone to attend if possible
- IIAC Mediation r.e. Gravel
  - Thank you to Cr Elu for attending and supporting the mediation session held with IIAC
  - It was a positive outcome and I have asked the CEO to give a brief on the matter later on today's agenda
- Corporate & Operational Planning Workshop
  - Thank you to all for their attendance and involvement in the first Corporate and Operational Planning Workshop
  - I think it was a good workshop and looking forward to the continuation next week
  - A reminder to Councillors, if they had further ideas or thoughts since the last workshop to email these through to the CEO so they can be included and discussed next week
- TORCH Project
  - I had a briefing on the TORCH project by Board Member, Patricia Yusia following the Joint Ministerial Roundtable
  - TORCH is a commissioning entity that will eventually be responsible for the procurement of Health Services within the Cape York and Torres Strait.
  - I have requested the TORCH Board provide a briefing to the full council, and the CEO is organising this
  - This is significant reform for the region, and I would encourage all councillors to attend when scheduled to ensure they understand the matter fully
- SCSIC Meeting
  - Cr Elu, CEO and I meet with representatives of SCSIC
  - They explained their challenges to date with the divestment and impacts on operations
  - NPARC is looking at ways to support SCSIC as well as a coordinated approach to resolve native Title and allow the matter to be finalised
- BEL Meeting
  - Cr Gebadi, CEO and I met with the BEL Board
  - Congratulations to Reg Williams on being elected the new chair for BEL
  - We look forward to working together to support Bamaga Community and the NPA as well
- Skytrans Meeting
  - I met with the CEO of Skytrans in Cairns

- Fortunately, the announcement had been made regarding the funding commitment for NPA Airport and I was able to share this with Skytrans
- Skytrans is committed to their RPT service following the recent sale and looking at ways to better service and strengthen their delivery to the NPA
- 2021-22 Financial Statements
  - Thank you to all who attended the briefing session on the 2021-22 Financial Statements
  - I have asked the CEO to prepare a report for the agenda today to discuss this matter in more details
- Queensland Disaster Management Training
  - Cr Elu and I received our Queensland Disaster Management Training which is a mandatory component for our positions as Chair and Deputy Chair of the Local Disaster Management Group
  - Now we have received the training, we are looking to hold a meeting in the next month with all LDMG members to ensure adequate planning and preparation is in place for disaster season as well as necessary training is being undertaken
- LTC Meeting
  - We had a successful LTC meeting last week
  - Thank you to Cr Byrne and all the community members who attended
  - I am debriefing with the CEO about the meeting this week and looking how we can have a strong LTC Group moving forward to support better service delivery and outcomes for community on key social issues
- Cape York Jet-ski Tours Opening
  - I spoke at the opening of the Cape York Jet-ski Tours
  - It is good to see Indigenous-owned tourism businesses setting up in the region
  - Hopefully it will inspire our local families to take on some opportunities afforded by tourism to ensure further economic development for our region
- TCICA Meeting
  - I attended the TCICA meeting this week with the CEO
  - Mayor Territa Dick from Kowanyama was elected Chair; Mayor Bruce Gibson from Hope Vale was elected Deputy Chair and Jaime Gane from Weipa Town Authority was elected secretary/treasurer
  - At the meeting, it was also agreed to allow the remaining Indigenous Councils to join TCICA and have a state focus
  - A fresh of the strategic plan to ensure key advocacy issues are address and followed up was also agreed
- Cynthia Lui & Warren Entsch Visit
  - Both Cynthia and Warren will be visiting this week
  - Cynthia has organised time with Council tomorrow to have a meeting, but there has been no response by Warren's office
  - This will be our first time meeting with Cynthia as a Council so important we have a united and clear front to explain our issues

I wish to make sure we have a strong council moving forward with an agreed set of statement and values. We will be working together for the next 4 years so we need to all make sure we are agreed on how we will conduct business and work together. Considering this I would like to propose we have a series of workshops to develop the following key documents over the next few months

- Review and adapt the Best Practice Standing Orders
- Adapt a new Media Policy and Social Media Policy
- Review of the Council's current Acceptable Request Guidelines, Reimbursement of Councillor Expenses and Provision of Facilities Policy, Councillor Remuneration Policy and Investigation Policy

I will ask the CEO to schedule workshops for these matters, and ask you all to please attend.

This will ensure we are all on the same page and have views incorporated through workshop, prior to adoption at council meeting.

**Resolution**

**That Council:**

- Note the Mayor's verbal report from Thursday 30<sup>th</sup> May 2024

**Moved: Cr Byrne**

**Vote: 5/0**

**Seconded: Cr Elu**

**Resolution: C8.1-30052024**

**CARRIED**

Meeting paused for Morning Tea Break at 10.19am

Meeting resumed from morning team at 10.37am

**Agenda Item 9.**

**CEO Report**

**Resolution**

**That Council:**

- Note the Report
- Hold a Special Meeting on 28th June for the adoption of the 2024-25 Budget

**Moved: Cr Gebadi**

**Vote: 5/0**

**Seconded: Cr Yoelu**

**Resolution: C9-30052024**

**CARRIED**

**Agenda Item 10.**  
**Agenda Item 10.1.**

**Executive Reports**  
**Executive Manager Operations Report**

**Resolution**

**That Council:**

- Note the report.

**Moved: Cr Byrne**

**Vote: 5/0**

**Seconded: Cr Gebadi**

**Resolution: C10.1-30052024**

**CARRIED**

**Agenda Item 10.2. Executive Manager Community & Regulatory Services Report**

Cr Yoelu left the room 11:57am

Cr Yoelu returned into the room 11:58am

**Resolution**

**That Council:**

- Note the report.

**Moved: Cr Yoelu**

**Vote: 5/0**

**Seconded: Cr Gebadi**

**Resolution: C10.2-30052024**

**CARRIED**

**Agenda Item 10.3. Executive Manager Building & Infrastructure Report**

Mayor Poipoi left the room at 12:25pm

Mayor Poipoi returned into the room at 12:26pm

**Resolution**

**That Council:**

Note the report.

**Moved: Cr Gebadi**

**Vote: 5/0**

**Seconded: Cr Yoelu**

**Resolution: C10.3-30052024**

**CARRIED**

Council meeting break for lunch at 12.50pm

Moved: Cr Yoelu

Second: Cr Elu

5/0



## UNCONFIRMED

Meeting Minutes  
ORDINARY COUNCIL MEETING #2  
Thursday 30<sup>th</sup> May 2024  
Bamaga Boardroom

Council meeting open from lunch at 1.26pm

Moved: Cr Gebadi

Second: Cr Yoelu

5/0

### Agenda Item 10.4. Executive Manager Finance & Corporate Services Report

#### Resolution

**That Council:**

Note the report.

**Moved: Cr Gebadi**

**Vote: 5/0**

**Seconded: Cr Byrne**

**Resolution: C10.4-30052024**

**CARRIED**

### Agenda Item 11. Financial Reports

#### Agenda Item 11.1. April 2024 Financial Report

Cr Yoelu left the room at 2:23pm

Cr Yoelu returned into the room at 2:25pm

Cr Gebadi left the room at 2:33pm

Cr Gebadi returned into the room at 2:35pm

#### Resolution

**That Council:**

Note and accept the Finance report for the period ending 30 April 2024

**Moved: Cr Byrne**

**Vote: 4/0**

**Seconded: Cr Elu**

**Resolution: C11.1-30052024**

**CARRIED**

### Agenda Item 11.2. 2021-22 Audited Financials

#### Resolution

**That Council:**

Note the report

**Moved: Cr Gebadi**

**Vote: 5/0**

**Seconded: Cr Elu**

**Resolution: C11.2-30052024**

**CARRIED**

**Agenda Item 12. Reports**

**Agenda Item 12.1. Report back from NPA Interim LDMB**

**Resolution**

**That Council:**

- Note and endorse the minutes and all recommendations of the NPA Interim Local Decision Making Board

**Moved: Cr Gebadi**

**Vote: 5/0**

**Seconded: Cr Byrne**

**Resolution: C12.1-30052024**

**CARRIED**

**Agenda Item 12.2. NPARC Climate and Economic Development Master Plan**

**Resolution**

**That Council:**

- Adopt the NPARC Climate and Economic Master Plan

**Moved: Cr Gebadi**

**Vote: 4/1**

**Seconded: Cr Elu**

**Resolution: C12.2-30052024**

**CARRIED**

**Cr Byrne requested that the minutes record he voted against this resolution.**

**Agenda Item 12.3. Planning Application Tamwoy Street and Peter Street, Injinoo – RAL (1 Lot into 2 Lots and creation of Lease exceeding 10 Years)**

Cr Yoelu left the room at 3:56pm

Cr Yoelu returned into the room at 3:57pm

**Resolution**

**That Council:**

1. Approve (subject to conditions) the Development Application lodged with Council for:
  - a. Reconfiguring a Lot (1 Lot into 2 Lots and creation of lease exceeding 10 years) within the Open Space/Recreation Zone and the Special Purpose Zone.

**Moved: Cr Yoelu**

**Vote: 4/1**

**Seconded: Cr Elu**

**Resolution: C12.3-30052024**

**CARRIED**

**Cr Byrne requested that the minutes record he voted against this resolution.**



**Agenda Item 12.4. Model Meeting Procedures**

**Resolution**

**That Council:**

- Adopt the Model Meeting Procedures

**Moved: Cr Yoelu**

**Vote: 5/0**

**Seconded: Cr Gebadi**

**Resolution: C12.4-30052024**

**CARRIED**

**Agenda Item 12.5. Gravel Pits**

Having declared an interest for this agenda item, Cr Yoelu left the meeting at 4.25pm.

**Resolution**

**That Council resolves:**

1. Pursuant to section 254J(1) of the Local Government Regulation 2012 ("LG Reg"), to close this part of the meeting to the public;
2. Pursuant to section 254J(5) of the LG Reg:
  - a. The matters to be discussed includes legal proceedings involving the local government and negotiations relating to a commercial matter involving the local government for which a public discussion would be likely to prejudice the interests of the local government
  - b. An overview of what is to be discussed while the meeting is closed is matters relating to the Native Title validation for the use of gravel pits in the Northern Peninsula Area local government area, including Federal Court Proceeding QUD 86/2024 in which Council is the Respondent.

**Moved: Cr Byrne**

**Vote: 4/0**

**Seconded: Cr Gebadi**

**Resolution: C12.5.1-30052024**

**CARRIED**

**Mayor Poi Poi– For**

**Cr Byrne – For**

**Cr Gebadi – For**

**Cr Elu – For**

**Resolution**

**That Council resolves:**

1. To open the meeting to the public

**Moved: Cr Byrne**

**Vote: 4/0**

**Seconded: Cr Elu**

**Resolution: C12.5.2-30052024**

**CARRIED**

**Mayor Poi Poi– For**

**Cr Byrne – For**

**Cr Gebadi – For**

**Cr Elu – For**

**Resolution**

**That Council resolves:**

1. notes this Report;
2. requires an update as to the conduct of Federal Court Proceeding QUD 86/2024 at its June 2024 Ordinary Meeting.

**Moved: Cr Byrne**

**Vote: 4/0**

**Seconded: Cr Gebadi**

**Resolution: C12.5.3-30052024**

**CARRIED**

**Mayor Poi Poi– For**

**Cr Byrne – For**

**Cr Gebadi – For**

**Cr Elu – For**

Cr Yoelu returned to the meeting at 4:40pm


**Agenda Item 13. General Discussion**

**Agenda Item 14. Close of Meeting**

Meeting closed at 5.00pm with a prayer by Cr Yoelu.

## DECLARATION - **DECLARABLE** CONFLICT OF INTEREST

Councillor Name	Councillor Mary Yoelu	
Timing of declaration	<input type="checkbox"/> Declaration made before meeting <input checked="" type="checkbox"/> Declaration made at meeting	
Meeting type	<input checked="" type="checkbox"/> Council meeting	
Meeting date	30/05/2024	
Description of business matter	Use of Gravel Pits	
Item number	12.5 Gravel Pits	
<p>Pursuant to section 150EQ of the <i>Local Government Act 2009</i>, I hereby provide notice that I have a declarable conflict of interest in this matter, the nature and particular of which are as follows:</p>		
General nature of the declarable conflict of interest.	The business before council has the potential to cause one of my related parties, a benefit and this interest is not shared by a significant portion of the community	
<input checked="" type="checkbox"/> The declarable conflict of interest involves a related party as detailed.	Name of related party	Myiesha Yoelu
	Relationship to me	Daughter
	The nature of the related party's interest in the business matter	Director and employee of Ipima Ikaya Aboriginal Corporation RNTBC
<input type="checkbox"/> The declarable conflict of interest involves a gift or loan or sponsored travel or accommodation benefit	Name of person who provided gift, loan or benefit	NA
	Name of person to whom gift, loan or benefit was provided	NA
	The nature of the relationship between the provider and the recipient.	NA
	The nature of the interest in the business matter of the person who provided the gift, loan or benefit.	NA
	The value of the gift, loan or benefit given and the date provided.	NA
<input checked="" type="checkbox"/> I am voluntarily deciding not to participate in decision-making on the business matter.		
<input type="checkbox"/> I am seeking permission to participate in making a decision about the matter.		
Volunteered information (not required under legislation).	Reasons a reasonable person would believe I could make an unbiased decision on this business matter.	The related parties stand to benefit from this decision

	Reasons my continued involvement in decision-making on this business matter is in the public interest.	NA
Councillor's Signature	30/05/2024	

### Council Ordinary Monthly Meeting Action Register

Action	Updated	Update	Person Responsible	Date of Meeting
Lui St Park Fence needs to be replaced and toilets are dark in the toilet Individual panel replacement to stop horse access Timeframe for repair	18/01/2023 20/02/2023 16/03/2023 06/04/2023 23/05/2023 14/06/2023 25/07/2023  23/08/2023 20/09/2023 18/10/2023  10/11/2023 13/12/2023  08/01/2024 22/02/2024 07/03/2024  17/04/2024 24/5/2024 14/06/2024	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 No panels in store Quotes being prepared P&G to provide quote to undertake works Replacement panels have been ordered Awaiting on delivery of fence panels Fence panels have arrived in cairns and are being shipped to the NPA Works will be scheduled for late July / August Fence panels and panel brackets arrived in the NPA in mid August. Awaiting on screws and spare brackets to arrive in Late August. Works have started on the Sebasio street fence Replacement fence Brackets and screws have been ordered; we are awaiting delivery. Still awaiting delivery of brackets and screws Fence Panels have been replaced, awaiting gates to be delivered so that they can be fitted P&G Manager following up with supplier P&G Manager still following up with supplier Gate has been delivered to NPA and will be installed by P&G fencing Crew in March P&G Manager has these works Scheduled to be completed in May Works will start 27 <sup>th</sup> May / gear are in the NPA <a href="#">Works complete</a>	EMO	14.12.2022 25.01.2023
F/up CEQ r.e. Injinoo Shop	17.02.2023 16/03/2023 18/04/2023  23.05.2023  29.08.2023 26/09/2023  24/10/2023 16/11/2023 19/12/2023 15/01/24 27/02/2024  06/03/2024	Meeting held with CEQ and visit occurring late Feb from CEQ to progress CEQ has visited the sites to progress Cost is about \$500-600k. Internal communications at CEQ about how to support Meeting held with CEQ on 19/05/2023 with various options to assist. To be discussed further and capital funds sourced Preferred option identified by Cr Nona. Email sent to CEQ to progress. Fit out works commenced. Waiting on Give Back assistance confirmation from CEQ Scoping works completed in October to progress Update requested following October visit Preliminary works progressing. CEQ support through give-back CEQ progressing works Meeting held with CEQ on 14/02. Equipment has been dispatched to NPA and quote requested for toilet works	CEQ-EMCRS	25.01.2023

Action	Updated	Update	Person Responsible	Date of Meeting
	13/04/2024 30/05/24 11/06/2024	Met with CEQ rep and finalised shop fittings and equipment. Equipment ready to be shipped. Dependent on Seaswift capability CEQ has organised shipping with SeaSwift. No further updates		
F/up Stingers Program and support from Royal Lifesaving	16/03/2023 18/04/2023 23.05.2023 07.06.2023 17/07/2023  29/08/2023 20/09/2023 15/10/2023  07/11/2023 12/12/2023  10/01/2024 20/01/2024 06/03/2024 13/04/2024 22/05/2024 11/06/2024	Awaiting response Awaiting contact information to progress Contact made and awaiting reply Follow up with an email, awaiting reply Still progressing with <a href="https://rlssq.com.au">https://rlssq.com.au</a> to get stinger signage. Nil response. Progressing internally Awaiting quotes for signage. Delays – supplier has requested to conduct a beach audit. We have advised signage is required promptly as jellyfish season has already approached. Aerial audit is being conducted on Seisia, Umagico and Injinoo beach to finalise signage. Signage is being reviewed for approval then printing stage will commence. Signs approved for printing to commence. Signs in printing stage. No further updates Delays due to staff on leave. Signs printed, delivery pending seaswift. NO further updates	EMCRS	24.02.2023
F/up Bamaga Hall Kitchen & Basketball Hoops incl ventilation in Kitchen, fridge and freezer and possible issue with one of the hall fans.	23.05.2023 14/06/2023 25/07/2023  25/08/2023  27/09/2023	Fridges are working. Fire extinguishers has been replaced. WIP. Update of scope of works to June meeting. F/up refrigeration of fridges as they are not getting cold Signs have been placed on fridge "Do not turn off". Fridges intermittently work, sometimes the fridges are warm, next day freezing, diagnosis ongoing. Exhaust fan in the kitchen is working. P&F team to engage Building Team to scope works for security screen mesh on kitchen window and security screen door on single access door to kitchen. This will help improve air circulation during kitchen use. Internal req sent to Building and Maintenance Team for screens on the windows and door. Building and Maintenance Team investigate a solution for the missing winch handle to raise and lower the basketball boards. P&F team has confirmed large industrial exhaust fan built into kitchen is working. Screens still to be fitted on windows and doors	EMCS EMBI	18.04.2023



Action	Updated	Update	Person Responsible	Date of Meeting
	18/10/2023 8/11/2023 13.12.2023  16/01/24 20/02/2024 6/03/2024 17/04/2024 22/05/2024  14/6/2024	in Kitchen, operations to advise on status of works. Council Carpenters have commenced fabricating screens. One fan is working slower than the other. To be discussed with Operations team on advice on repair. Fans were reset to run at the same speed in June. Ops staff will reinspect fans and reset speeds / repair as required. Operations to update on basketball hoops winch works. Winch mechanisms and cables are serviceable. A replacement winch handle has been supplied to P&F Quotes for fridge and freezer has been received, pending approval to purchase. Works are ongoing on the screens. No updates this reporting period Bamaga Hall Kitchen ventilation – Waiting on screens to be made by NPARC Carpenters. Basketball Hoops – Shane Waller to inspect and follow up order. fridge and freezer – Waiting on second quote. Matter previously being managed by Building Supervisor. Has been handed over to new P&F Manager to progress with priority No updates this reporting period, Information hasn't been passed onto P&F Manager Materials have been ordered, waiting on sea swift to delivered, works will be completed ASAP Sea Swift have not delivered, keeps making excuses. Will need to follow up  Fridges are at stores ready to be pick up. Action: will pickup and drop off week of Monday 27 <sup>th</sup> May Carpenters will be installing security screens next week as well Works have started on Security Screens / Fridges are still at stores, staff was away when planed to do works. Will sort out by next reporting		
F/up with Harbour Master regarding management of the Wharf Light by Seaswift <b>Lighting at Wharf Toilets</b>	23/08/2023  20/09/2023  18/10/2023	Lights have been inspected. Power cables were removed as part of wharf upgrade works in 2019- 2020 A quote to replace small solar lights will be provided to TMR in September Quote is being prepared to be supplied to TMR for consideration.	CEO, EMO	25.07.2023

Action	Updated	Update	Person Responsible	Date of Meeting
	10/11/2023 13/12/2023 08/01/2024  22/02/2024 07/03/2024 17/04/2024  27/05/2024 14/06/2024	Quote on hold electrician has been busy on oval lights No Action in October Awaiting quote for repairs so that a request can be put into TMR Reconnecting mains power is looking to be challenging and potentially very expensive and having an engineer sign off on the unusual footing has been proving problematic. MSQ & TMR staff are going to provide a detailed scope for Council to quote on TMR are sourcing a suitable solar light for NPARC to install using local electrical contractors TMR have advised that the new solar light has been purchased and is on its way to Cairns for transport to NPA TMR Have advised that the Pole and Light have been delivered o Seaswift. Yet to arrive in the NPA. Waiting on delivery Pole and light has arrived in Seisia Quote requested for install		
Investigate angle parking at Bakery	20/09/2023 18/10/2023 10/11/2023  13/12/2023 08/01/2024 22/02/2024 07/03/2024 17/04/2024  24/05/2024 14/06/2024	Options are being sketched Ongoing Will program to be completed in Early 2024. As above Roads to work with Airport Staff to complete in February Works scheduled to be completed in the last week of February weather permitting Weather did not allow works to be completed in February Works Manager has materials on site and is scheduling works for May to minimise impacts of wet weather. Still on track to be completed in May Airport manager was unable to complete prior to leaving Roads and airport staff will schedule the works to be completed after the Lui street drain detour is removed	EMO	29.08.2023
F/up anthropologist reports within 2004 Injinoo Council Files	27/09/2023        22/02/2024	Clarification with Cr Nona that files were from pre-amalgamation and locked away in the safe in the Injinoo office. The safe was excluded from the records clean-up. On investigation the reports were not in the safe. Further investigations revealed that the reports may be in the Injinoo Community Hall attic. Waiting for repair works to be completed to access the attic. All the rooms have been emptied at Injinoo Hall. We now have access to the attic. PFM is	EMFCS	29.08.2023



Action	Updated	Update	Person Responsible	Date of Meeting
	7.3.2024  17/04/2024 21.05.2024  14/06/24	repairing the damage door to secure access to attic. Arrangements will be made to remove files from attic. Records Management team has been tasked to put together small team to relocate the files to Bamaga Archives. Estimate time for completion week ending 17 <sup>th</sup> March 2024. Materials being sorted by records Records management has relocated majority of files to archive. There is a small number of files to be relocated, delayed due to staffing issues. MCA is looking at alternative arrangements to have remaining files relocated. <b>This has been scheduled for W/C 24/6</b>		
Follow up compliance notice re scaffolding	07/11/2023  12/12/2023 10/01/2024 20/02/2024 06/03/2024 13/04/2024 22/05/2024 11/06/024	Compliance officer has advised, they did not serve the compliance notice as owner agreed to move the items. Will be moved by wet season. Previous compliance officer is assisting with the removal of these items to his yard. RSM contacted owner, he will action removal once back in community. No action in January. No updates Delays in moving equipment due to weather Still pending weather <b>Still pending weather</b>	EMCRS	24.10.2023
Speed bumps in new Injinoo Subdivision	13/12/2023  08/01/2024  22/02/2024  07/03/2024 17/04/2024 24/05/2024 14/04/2024	Works Manager & EMO to meet with Cr Nona in the new year to identify where the speed bumps are to be installed Meeting Scheduled for Wednesday 17 <sup>th</sup> December Meeting Held with Cr Nona. Blade mix has been ordered and speed bumps will be programmed to be installed after it arrives Blade mix has arrived. Will be programmed for late April / May Works manager has works scheduled for May  Works Manager has been on leave will seek update Monday 27 <sup>th</sup> May if works are on track <b>Quotes for speed bump signs are being requested. Once signs have arrived in the NPA the speed bumps and signs will be installed.</b>	EMO	21.11.2023
Leaf guard at Somerset toilets	22/02/2024  07/03/2024 17/04/2024	Leaf guard has been ordered and will be installed when it arrives Still awaiting leaf Guard to arrive in the NPA Materials have arrived. Will be installed by Council plumbers once repairs have been	EMO	16.01.2024

Action	Updated	Update	Person Responsible	Date of Meeting
	24/05/2024 14/06/2024	completed on the Summerset Campground access road Still pending on Road works Awaiting advice back from Plumber Working progress		
F/up businesses with skip bin to have skip bin cover including NM office	22/02/2024 17/04/2024 24/05/2024 14/06/2024	Suppliers are being sought A supplier has been identified and a quote requested Still pending Waste staff have swapped skip bins to higher sided bins and this has resolved the issue of dogs getting into the bins	EMO	16.01.2024
No bins in new surrounds at Seisia Esplanade	14/06/2024	Completed Rubbish has been removed from the surrounds. Bins have been installed Waste have been requested to put the emptying of the bins onto their Commercial Route	EMO	30.05.2024
F/up community wi-fi at Seisia	11/06/2024	IT has confirmed that it is up and running.	EMCRS	30.05.2024
Bad debt comparison report to each month	14/06/2024	Working progress – Report will be provided July Council meeting	EMCRS	31.07.2024
Use of kitchens at halls	10/06/2024	Already included on the Fees and Charges Schedule	CEO	30.05.2024

## Resolutions

Resolution	Updated	Update	Person Responsible	Date of Meeting
Report back from Local Thriving Communities	14/06/2024	Nil action required	CEO	30.05.2024
NPA Climate and Economic Development Master Plan	14/06/2024	Published on website	CEO	30.05.2024
Planning Application Tamwoy St and Peter St Injinoo	14/06/2024	DA response drafted and emailed	EMO	30.05.2024
Model Meeting Procedures	14/06/2024	Emailed to all councillors	CEO	30.05.2024
Gravel Pits	14/06/2024	Further report to his meeting	CEO	30.05.2024



**AGENDA ITEM 8**  
**ORDINARY COUNCIL MEETING #3**  
**Tuesday 18<sup>th</sup> June 2024**  
**Bamaga Boardroom**

**8. Mayor Verbal Report**

**Title of Report** CEO Report

**Agenda Item:** 9

**Classification:** For Noting

**Author** Chief Executive Officer

**Attachments** Ely Coordination Committee Operational Guide  
HR Manager Report

## Officers Recommendation:

### That Council:

- Note the Report
- Appoint Cr Bond as the community representative to the Ely Coordination Committee
- Appoint xx as the alternative community representative to the Ely Coordination Committee

## PURPOSE OF REPORT

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

## CORPORATE PLANNING & GOVERNANCE

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. There is a report to today's meeting with an update to the Corporate Plan.

### *Annual Operational Plan and Budget*

Following the budget planning workshop, the proposed 2024-25 budget has been emailed to all councillors. If anyone has any questions, please do not hesitate to contact me. The draft 24-25 operational plan has also been emailed to all councillors, with updated actions and requirements.

### *Internal Audit Committee*

A late report from the Internal Audit Committee is included on the agenda today following the first internal audit committee yesterday.

### *Delegations*

Following legislative updates, there are requirements to routinely update the delegations register. While this is an outstanding project, it is a strong preference to run through these delegations in detail at a workshop prior to their initial adoption. It is proposed to hold this workshop in late July / early August.

### *Ely Coordinating Committee*

The below diagram explains the role of the Ely Coordinating Committee under the Ely Bauxite Mining Project Agreement. The Council has been invited to nominate a new community representative (and alternate representative) to become a member of the Ely Coordination Committee. Member terms follow Council terms, so the appointment will be for a period until the next election for Council (March 2028). Attached is a copy of the Ely Coordination Committee Operational Guide which outlines the history of the Committee, the strategic direction and operating principles, including roles and responsibilities of the Coordination Committee



### Level 3 Manager Reporting

Council has an annual cycle of managers providing a report to council. This will commence from the July Meeting, noting the following months are subject to change

Month	Level 3 Manager Reports
July	Rangers Coordinator
	Stores Manager
	Grants Officer
August	HR Manager
	Property and Facilities Manager
September	Finance Manager
	Aged Care and Home Services Manager
October	Fleet & Workshop Manager
	Airport Manager
November	Batching Plant Manager

	Customer Service / Office Manager
January	Manager – Corporate Affairs
	Injinoo Service Station Manager
	Civil Project Manager
February	Project Engineer
	Capital Project Manager
	Regulatory Services Manager
March	Works Manager
	Jardine Ferry Manager
	BAS Manager
April	Parks & Gardens Manager
	Umagico Supermarket Manager
May	Building Manager
	Senior Executive Assistant
June	Commercial Leasing Manager
	Community Services Manager

## KEY PROJECT UPDATES

### *Use of Sand and Gravel*

A further update on discussions with IIAC is included later on today's agenda.

### *Works for Queensland*

Following the workshop on 10<sup>th</sup> June, Council Officers are progressing the applications for Works for Queensland. In the interim, we are continuing advocacy regarding allocations and the deficit faced by NPARC. NPARC has undertaken modelling of all 65 councils who received a Works for Queensland Allocation. This modelling used weighted population and unemployment on a sliding scale but was unable to replicate the funding that was allocated to councils. However, in 9/10 scenarios, NPARC was significantly impacted as presented in the below table.

Scenario	2024-27 Allocation	Weighted allocation	Difference
50% Population 50% Unemployment	\$2 610 000	\$4 196 383	-\$1 586 383
40% Population 60% Unemployment	\$2 610 000	\$4 653 941	-\$2 043 941
30% Population 70% Unemployment	\$2 610 000	\$5 111 500	-\$2 501 500
20% Population 80% Unemployment	\$2 610 000	\$5 569 059	-\$2 959 059
10% Population 90% Unemployment	\$2 610 000	\$6 026 618	-\$3 416 618
60% Population 40% Unemployment	\$2 610 000	\$3 738 824	-\$1 128 824
70% Population 30% Unemployment	\$2 610 000	\$3 281 265	-\$671 265
80% Population	\$2 610 000	\$2 823 706	-\$213 706



**ORDINARY COUNCIL MEETING # 3**

**Agenda Item 9**

**Tuesday 18<sup>th</sup> June 2024**

**Bamaga Board Room**

20% Unemployment			
10% Population	\$2 610 000	\$2 366 147	\$245 853
90% Unemployment			



## HUMAN RESOURCES

HR Manager report is attached to this report.

## UPCOMING MEETINGS & VISITS

The following upcoming visits and meetings are scheduled.

Date	Time	Purpose	Venue
24 & 25/6	All day	Indigenous Leaders Forum	Cairns / Yarrabah
26/6	9am to 12pm	QTC Financial Training	Cairns
28/6	10am to 12pm	Special Budget Meeting	Bamaga Boardroom
1/7 to 6/7	All day	National General Assembly	Canberra
11/7 to 13/7	All day	Cultural Festival	NPA
16/7	2pm to 3.30pm	<i>Placeholder – Local Disaster Management Meeting</i>	NPA
17/7	10am to 2pm	Local Thriving Community Meeting	Bamaga Boardroom
17/7	2pm to 4pm	QPS Roundtable re Disaster Management	Cairns
18/7	All day	TCICA Meeting	Cairns
22/7	10am to 3pm	July Trustee Meeting	Bamaga Boardroom
23/7	All day	July Council Meeting	Injinoo Boardroom

The following information was mentioned last month, but represented for the interest of council.

### *Indigenous Leaders Forum (ILF)*

Everyone would have received the meeting invites for the Indigenous Leaders Forum. You may have received a registration link. This can be ignored as this will be completed for everyone. The ILF is an opportunity for Indigenous Leaders to gather discuss the challenges, showcase the successes, and elevate local ideas and solutions with key government decision makers.

Day One will begin at Pullman before a bus to visit Yarrabah Aboriginal Shire Council. Day Two will be at the Pullman International.

We are still waiting on the formal agenda.

### *Queensland Treasury Corporation (QTC) Training*

QTC will be providing induction training to help build the financial literacy capability of newly elected members. The training will include

- Introduction to QTC - includes an overview of treasury management advisory services and credit and capacity to borrow reviews.

- Content on budget and financial sustainability considerations
- Content on asset management, capital decision making, PDF, WOLC, management reporting, etc. This will also include an overview of the tools and methodologies, including a high-level understanding of (and need for) long-term forecasts, management reporting, cash flow, risk and financial management processes

NPARC will be joined by other Indigenous Councils for this training.

#### *Australian Local Government Association (ALGA) Conference*

The National General Assembly (ALGA) attracts councils from all over Australia. It is a good opportunity to network and connect with councils and hear their challenges and struggles. LGAQ is currently facilitating deputations for all councils with Housing, Treasurer, Indigenous Affairs, Home Affairs, Environment and Health Ministers. Once these are confirmed we will look at opportunities to set up separate meetings with other ministers. There will be opportunities to attend limited by space constraints. This is still waiting on LGAQ.

#### *Community Meetings*

As discussed at the last meeting, there is a report at this meeting regarding community meetings.

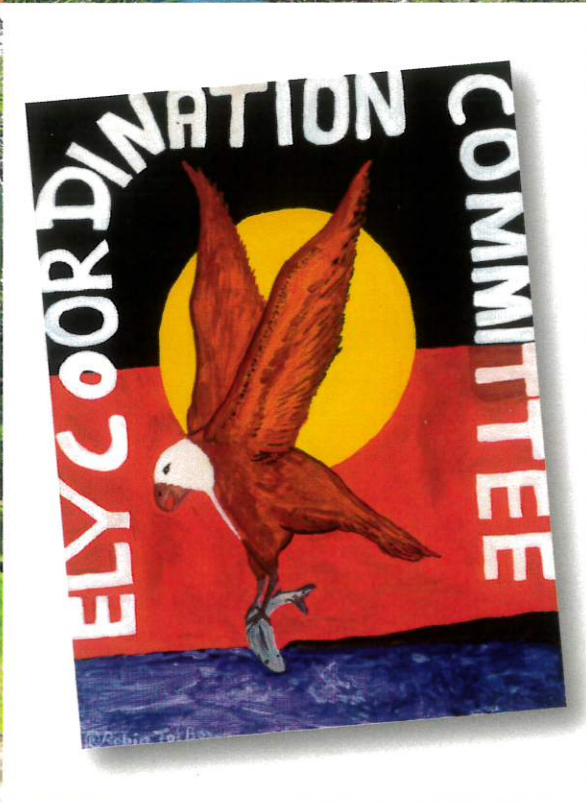
### SNAP SEND SOLVE

There has been a significant increase in the number of Snap Send Solve reports. There were 22 in May and 3 month to day in June. These related to illegal parking, uncleanliness, park reports, stray animals and bin reports. The CSOM is working with Customer Service Officers to upskill them on helping to respond with the increasing volume. We also maintain feedback and complaints registers.



## ELY COORDINATION COMMITTEE

# OPERATIONAL GUIDE







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<b>ACKNOWLEDGEMENT - ROBIN TOEBOY .....</b>	<b>back cover</b>

## Acknowledgement

The Ely Coordination Committee would like to acknowledge:

- Each and every Traditional Owner for your input over time and especially in the development of these guidelines
- Rio Tinto Weipa for funding the development of this guide and the use of photos and maps

**WARNING:** Please be advised that this Operational Guide may contain images of and/or reference to deceased persons.



# HISTORY OF THE ELY COORDINATION COMMITTEE

## Background

The Ely Bauxite Mining Project Agreement (EBMPA) was signed in September 1997 by Alcan South Pacific (or Alspac), the Taepithiggi People, the Thanakwith People, the Yupungathi People, the Tjungundji People, the Warrangku People, the Dulhunty People (encompassing the Attambaya and Ankamuthi people), the Marpuna Community Aboriginal Corporation (now the Mapoon Aboriginal Shire Council), the Napranum Aboriginal Community Council (now Napranum Aboriginal Shire Council), New Mapoon Aboriginal Council (now Northern Peninsula Area Regional Council) and the Cape York Land Council.

The EBMPA covers Mining lease ML7031, commonly referred to as the Ely Area. The Agreement provides for a formal consultation process between Rio Tinto and the Traditional Owners of the region through the establishment of the Ely Coordination Committee.

In 1998, Alcan and Comalco partnered under an agreement called the Bauxite Mining Exchange Agreement (BMEA) to mine the Ely area of ML7031. The EBMPA was

amended in 1999 to recognise the changes brought about by the BMEA.

Following the acquisition of Alcan by Rio Tinto in 2007, the new entity, Rio Tinto (Rio Tinto) is now responsible for the implementation of all agreed actions, commitments and obligations under this Agreement.

The Agreement contains obligations by Rio Tinto regarding financial compensation, the protection of culturally significant areas,

cultural awareness training for all employees and support for Indigenous community capacity building through employment, business development and education and training opportunities. In return the Aboriginal Communities recognise Rio Tinto's undisputed right under the Alcan Queensland Pty Limited Agreement Act 1965 to carry out mining and related activities on the Mining Lease.





# HISTORY OF THE ELY COORDINATION COMMITTEE

## Timeline of significant events



<b>1996</b>	Negotiations Commenced
<b>1997</b>	Signing of the Ely Bauxite Mining Project Agreement Ely Coordination Committee Established. First meeting held on 14 September 1997.
<b>1998</b>	Signing of the Bauxite Mining and Exchange Agreement
<b>1999</b>	First bursaries awarded First apprentice commenced work
<b>2002</b>	Ely Bauxite Mining Project Aboriginal Beneficiaries Trust established
<b>2006</b>	Mining commence on ML7031
<b>2008</b>	Rio Tinto take over responsibility for the implementation of the Agreement Ely Traditional Owners name new Rio Tinto ship "TWARRA"
<b>2009</b>	First distributions to Traditional Owners take place under new structure
<b>2010</b>	Rio Tinto sponsor workshop for Coordination Committee to develop Operational Guidelines Coordination Committee develop master schedule of activities and approve first ever budget for Coordination Committee Coordination Committee formally adopts new Operational Guidelines
<b>2013</b>	500th millionth tonne from Rio Tinto Weipa Operations loaded onto the RTM Twarra
<b>2017</b>	20 year anniversary of the Ely Bauxite Mining Project Agreement



# HISTORY OF THE ELY COORDINATION COMMITTEE

## The Mining Process



### 1. Pre-mining surveys

Environmental, archaeological and anthropological surveys are carried out to identify significant or sensitive environmental, cultural and heritage areas.



### 2. Exploration and mine planning

Geological samples are taken to determine the size and quality of the bauxite deposit. The geological information, along with the environmental and heritage information, is used by mine planners to work out which areas to mine.



### 3. Mining

Saw-grade timber is removed from mine areas before the remaining vegetation is cleared and the top soil removed. The bauxite is mined by loaders and transported by haul trucks to beneficiation plants.

### 4. Beneficiation

The bauxite is washed and screened at the beneficiation plants. Once washed, the ore becomes 'product' and is stored on stockpiles. Andoom product is transported to the stockpiles by train.



### 5. Shipping

Ship loaders transfer ore onto ships. Ships transport the product to refineries that turn the bauxite into alumina which is then turned into aluminium.

### 6. Rehabilitation and relinquishment

The top soil from mined areas is put back. The area is then revegetated using local native seeds and fertiliser. Ultimately, mined land will be returned to Traditional Owners.



# HISTORY OF THE ELY COORDINATION COMMITTEE

## Map of the Region

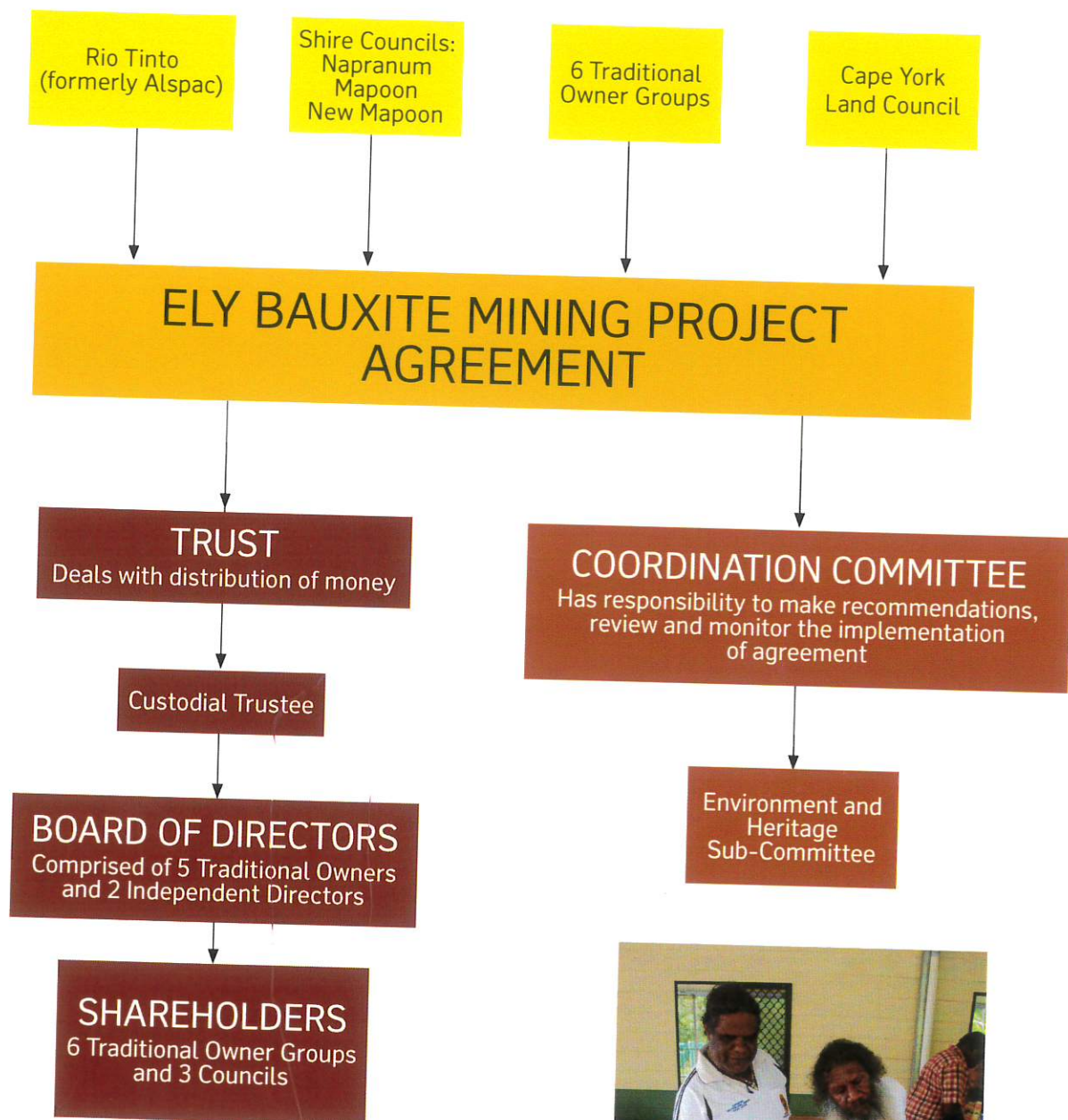


Traditional names as per Western Cape Communities Co-Existence Agreement and Ely Bauxite Mining Project Agreement. This map is indicative only for general locations of Traditional Owner groups.



# HISTORY OF THE ELY COORDINATION COMMITTEE

## Implementation Structure under Agreement

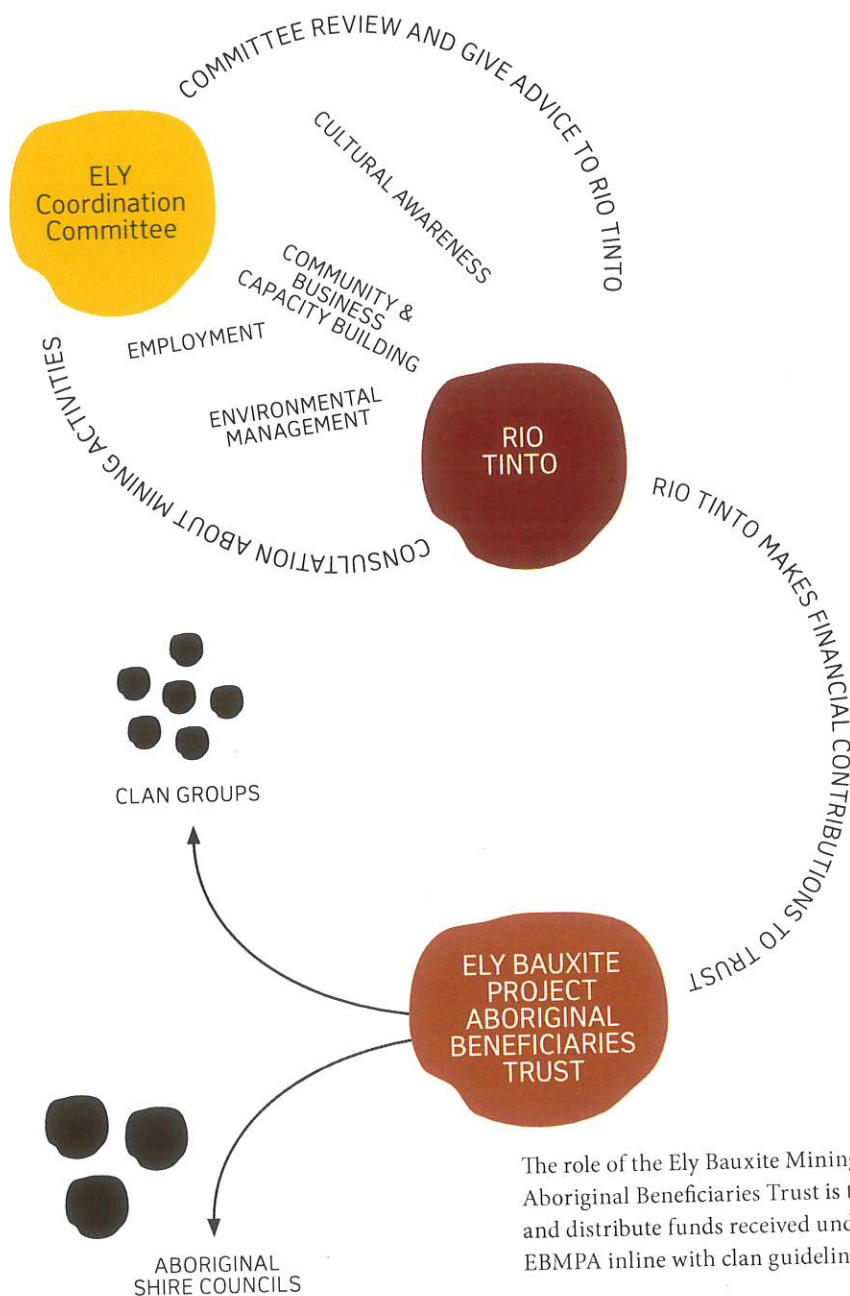


# HISTORY OF THE ELY COORDINATION COMMITTEE

## Functions of Coordination Committee and Trust

The Ely Coordination Committee and the Ely Bauxite Mining Project Aboriginal Beneficiaries Trust are two distinct entities; they have separate functions and operate independently from each other.

The Ely Coordination Committee was established to provide for the involvement of the Aboriginal communities in planning and decision-making processes.



The role of the Ely Bauxite Mining Project Aboriginal Beneficiaries Trust is to receive and distribute funds received under the EBMPA inline with clan guidelines.



# STRATEGIC DIRECTION



## Our Vision

- We support the development of vibrant communities on the Cape York Peninsula who embrace their past, value the present and plan for a sustainable future.

## Our Purpose

- We responsibly provide for and support the involvement of all the Aboriginal Communities in planning and decision making processes for all aspects of mining which affect them and their country, in the best interests of current and future generations.

## Our Values

- We will strive to build long lasting relationships between the Communities and the Mining Company to ensure that a climate exists in which all Communities can reap the maximum benefit from the mutual beneficial relationship under the EBMPA
- We will actively promote sensitivity towards our heritage and the environment
- We will act in a open and accountable fashion in all our activities
- We will always act with honesty and integrity

# STRATEGIC PRIORITIES

Objectives	Strategies
Promoting of training & employment opportunities	Promote training & employment opportunities that provide skills for long term employment and career development, leading to role models for our communities and future generations.
Environment Management and Monitoring	Maintaining a strong connection to land and caring for our country through protection of the environment and the monitoring of current activities and future development.
Cultural Heritage Management	We want to be part of a sustainable heritage regime through inclusive, careful planning of projects to ensure that we protect, retain and showcase our heritage for future generations.
Relationship with Rio Tinto	Build and maintain a respectful partnership based on two way communication, trust and mutual recognition.
Maintain regular productive meetings	To resource and conduct participatory meetings where all parties have input to help build and maintain a strong and productive partnership.
Promote responsible land access and use	We support the effective enforcement of responsible and safe land access practices through the implementation of appropriate permit systems, jointly developed and implemented by Councils, Rio Tinto and Traditional Owners.
Business development	Work together with partners to develop, support and expand Indigenous Business opportunities by investing in the development of skills and human resources.



# STRATEGIC OPERATING PRINCIPLES

## Roles and responsibilities

**The Coordination Committee is responsible for:**

- Aboriginal Cultural Heritage and significant site protection
- Preparation and approval of an Aboriginal Relations Policy
- Production of an annual report for Traditional Owners
- Sending out newsletters during the year informing Traditional Owners about what the ECC has been doing
- Encouraging and supporting a Ranger Program

**The Coordination Committee also make recommendations, review and monitor performance of:**

- Environmental impacts of mining related activities
- Medium and long term mine plans
- Aboriginal training including the Apprenticeship Program
- Aboriginal employment at Rio Tinto Weipa
- The development and support of business opportunities for Aboriginal communities
- The location, timing and other factors relevant to the surrender of areas of the Mining Lease
- Access to and from the Mining Lease
- Ely Bursary Scheme

## Membership

**Membership of the Committee includes four representatives of Rio Tinto and four representatives of the Aboriginal Community.**

**The representatives for the Aboriginal Community consist of:**

- One representative for the Napranum Aboriginal Shire Council
- One representative for the Mapoon Aboriginal Shire Council
- One representative for the New Mapoon Aboriginal community (previously the New Mapoon Aboriginal Shire Council)
- One representative for the Aboriginal Communities

**Appointment:**

- Rio Tinto, the Aboriginal Shire Councils and the Aboriginal Community appoint their representatives for a period of at least one year and also nominate alternative representatives for when they are unable to attend meetings.
- The parties must always keep each other informed of their representatives by written notice.

**Responsibilities:**

- Representatives must comply with these guidelines and any other meeting rules.
- Representatives commit to ensuring they attend all meetings, are able to make decisions on behalf of the party they represent and support the work and decisions of the Coordination Committee.
- If members are unable to attend meetings, it is their responsibility to liaise with their alternatives to ensure that they attend on their behalf.

## Election of Chairperson and Deputy Chairperson

**The Committee appoint a chairperson and deputy chairperson from its members on an annual basis. At the first meeting of each year the retiring Chairpersons stand down and call for nominations for Chairpersons.**

If necessary an election is held by secret ballot and votes are counted by an observer in attendance at the meeting, appointed by the Committee members.

The Deputy Chairperson assumes the Chairperson's responsibilities in his/her absence.

## Meeting rules

**Calling Meetings**

- Any member may call a meeting by giving at least 5 days notice of the meeting to the others members. Such notice must including a statement of the issues to be discussed
- Non-scheduled meetings must be approved by a majority of the Coordination Committee members
- Member may invite Traditional Owners or other members of the community to attend meetings, if appropriate and after consultation with the other members of the Coordination Committee.
- The Committee may also extend invitations to Rio Tinto Apprentices and Bursary recipients to attend Committee meetings.

**Holding Meetings**

- The Coordination Committee meet on a quarterly basis.
- Meetings are held in either Napranum, Mapoon, New Mapoon or Weipa, unless otherwise agreed between members.
- A Quorum is constituted by two representatives of Rio Tinto and two representatives of the Aboriginal parties.
- All decisions are by majority which includes at least one vote from the Aboriginal parties and one from Rio Tinto.

Observers and invited guests

- Observers and invited guests do not have a vote on Committee decisions and resolutions.
- When the Committee is considering matters of a confidential or disciplinary nature regarding a member, apprentice or bursary recipient, or applications under either the Apprenticeship or Bursary schemes, only voting members of the Committee may be present and the Chairperson will request all other persons present to leave the meeting on such occasions.

**Conflict of Interest**

- No community representative who is from the immediate family of a candidate may be present during consideration of the application of that family member.



# STRATEGIC OPERATING PRINCIPLES



## Meeting Records

- Written records (Minutes) will be kept of all Ely Coordination Committee meetings and determinations.
- The minutes of Committee meetings are prepared by the Chairperson or their nominee and submitted for approval by formal resolution at the following meeting.
- All formal resolutions are recorded and the wording agreed to.

## Administration

**The administration or secretariat role, of the Ely Coordination Committee is the responsibility of the Chairperson or his/her nominee. Rio Tinto provides secretariat support to the Chairperson in his/her role. The administration role includes but is not limited to:**

- Taking minutes at the Coordination Committee meetings
  - Organising venues and catering for Coordination Committee meetings
  - Receiving all correspondence
  - Drafting responses to all correspondence
  - Liaising with all committee members about details before and after meetings
  - Organising and facilitating all sub committee meetings
  - Liaising with all other parties about providing information and advice to the committee
  - Working closely with Rio Tinto in the development and planning of future mining of Ely
  - Preparation of reports
  - Production of newsletter
  - Review and comment on draft reports from Rio Tinto and consultants, such as Cultural Heritage Management Plans and Environmental reports
  - Preparing an annual budget for approval to submit to Trust
- All correspondence sent out under the Committee's logo must be signed by the Chairperson or Deputy Chairperson and authorised by a meeting of Committee members, unless prior permission has been given to the Chairperson to prepare and send such correspondence between meetings.

## Disputes

- To eliminate any uncertainty, procedures set out in the EBMPA will override these procedures to the extent of any inconsistency. These procedures were developed to give effect to the discretion afforded to the Committee in terms of Article 8.2.5 to establish rules of procedure governing its meetings and determinations.
- In the event that the members of the Coordination Committee are unable to reach an agreement in respect of any matter within the mandate of the Coordination Committee, that matter may be resolved through the dispute resolution clause set out in Article 19 of the agreement.

## Funding of Coordination Committee Activities

- The agreement states that Rio Tinto and the Aboriginal Community shall bear their respective costs of participation of their representatives and alternate representatives in Coordination Committee meetings
- The agreement also provides for an administration fee to be taken from the main compensation payments to cover the monitoring and other costs which will be incurred by the Aboriginal Community in ensuring effective implementation of the provisions of the EBMPA.

## Sub-Committees

**The Coordination Committee may establish Sub-Committees chaired by appropriate members of the Coordination Committee.**

Sub-Committees must comprise appropriate membership in line with the purpose for which established, with specific responsibilities for reviewing and advising the Coordination Committee on:

- Selection of candidates for apprenticeships and bursaries
- Assisting the Aboriginal Community in economic development and business development
- Reviewing effectiveness of Aboriginal employment and training programs
- Assist with the coordination of ranger programs

The rules and procedures that apply to the Coordination Committee regarding meetings will also apply to each subcommittee.

## Further rules

In addition to those matters relating to the Committee's activities and responsibilities as set out in the EBMPA, the Committee may make additional rules or develop procedures as may be required for the effective execution of the Committee's functions under the EBMPA and these rules or procedures will require approval by formal resolution. • The annual budget will make provision for these costs and will be submitted to the Trust for payment

- Community representatives will be compensated at the same rate as Trust Shareholders/Directors for activities such as participation in formal Committee meetings, participation on apprentice recruitment selection panels and other work such as field inspections in connection with the Committee's responsibilities and sub-committee work



# ACKNOWLEDGEMENT



## Mr Robin Toeboy (1958-2009)

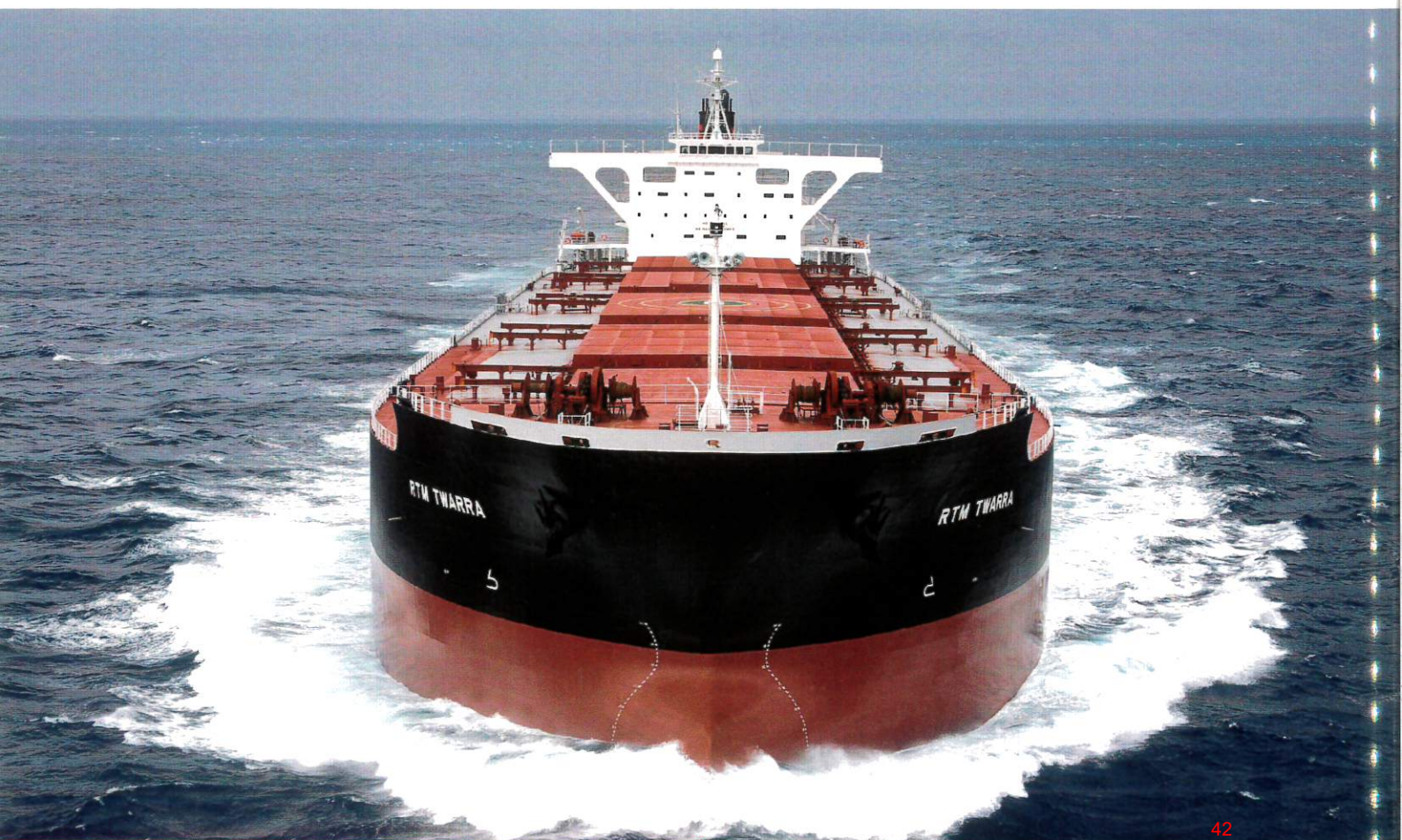


Robin Toeboy was the son of Alan Toeboy of the Thaynakwith people and Caroline Toeboy (nee Don) of the Yupungathi people from Old Mapoon but was born on Thursday Island in 1958. When Mapoon closed in 1963 the Toeboy family was moved to New Mapoon where the children schooled until the 1970's. The families move back to Old Mapoon in the late 1970's afforded him the opportunity to become more involved in creating traditional arts and crafts.

Whilst growing up, Robin spent a lot of time with his grandfather Harry Toeboy, who passed his traditional knowledge about his country and people down to him. Throughout Robin's lifetime he held this knowledge and shared it with his people and community to ensure that it could be passed on to the next generation. Robin was a skilled bushman who worked on country with the mining companies to protect cultural heritage and important environmental areas from mining. He did this in a very practical way earning him the respect of everyone who worked with him. Robin was a guide to scientists, archaeologists and other mining consultants and worked with them as an equal, teaching them much about the environment and culture, whilst always making sure he protect knowledge that could only be shared with his family.

The Ely Coordination Committee would especially like to acknowledge Robin's contribution to the work of the Ely Coordination Committee for the ten years from 1998 to 2008. Robin was commissioned to design the Ely Coordination Committee logo, which depicts the Sea Eagle "Twarra". In 2009 Rio Tinto Marine named one of their Bauxite carrier ships the RTM "Twarra" in recognition of the Ely Traditional Owners.

*We thank Mr. Toeboy's family for granting the permission to publish this acknowledgement.*







## Northern Peninsula Area Regional Council

PO Box 200, Bamaga, Qld 4876

Telephone: 07 4090 4100

Fax: 07 4069 3264

ABN: 27 853 926 592

Enquiries: HR Manager

Phone: 07 4048 6613

Email: [hrmanager@nparc.qld.gov.au](mailto:hrmanager@nparc.qld.gov.au)

### HR Monthly Report

**Author: Leonie Ishmail - HR Manager**

**Authorizer: Kate Gallaway – CEO**

**Attachments:**

**Purpose of Report: HR Monthly Report – June 2024**

**Team:**

Leonie Ishmail – HR Manager

Joyce Soki - HR Advisor

Seaniqua Unwin – HR Admin Support

Michael Madeley – WHS Coordinator

Dale Salee – WHS Trainee

### Human Resources

#### **1. Employment Outlook**

**Current number of employees -**

- Full Time – 137
- Part Time –10
- Causal - 102

#### **Resignation/Terminations**

Department	Number of Employees
Airport Manager	Clive Laverick – Resigned

#### **2. Recruitment**

**Positions Advertised:**

Position	Status
<b>Sports and Recreation</b>	Readvertise position – no suitable candidates
<b>Property and Facilities Support Officer</b>	Successful applicant appointed.
<b>Finance Manager</b>	Successful applicant appointed, commencing 4 <sup>th</sup> June 2024
<b>Commercial Leasing Officer</b>	Interview completed and successful applicant appointed. Start date to be advised next report.
<b>Project Manager – Building and Infrastructure</b>	Successful applicant appointed, commencing 1 <sup>st</sup> June 2024
<b>Grants Officer</b>	Successful applicant appointed, commenced 22 <sup>nd</sup> May 23, 2024

### **New Appointments**

New of Employee	Position	Department
Gavin Herbst	Finance Manager	Finance and Corporate Services
Bruce Douglas	Project Manager – Building and Infrastructure	Building and Infrastructure
Chloe Bond	Mechanical Workshop Administration	Operations
Margaret Bond	Grants Officer	Finance and Corporate Services
Marilynn Mooka	Property and Facilities Support Officer	Building and Infrastructure

### **Goodnews Story**

NPARC welcomes all newly appointed employees and wish them best of luck within their roles. Congratulations to the Jardine Ferry staff on receiving their Coxswain Tickets and Licenses, we now have qualified Ferry operators.



## **Work Health & Safety**

### **Incidents**

Jardine Ferry – HC truck got struck on the ferry, Executive Manager CRS following through with report.

### **Induction**

30 inductions were conducted, no site-specific induction carried out.

### **Training**

- Jardine Ferry - Ferry operation and emergency procedure training
- Psychosocial training completed by HR and WHS staff – Online.
- Coxswain tickets have been completed and ferry team received licence.
- WHS Trainee Dale Salee has commences WHS Cert IV training
- HSR Training organised for the 10<sup>th</sup> – 15<sup>th</sup> June 2024.

### **Toolbox Meeting**

Discussion continued with Managers and supervisors of outdoor work teams to invite WHS team to toolbox meetings to deliver WHS safety talks. PPE register has been issued for sign off and return to WHS.

### **Workcover cases**

Currently working with Workcover with employee from NPARC Workshop. Employee sustained an injury back in 20/12/2023 but only presented injury in April 2024.

Employee still on Workcover, medical review conducted 7<sup>th</sup> June 2024. Ongoing.

### **Rehabilitation And Return to Work Co-ordinator:**

None to report

### **Site Inspection**

Swimming pool lights was identified as broken, secured off and has been fixed and replaced by electrician.

### **Complaints received:**

No complaints

### **Safety Awareness Bulletins sent out:**

PPE Bulletin sent to all staff.

### **Other Works**

First aid kits replaced and new one installed in NPARC officers.

- Prestart, SWMS have been returning slowly from various departments, still more need to be sent into WHS.

### **Concerns for Improvement**

- Injinoo NPARC office stairs – discussion have been had and works will be carried out this month.
- Safety PPE sign off sheets to be return from manager and supervisor.
- HSR committee
- Pre-Start, SWMS and TAKE 5 to be sent to WHS, Executive Manager, Managers and Supervisor need to encourage this process.

**Title of Report:** June Operations Information Report

**Agenda Item:** 10.1

**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

### Capital Projects Update

#### Robert Bottger (Project Manager - Roads)

1. Injinoo Back Road
  - Project completed
  - Final invoice was submitted to TMR on 21 May 2024 along with project acquittal.
2. Umagico to Bamaga Cycleway
  - Extension of Time has been granted for LRCI Phase 2 and 3 through to 30 June 2025. All funding for the project now has the same expiration date
  - Project will be delivered as 4 separable portions (1. Umagico end, 2. Injinoo Road, 3. Nona Creek Bridge and approaches, 4. Bamaga end)
  - Aurecon has submitted updated designs for Separable Portion 1 (Umagico township) and 4 (Bamaga township). Section 2 and 3 designs currently being prepared.
3. Bamaga to Seisia Cycleway
  - 30% Design submission issued to TMR on 26 April 2024.
  - TMR feedback has been received and work has commenced on the 80% submission due end of June.
4. NP1 – Ferry Road Southern Approach
  - Federal Government approved reallocation of funds from NP2 to NP1 to fund delivery of the project.

- Letters of advisement issued to Contractors, including successful tenderer Gulf Civil.
- Contract has been formally executed.
- Preliminary meeting held with Gulf Civil on 1<sup>st</sup> May 2024 and a follow up prestart meeting was held on 7 June 2024.
- Contractor has issued project plans which have been reviewed and feedback comments returned.
- Partial possession of site has been awarded to enable mobilisation activities to proceed (mobilisation has commenced and will continue through to end of June). Works are expected to commence in the gravel pits at the beginning of July.
- Council is in the process of engaging a full time site inspector.

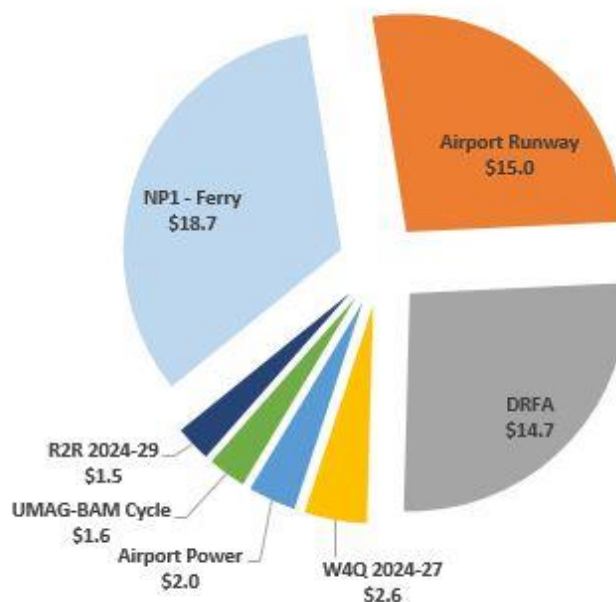
5. NP2

- NP2 is currently on hold due to funds having been reallocated to NP1.
- NOTE: Stuart Head is currently exploring opportunity for additional betterment money which may be used to help with delivery of NP2

6. Grant Applications

- The below Pie Chart demonstrates grant funding for 2024-25 financial year.
- Note that the NP1 project (Ferry Road South Upgrade) and NPA Airport Runway Upgrade has significantly contributed to an extraordinary grant funding financial year.

**Capital Works 2024-25 Grants (56.1M)**



7. 2023 REPA Town Streets ((3105-4810)

- 33 sites were approved by QRA within the 5 communities for pavement repairs.
- Main locations are cul-de-sacs and T Intersections where the pavement has failed.

- Council is awaiting approval for funding from QRA to repair these sections with a concrete pavement. This is a Betterment Application
  - Announcement is due this week and aim to complete some of the repairs before the next wet season.
8. 2023-24 TC Jasper - Emergency Works (3105-4811)
    - Emergency Works are continuing on Pajinka, Ferry, and Punsand Roads as well as a number of township gravel roads.
    - Potholing has been performed by Council crews on sealed town streets as well as the airport runway.
    - An EOT was granted for this work until 12 June 2024.
  9. 2023-24 TC Jasper – Major Roads (3105-4812)
    - The submission has been built and lodged for the event related damage to the main Arterial Roads. These roads include Ferry, Pajinka, Mutee Heads, Somerset, and PDR. Estimated value \$4M.
    - Aiming to receive assessment outcome from QRA this month and works can commence late in June at the discretion of the Council. Council will need to update the relevant MOU's with both Cook SC and Torres SC to enable this process to finalise.
    - Both local Contractors have been registered with Local Buy to assist with performing the repair works in a timely manner.
  10. 2023-24 TC Jasper – Minor Roads (3105-4813)
    - Damage evidence in the form of photographs have been collected for all local roads.
    - The submission will be completed by end of June and lodged with QRA for approval.
    - It is anticipated these works will commence in July/ August 2024.
  11. 2022-23 QRRRF (QRA) Airport Power Line (3105-4850)
    - This project is jointly funded with ATSI TIDS contributing \$439.5K and QRA providing an additional 1.613M. Total project value \$2.0525M.
    - Ergon expects to have the design phase completed by 31 August. There is a slight hold up whilst Ergon finalise the Environmental Approval with the State Govt to enable the roadside tree clearing to occur. It is anticipated that construction will be completed by the end of June 2025.
    - Council needs to focus on the connection scope from the Ergon Pillar Box to all the current facilities at the airport including the terminal, strip lighting, fuel, house, generator, etc.

### **Parks & Gardens**

General cleaning and maintenance activities in public areas, Council offices and facilities throughout out the five communities during May.

The Lui Street Park fence and gate were completed during May. P&G crews will be continuing with the following fences during June:

- Injinoo batch plant rear fence
- Airport terminal carpark fence

## **Works**

### **Roads**

Continued cleaning drains in NPA communities. Continued with patching potholes within all communities. Removed sand off the Seisia boat ramp again at TMR's request. Extracted and stockpiled sand at the batching plant from the Umagico sand pit. Stockpiled spoil / gravel from the Injinoo Health center site. Repaired scour at Muttee Heads campground. Completed temporary repairs to the airport runway pavement. Constructed an earth pad for the new Welcome to Injinoo sign.

### **Solid Waste**

Normal operational have been completed with minimal disruption. Mechanical faults have occurred with the old garbage truck new truck was utilised whilst repairs were completed.

Skip bins were provided and later collected for funerals held at New Mapoon. One of the main hydraulic lift rams on the small skip truck blew a seal and was sent to Cairns for repair. Contractors were engaged to service skip bins whilst the skip truck was unserviceable.

Green waste was transferred out to the landfill, tyres have been stockpiled for transfer to the landfill for future disposal.

### **Wastewater**

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

Cleaning of public toilets including the cemetery toilets as required occurred through the month.

Replacement of electrical components and pumps at the Injinoo Toilet pit are programmed for June.

Contractors sprayed herbicide, mowed and remove vegetation in the sewer ponds and along the fence line at Bamaga, Injinoo and New Mapoon Ponds.

Inlet screen works at the Bamaga ponds in continuing into June. The Umagico Pump station overflowed in May and B&B Electrics and Far North Plumbing assisted Council staff with resolving the issue and getting the pumpstation working.

### **Water**

The month of May saw smooth and consistent operations at the Bamaga Water Treatment Plant. All reservoirs were maintained at acceptable levels, and no issues were observed throughout the month.

Rainfall in Bamaga was recorded at 352.6 mm for May 2024 compared to last years 82.2 mm.

The total water production (filtrate) volume for Bamaga WTP for the month was 113.700 ML, averaging 3.667 ML/day.

Skytrans flights have improved making the sampling transport more reliable.

The current membranes for Trains A and B maintain a PDT between 8 and 12. Operators have observed 2-3 membranes creeping up during Sonic testing. All essential items are onsite and ready. Veolia will continue monitoring to determine the replacement date and mobilise additional personnel and spare tools to expedite the replacement process.

Veolia, Council, State Government are assisting AECOM pear review the proposed Water Treatment Plant upgrade.

The State Government has awarded the following contracts on the NPA water supply system:

1. Repair of the reservoir tendons work to commence in the first 2 weeks of June.
2. Reservoir lining project, works are scheduled to start in July.

All bulk flow meters have been mechanically installed and scheduled for electrical installation during June.

1 leak on the Jardine pipeline was repaired during May.

2 residential leaks were inspected and handed over to NPARC.

0 commercial leaks were inspected and handed over to NPARC.

0 mains leaks were identified and repaired.

There were 1 new service request and 1 new service installation completed in the period.

There were 0 OHS incidents, 0 environmental incidents.

### **Workshop**

Summary of works carried out during May:

- IVECCO Garbage Truck – Bandit – The brake/transmission pressure switch was replaced. Bandit is now back in operation.
- Kubota ZD & FS3690 – Rebuild a deck – replace all pulleys and gearbox.
- Mack Truck – Batching Plant – Replace exhaust pipe from turbo to the stack.
- Kenworth – Batching Plant – Replace all the water hose, replace 2 x hydraulic hoses for the rear chute, replace 2 x rear chute hydraulic hoses on the hydraulic cylinder ram.
- 1 x Ranger D/C Landcruiser front end rebuild.
- Replace conveyor belt roller bearing.
- Crown forklift

<b>SUMMARY OF COMPLETED JOBS</b>			
<b>SERVICE – PM</b>	<b>BREAKDOWN</b>	<b>SMALL PLANT</b>	<b>TYRES</b>
<b>8</b>	<b>12</b>	<b>12</b>	<b>14</b>

Stocktake:

End of year stocktake will commence in mid - late June and we will probably need 2 days to complete it. If we can possibly close the workshop so we can complete it all in the 2 days.

Challenges:

- Lighting in the workshop an ongoing safety issue. Billy Wymarra has submitted a quote to improve lighting.
- Current staff with limited experience and knowledge especially on some very basic things.

- A lot of breakdown jobs on the ride on mowers. Workshop are working with Cliffy on how to improve this area. Workshop staff are looking to attend P&G prestart once a week to assist with daily checks and greasing.

**Improvements:**

- Chloe Bond is starting to find her way around the workshop and the PCS.
- Main compressor has been finally fixed.
- Recruitment has been completed for the T/A position, and we should have Benjamin Elu starting in mid-June.

**Recommendations:**

- Discussion with LGAQ and Busy at Work regarding the 2 apprentices to attend training at Thursday Island.
- Have easier access to the Camera footage of the workshop.
- Have access to the Sea Swift portal to create Con Notes.

**Rangers**

The Rangers have undertaken the following tasks in June:

- Road Checks and clear fallen trees to Pajinka
- Check swimming areas if its clean
- Check & Clean Portable Toilets Muttee Head
- Tourist management
- Weed spraying (spray packs) mainly grave sites
- Ongoing Croc monitoring and putting up resent warning signs at Umagico campground, Seisia campground and Loyalty Beach campgrounds.
- Biosecurity Fee for Service - marine debris beach cleanup, coastal surveillance, plant host mapping, ghost net finds (all biosecurity activity is submitted to biosecurity through their Top Watch app)

Workplan additional activities for June –

- First Aid training
- Biosecurity Round Table meeting Darwin
- Tourist management in our area
- Clean Radar area and repair fence
- Large Croc Signs to put up at Boat Ramps at Injinoo, Seisia, Jacky Jacky
- Vrilya Point Camp 22nd – 30th June – Engagement with Angkamuthi Clan on country to have a yarn about their aspiration for country as well as other activities and their Beach clean-up.

Training opportunities being sought by Rangers.

- ACDC Training
- Cert III CAESM for rangers that will complete their Cert II



## Airport

The NPA airport has remained operational through May.

Sales figures for April are as follows:

Sale item	Monthly Totals	Comments
Jet A-1 litres	22,820	
Jet A-1 sales	\$61,614.00	
Avgas litres	3,000	
Avgas sales	\$10,350.00	
Landing fees	\$4,753.75	
Passenger tax	-	April
Parking Fees	-	April

Sale items	Skytrans	Other airlines	Total
Flights in/out	45	109	154
Passengers in/out	1,739	0.0	1,739
Parking Fees April	0.0	0.0	0.0

Major Maintenance issues identified/corrected.

Boundary Fencing	Applied for Funding. Small repairs around Carpark will start in June
Runway Repairs	Ongoing. Waiting for rain to ease for major repairs. Have commenced discussions with roads

## Airport HR

Skills training – planned	Online Training All Staff. Desktop Emergency Exercise
Training Required	First aid Training Chainsaw Weed Spraying

Clive Lavrick Resigned as airport manager, Damien Elu will act as airport manager on higher during the recruitment of a replacement airport manager.

## Batching Plant

Achievements:

- A WHS Management Plan and Traffic Management Plan has been developed
- Trip hazards have been removed from around the old shed
- Upgrade hopper and movement around the batching plant
- Make safe, handrails to hopper
- New fencing continuing into June.

Challenges:

- Staff training on new computerised batching plant
- Staff training with spill kit, first aid and mask fitting

- Staff attendance

**Recommendations:**

- Provide single coat dust seal around trafficable areas
- Staff from other departments assisting when batching plant staff are absent

**Sales– external (value)**

<b>CONCRETE PRODUCTION</b>	<b>77.8.0m3</b>
<b>Cement Bags (20kg)</b>	<b>Nil (on order)</b>
<b>Sand</b>	<b>86m3</b>
<b>Aggregate</b>	<b>0.0m3</b>
<b>Premix</b>	<b>1m3</b>
<b>Materials External</b>	<b>\$5200</b>
<b>Consumables</b>	<b>14,248.97</b>
<b>Repairs</b>	<b>N/A</b>
<b>Freight</b>	<b>\$3,795.82</b>
<b>Contractors</b>	<b>\$30,950.83</b>

## 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



## ORDINARY COUNCIL MEETING # 3

Agenda Item 10.1

Tuesday 18<sup>th</sup> June 2024

Bamaga Boardroom

## CONSULTATION

Works Manager

Parks and Gardens Supervisor

Ranger Coordinator

Workshop Manager

NPARC Project Managers

Airport Manager

Batching Plant Manager

**Title of Report:** June Update on Community & Regulatory Services Report

**Agenda Item:** 10.2

**Classification:** For noting

**Author** Executive Manager, Community & Regulatory Services

**Attachments** Aged Care Report (tabled)  
Cultural Festival Plan

### 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 departments.

### Community Services

The Community Services Team continues to engage with internal and external stakeholders of the Northern Peninsula Area [NPA] region with event planning, event delivery and feedback consultations including discussions of strategies for improved community satisfaction. Additionally, the team is also preparing for the cultural festival in collaboration with NPA community members.

### Indigenous Knowledge Centres [IKCs]

The Indigenous Knowledge Centres (IKCs) are essential for providing services to the five communities. Recently, two staff members attended the First 5 Forever program in Hughenden. There are ongoing efforts to organise language workshops and project visits to further enhance the services provided by the IKCs. Additionally, the IKCs team continue to offer support for sports and recreation activities and up coming events.

### Events Team

The Events team is actively collaborating with both internal and external stakeholders to organise a variety of community events. The Junior League, held in partnership with the QRL, was a great success, with a huge turnout of volunteers and parents supporting their kids. The team is also busy preparing for the upcoming 2024 Culture Festival. Despite the challenges posed by limited community participation, efforts are underway to form a working task group to assist with the event. Additionally, the team is working with QRL and NPARRL to facilitate the local QRL football competition, scheduled to commence later in June.

### Art Centre

May has continued to be a busy month for the centre. We were pleased to welcome local artists to the recent fashion workshop, which was instrumental in helping them prepare their fashion pieces for the upcoming Country to Couture fashion show in Darwin. Additionally, we

received news of additional successful funding approvals for the 2024 Cultural Festival, and planning is in full swing. However, engaging with community members remains challenging due to low meeting attendance. Despite this, the team remains dedicated to its efforts. Further renovations to the art centre are also underway.

### Home and Community Care

The Aged Care Compliance Report ensures regulatory compliance. The program encompasses various services for 37 clients. While progress is being made in meeting domestic assistance targets, changes to fees for electronic Home Care Packages (HCP) have been implemented for approved HCPs. Additionally, an updated client intake form and checklist have been introduced to streamline the intake and care planning processes. Rachel Burns is scheduled to conduct assessments on the new clients on June 10, 2024, the team is working tirelessly to ensure all clients are entered into the systems.

With the upcoming reform changes, the committee meeting with the interagency group scheduled for June 6, 2024, did not occur due to low attendance from the agencies. Achieving attendance at these interagency meetings has been challenging, with low member participation. We are hopeful for better attendance at the upcoming meeting.

We have a new manager at the centre who brings a wealth of knowledge and offers excellent succession planning for our local staff. The team is excited to have her on board to train and upskill our staff with the necessary skills to deliver the best service to our elders.

Services we provide;

- Transport - Group activities, shopping, medications, and Health appointments.
- Meals - Weekly Lunch and Dinner Monday to Friday
- Domestic assistance - All clients are rostered appropriate days suited for them.
- Personal assistance – requested from clients.
- Social support individual – rostered days
- Social group activities – Tuesday and Thursday
- Home maintenance - When requested from Clients.

### Illegal Dumping

May has been a busy month. Work has continued to address illegal dumping. As the weather improves and the rain subsides, the team can progress with more activities. However, challenges persist due to the weather and restrictions on the ferry crossing, which prevent us from transporting metal waste to Cairns for recycling. The team is actively exploring alternative options to tackle this issue, but the resignation of the illegal dumping compliance officer has hindered progress.

### Food Permits

There has been an increase in home-based food sales, including instances of people selling meat from home, which is currently under investigation. The team is collaborating with the Environmental Health team from Cairns to assist with implementing compliance measures within the community through various outreach initiatives. The Environmental Health team

will be coming up in July to conduct inspections and provide guidance on best practices for safe food handling and sales. With the upcoming festival, the team is determined to enforce compliance strongly to ensure the safety and well-being of the community.

### Injinoo Service Station

The month of May was a sign of increased strength and production for Service Station staff. At the back end of May, 2x casual staff commenced immediately. The energy levels, attendance and productivity of staff went to new highs, leading into the next month. The next step is to ensure the Full Time and Part Time positions are filled. This could potentially be an upgrade in contract to current staff, by doing another advertisement, internally or externally. The matters concerning staff have been more positive, with clarity and assistance from HR and Executive Manager. The Service Station is now able to really grow and succeed further with the great work of the staff.

### Achievements

- Recruitment of new staff
- Multiple quotes gathered for new after-hours fuel sale OPT device.
- Positive relationship with Seaswift and Local depot with on-time deliveries and open communication regarding orders
- Fuel, powercards and other stocked items readily available to customers
- Positive planning with CEQ regarding shop floor, with appropriate equipment to come.

### Impact

The Service Station is meeting the basic needs of the community. It provides essential goods and fuel to customers. However, there is a great opportunity to further grow with additional services. This will benefit the tourists and local communities.

In May there were also negative impacts to the Service Station. There was a significant break and enter incident, which had a further impact on the community. This caused the Service Station to be closed and stock levels were reduced.

### Gaps

The main gaps in service is the after-hours fuel availability. This is due to the current Compact device being outdated and no longer compatible. Therefore, a new device is being quoted. Also, the sale of hot food and ready to go chilled food. This demands an upgrade to the space in the shop to have a dedicated section. In addition, we must ensure the supplier is able to supply us with the desired goods and the necessary equipment to start providing the goods and service to customers. Finally, we would need to ensure that the necessary training and certification is done, and a process is implemented to provide quality service.

### Umagico Supermarket

The Umagico Supermarket has faced significant disruptions, including both eftpos terminals being down for a period and a lack of cash at the ATM, alongside ongoing floor

refurbishments. Despite these challenges, which have impacted our sales, the new look of the supermarket has been well received.

We have installed new computer systems and added additional staff to help manage high staff absenteeism. The Assistant Store Manager position will soon be advertised to further strengthen our team.

Efforts are currently underway to negotiate better pricing with suppliers to alleviate the impact of rising living costs on the community. Positive discussions with Woolworths have resulted in an agreement to supply fresh meat, which will help reduce meat prices and is scheduled to commence soon.

### Jardine Ferry

The tourist season has commenced with traffic picking up and sales advancing. The mooring lines training has been conducted, resulting in the lifting of the ban on vehicles over 20T gross vehicle mass. However, ongoing challenges persist with the new ramps on the ferry. Effective immediately, Pig Trailers in Beaver Tail style will no longer be permitted to cross the ferry due to consistent damage to the vessel.

Other challenges include awaiting the completion of the AMSA inspection report, the need for a more efficient attendance tracking system utilising fingerprinting for payroll purposes, and enhancements in staff training and financial reporting for the Point of Sale system.

Meanwhile, continuous discussions are underway to explore initiatives aimed at potentially reactivating the fuel station at the ferry. The team is currently assessing the necessary requirements and steps to resume operations, though delays have occurred due to staff departures. Additionally, the installation of a Navman on the ferry to enhance vessel movement control is currently underway.

**Title of Report:** May Information Report

**Agenda Item:** 10.3

**Classification:** For information

**Author** Executive Manager, Building & Infrastructure

**Attachments** Nil

## Officers Recommendation:

**That Council:**

Note the Report

## PURPOSE OF REPORT

To provide Councillors with an outline of monthly activities undertaken by Building & Infrastructure sections.

## BACKGROUND AND CONTEXT

**BAS Manager Update**

### NPARC Job Cards / Minor Works

Works are at a manageable level, there were **37 aged job cards in May**.

BAS maintenance Invoicing is still carried out for the aged jobs and including new jobs that has recently been issued and may show on the new aged report.

Portal active jobs are **449** which includes new jobs that were issued through the portal are shared out to contractors.

Regular follow ups are still continuing, and as mentioned on previous report. Contractors are still waiting on material ordered or maybe busy with other jobs. Still have support from Contractors.

### Maintenance Overview

Days Outstanding	Work Order
< 30	106
> 30-60	87
> 61-90	81
> 91-120	8
> 121-180	1
> 181-365	28
> 366-720	0
<b>Grand Total</b>	<b>311</b>



### **Contractor meetings**

Next meeting will be held **12<sup>th</sup> July 2024** with contractors to discuss process of handling maintenance works and time management, contractors advised to carry out works according to response priority time given on work orders.

### **Building Manager update**

### **NAHA 5 x Plugins**

Successful tender has been awarded to HC Builders; works have started.

- ☐ New Mapoon – 1 x Under Build
- • Bamaga – 1 x Modular Extension
- • Umagico - 1 x Modular Extension
- • Seisia - 1 x Under Build
- • Injinoo – 1 x Under Build

**Completion - late October 2024**

### **Current Unscheduled Work / Upgrade Works 23/24**

Current works are ongoing, scopes of works include carports, reroofing, bathrooms, and kitchen up grades and DISMODS. Next meeting will be held **June 18<sup>th</sup>** to discuss **24/25** works. Tenders for upcoming works have been coming in.

### **CURRENT WORKS 23/24**

- 1 x Re-Roofing
- 7 x Internal paint
- 10 x External paint
- 4 x DISMOD
- Vacant House Works.... These works are an ongoing works scheduled in for transitional housing.
- 4 x Bathroom & Laundry
- 2 x Kitchen

### **TENDERS SUBMITTED TO QBUILD AND AWAITING APPROVAL**

DESCRIPTION OF WORKS
CARRY OUT FENCING UPGRADE – 221 ADIDI ST BAMAGA
CARRY OUT REFURBISHMENTS – 48 WARE ST INJINOO
CARRY OUT KITCHEN UPGRADES – VARIOUS INJINOO RESIDENCES
CARRY OUT KITCHEN UPGRADE – VARIOUS UMAGICO RESIDENCES

**Open Purchase Orders – Works Carried over 2023**

TYPE OF WORK
GUTTER/DOWNSPIPE – 5 YOUNG
SHOWER RECESS – 70 BROWN
CARPORT UPG – 427 JAWAI
VACANT MAINT – 277 YUSIA
DISMOD – 43 SEBASIO [50%complete]
CARPORT UPG – 50B SEBASIO
DRIVEWAY – 7 STEPHEN CL
DRIVEWAY – 4 STEPHEN CL
ROOF SCREWS/GUTTER – 270 ORCHID

**Current Purchase Orders – Issued since January – May 2024**

Type of Works
DISMOD – 19 PABLO
FLOORING PKG – INJINOO
KITCHEN UPG – 49 WARE ST INJINOO
PAINT PKG – UMAGICO
PAINT WORKS – 130 JACOB ST BAMAGA
PAINT PKG – UMAGICO
BATHROOM UPG – 74 LUI ST BAMAGA
KITCHEN UPG – 76 LTL ROPEYARN HWY INJINOO
VARIOUS WORKS – 2 STEPHEN CL SEISIA
FENCING UPG – 271 YUSIA ST BAMAGA
SOLAR HWS – 422 ELU ST BAMAGA
ROOF REPAIRS – 26 BOND ST NEW MAPOON
KITCHEN UPG – 15 BOND ST NEW MAPOON
BATHROOM UPG – 263 MUDU ST BAMAGA

**TENDERS SUBMITTED TO QBUILD AND AWAITING APPROVAL – 2024**

DESCRIPTION OF WORKS
CARRY OUT BATHROOM UPGRADE – VARIOUS UMAGICO RESIDENCES
CARRY OUT HOME MODIFICATIONS – 133 JACOB ST BAMAGA
CARRY OUT KIT,FLOOR/LAUNDRY – 269 ORCHID CL BAMAGA
CARRY OUT DISMOD – 16 PASCOE ST UMAGICO
CARRY OUT BATHROOM UPGRADE – 125 WILLIAMS CR BAMAGA
CARRY OUT BATHROOM UPGRADE – VARIOUS INJINOO RESIDENCES
CARRY OUT BATHROOM UPG – 270 ORCHID CL BAMAGA

## Projects Update

### NPARC Project Status

The report below provides the progression of each project that are currently underway, the Percentage completion is combination of all phases of the project that includes Initiation, Planning and Execution.

### Remote Capital Program (Housing Development)

Lackon Pty Ltd have been engaged to Project Manage the Housing Development

#### Update

- Tender documents to be uploaded to Council portal Friday 14<sup>th</sup> June. **Tendering will go out for 6 weeks.**
- Poi Poi Sewage
  - Potholes have been carried out along Poi Poi St to determine where services are.
  - Pumped system (not gravity) is expected to be completed for Councils review
- Ergon applications to be progressed following design completion

As per the requirements outlined in the contract scoping document, the minimum number of houses to be constructed is set at 15.

- Umagico – 3 x 3-bedroom lowset house....2 x to be Built by Council
- Seisia – 3 x 3-bedroom lowset house
- Injinoo – 2 x 3-bedroom lowset house
- New Mapoon – 2 x 3-bedroom lowset house
- Bamaga - 5 x 3-bedroom lowset house

(Inclusive of 2 renovations (1) Bamaga and (1) New Mapoon.

### Bamaga Electrical Rectification Works

87 Sebasio Street, Bamaga – Privately Owned Powerlines Rectification works.

- Tender documents will be uploaded to Vendor Panel this week and expected to close tender on Friday 14<sup>th</sup> June 2024

### New Mapoon Multi-Purpose Centre

RPS have advised that they are only waiting on final design sign off by the designers/architects. NPARC has requested some dates/timelines and instructing them to move things along for works to start ASA Extension until **May 2025** has been granted by WCCA. Confirmation received **11/6/24**.

## **Umagico Tavern Refurbishment**

### **Update**

The Umagico Tavern Refurbishment is at 40% completion.

### **Current Works**

- Electrical – Old wiring being pulled out
- Demolition works & clean out from break ins in progress
- Carpentry Works will commence on the **13<sup>th</sup> of June 2024**

## **Injinoo Hall kitchen**

Hall kitchen is 75% completed. All internal carpentry works are completed and is at lock up stage. Small minor works will still need to be done.

### **Current Works**

- Painter finishing off touch up
- Electrical – Ben to fit off

### **Outstanding Works**

- Roller shutter to be install once it arrives – currently in transit with seaswift
- Flooring – Vinyl layer to top fill floor to make level & lay new vinyl that runs 200mm up wall

## **Mutee Head Toilets**

### **Update**

Toilet pack have been transported out to Mutee Head

- Site has been cordoned off from the public
- Contractor is scheduled to commence works on site - **Tuesday 11<sup>th</sup> June 2024**

## **Pajinka Toilet block**

Pajinka Toilet block is now at lock up stage,

Outstanding works:

- Sewer works, septic and evaporative trenches.
- Water tank and plumbing
- Internal wall coverings
- Painting

This Project is scheduled to be completed by end of **June 2024**

## **Beautification of Council sites and buildings**

### **Bamaga Workshop**

Damage to timber studs were found when removing existing sheeting, which need to be replaced prior to re-sheeting and all outstanding works are scheduled to be completed prior to **EOFY**

### **Bamaga Office Generator**

Have discussed with B&B Electrical whom advised outstanding works shall to be completed prior to EOFY.

## **NPARC Carpenters**

- BAS Maintenance / Job Cards – On going.
- Property & Leasing / Building Maintenance
- Working on Capital works
- Jardine Ferry refurbishment & Awning

## **Property & Facilities**

### **NPA Local Housing Plan update:**

Application has been lodged for Council to become a housing provider along with an asset management plan for community housing.

Since March 2024, we saw the following actions:

- NPARC Local Housing Plan Project Officer onboarded.
- Regular Bi-monthly operations meeting held with Department of Housing parties.
- Governance structure and terms of reference have been finalised for both Operations and Governance meetings.

P&F team continue to work with Department of Housing (DoH) and NPARC's Regulatory team to enforce illegal dumping outside of social houses as part of our ongoing community clean up.

Annual Inspections – are scheduled for all Council Staff Accommodation properties for the first week in June 2024 and for all Council Social Properties for the second week in **June 2024**.

Changes have occurred to the number of Staff Accommodation Properties due to the separation of NPARC staff and approved leasing to some external parties. External Leases are **BEL, NPAFACS, and ALT**.

<b>NPARC Staff Accommodations</b>	<b>Total Count</b>
Total	28
Tenanted	15

Vacant Tenatable (Available)	6
Vacant Untenatable (Unavailable)	2
Potential Housing Requirements	0

NPARC External Accommodations	Total Count
Total	5
3 Bedroom	2
2 Bedroom	3
1 Bedroom	0
Donga	0

Social Housing	Total Count
Total Social Housing	49
Tenanted	48
Vacant	1
Schedule demolition	2

Social Housing Applications – remains the same this reporting period.

Applicants	Preferred Community	Alternative Community
0	Seisia	5
3	New Mapoon	0
10	Bamaga	4
1	Umagico	1
0	Injinoo	4
2	Did not indicate	0
16		

## CRITICAL DATES

N/A.



## OTHER OPTIONS CONSIDERED

N/A.

## LEGAL AND LEGISLATION CONSIDERATIONS

N/A

## POLICY CONSIDERATIONS

N/A.

## CORPORATE AND OPERATIONAL PLAN CONSIDERATIONS

## FINANCIAL AND RESOURCE CONSIDERATIONS

## CONSULTATION

NPARC Project Managers.  
Property & Lease Manager  
Building Manager  
BAS Office Manager

**Title of Report: Operational Update on Corporate and Finance Services**

**Agenda Item: 10.4**

**Classification: For noting**

**Author Executive Manager Corporate & Finance Services**

**Attachments N/A**

**Officers Recommendation:**

**That Council:**

Note the Report

### Summary

The purpose of this report is to provide a summary of current operations within the Corporate and Financial Services Department.

### RADIO / MEDIA / RECORD / IT

**Radio** Community Announcements

- Meet & greet with Blue Card Neil & Simon - Conducted a short recording to air on their visit, and information on applications processes and procedure.
- NPARC Road Closure Announcements
  - Lui Street
  - Muttee Head
- NPA Junior Rugby League
- NPARC Cultural Festival
- Drone demo by Dept of Agriculture & Forestry
- NAIDOC

**MEDIA**

- Tourism booklet Edition2 has been shipped to Bamaga via Sea Swift. Coordinator for Media and Communications is currently planning the launch with suggestions around NAIDOC and Cultural Festival 2024. Booklets will be available at all NPARC administration offices, Council Enterprises, and businesses with published interest.
- Council Newsletters – schedule of regular publications still to be confirmed.
- Councillors' profiles for Webpage and BIO are still in working progress pending Councillors availability.

**C7EVEN Update**

- Tenancy kit (InDesign) – final draft (digital) for review by MCA.
- Corporate document templates in progress

**Sharing Mind (Migrations from TRIM to SharePoint) Update**

- Applications of retention labels still in progress.
- All the libraries have had all their files moved to the deeper folder structures.
- Stage 1 & Stage 2 has completed.
- Stage 3 is mostly completed with the following remaining:
  - Training



- Purview configuration partially complete: waiting on review & approval to apply labels against content.
- *Design & documentation - Completed*
- *Information architecture workshops - Completed*
- *HP Trim Discovery Activities - Completed*
- *Test run (migration) content from HP to SharePoint (inclusive of troubleshooting and fix ups) - Completed*
- *Initial discussions and activities relating to document retention. – Completed*
- SharePoint Training
  - Our first demo training was delivered remotely via Teams by Paul Rebelo on SharePoint with 2 x staff Seniors Office Manager - & Property & Facilities Manager, included the following:
    - Introduction to SharePoint
    - How to Log-in
    - Explain SharePoint Structure/Display
    - Identify Users Classification/Home Library
    - Search File
    - Save File
    - Edit File Name
    - Migration of files from network drive
    - Create folders.

*Training was successful with some positive feedback from staff assisting with the training rollout. Sharing minds to provide user's guide manual including video before further training can be delivered.*

- Internet interruptions and damage to arial had caused disruptions for two weeks within Records team.
- Professional Development & Future Training
  - The following is available, and staff have shown interest to register
    - Records and Information Management Courses
    - Diploma of Business (Records and Information Management)
    - Diploma of Business (Digital Transformation)
    - Certificate IV in Business (Records and Information Management)
    - Internal all staff training on basic governance guidance and education around usage & records treatment and management.

#### IT SUPPORT

##### RMT/TerraCom

Telstra CSX to Azure migration has caused a lot of unplanned disruption to networks and citrix environment since migration commence for the last two weeks. Joint coordination between RMT, Airbridge and TerraCom with our IT Officer quickly tried to resolve these issues. Disruptions has continued and our IT support are working hard to minimise impact to staff.

Airbridge was in community 10<sup>th</sup> – 14<sup>th</sup> June conducting a full review of our hardware and networking issues. Some issues were fixed while others will require immediate short-term solutions while preparing long term plans.

Airbridge and IT Officer attended the Jardine Ferry to check networks and communications. Works included a backup system for the EFTPOS to run off the Starlink when TELSTRA networks are down. Public WIFI with QR Code has been created for public to access internet to pay Ferry fees through TryBooking when TELSTRA networks are down.

- Inspections showed Bamaga - Events Oval, Stores & Workshop PtP Bridging are all looking similar with rust and issues. Stores and the Workshop seems to be close to their last legs. Urgent works are required to replace the 5AC bridges. Airbridge have organised as a temporary solution spare PtP Bridges to be sent to Bamaga urgently as they control the whole network for these departments. IT Officer will carry out the on-ground works with support from a Airbridge Tech working remotely. Hopefully this will restore the connectivity to both sites, but with the condition of the Stores and Workshop bridges and the importance of the sites Airbridge suggests to get the upgrade to the LTU models. Once new LTU models are in place, with so many sites reliant upon the deteriorating 5AC bridges the spare will be pulled back down and held as a backup and in the event of another outage we can rapidly respond.
- 3 x additional security cameras ordered (staff accommodation)
- Strategic Planning /communications are in progress with consultant.
- Rapid LEO Program- acquittal reports have been sent to Grants team.
- TerraCom Arrive Bamaga– Monday 3<sup>rd</sup> June -4<sup>th</sup> of June  
Planned activities.
  1. Add AP to the boardroom and test.
  2. Investigate the issue at Umagico office with DHCP and check the supermarket network setup.
  3. Other issues for discussion with MCA & EMFCS

### Stores & Procurement

Council Stores remains to continue serving our internal departments and Community members including local business.

Sales Report – Unfortunately due to changes in management during May 2023, no sales was recorded at the May 2023 Executive Manager Corporate Services Report for comparison.

	LAST YEAR	CURRENT YEAR
	May-23	May-24
Internal Sales		\$ 59,9328.20
Credit Sales		\$ 33,659.35
EFTPOS Sales		\$ 26,560.20
Direct Debit		\$ 573.55
Total Sales		\$ 109,702.96

- Stores has continued to reduce their stock on hand, and only ordering on demand to internal and external customers.

### COASTAL MANAGEMENT

QCOAST 2100 – Final Acquittal in progress.

## FINANCE

Finance Manager Gavin Herbst has commenced with Council on Tuesday 4<sup>th</sup> of June. Gavin began with couple of days layover in Cairns to complete a handover from previous FM Colin Duffy. Gavin also met with our internal auditors Altius to discuss Council current position and progression plan on financial statements.

FM has started with a busy week with a lot of catching up especially leading up to end of financial year. The closing statement for FY21-22 has been reviewed and discussions and implementation on changes to process and procedures has commenced with finance team.

Management Accountant has been relieved of all additional day to day task that has been brought on by the absence of a FM. Urgent focus are now on grant reconciliation and high focus on reconciliation and management of restricted cash.

Finance team are busy with end of financial year preparations. Including training from PCS on each finance module on processes to roll the financial management systems. All staff have been notified that purchases for council which includes external and internal will stop on C.O.B Friday the 21<sup>st</sup> of June. Staff are required to plan and raise orders for the remaining week until PCS is rolled. In order to keep the operation of Council going, staff will be expected to write up manual emergency purchase orders for the duration of this time. EMFCS to discuss with FM, suggestion of one week to cut off PCS 23/24.

Senior management team along with finance and grants management team are meeting each fortnight to review all grants for Council. Action register has been created with review each fortnight.

Due to the interruptions with network for the last two weeks, a detailed report on aged debtors has not been finalized in time for this meeting. I hope to have this at the next Council meeting with any update changes in processes from FM.

## Grants Management

Status	Type	Department	Fund
Submitted	Grant Writing	Community & regulatory services	Remote Communities Freight Assistance Scheme – Supporting documentation received and two applications submitted for Injinoo Service Station and Umagico Supermarket.
Submitted	Grant Writing	Community & regulatory services	Indigenous Knowledge Centre - request for upgrades to IKCs.
In Progress	Grant Writing	Finance & Corporate services	Regional Precincts' and Partnership Project -Delivery Stream - Injinoo Historical village - application being prepared, updated cost estimate underway and stakeholder engagement to be completed.

In Progress	Grant Writing	Community & regulatory services	Regional Precincts' and Partnership Project -Planning Stream – Jardine River - pending further community and stakeholder consultation. Possibly for council to joint regional application.
In Progress	Grant Writing	Operations	Work for Queensland, nomination of new projects for 2024-27.
In Progress	Grant Writing	Operations	2024-28 Local Government Grants and Subsidies Program – funding opportunity for a critical infrastructure, Economic development or Council sustainability project and/or planning project.
Pending outcome	Grant Writing	Community & regulatory services	Senior Isolation Services grant - Application submitted for social activity funding for Aged Care program
Pending outcome	Grant Writing	Operations	Queensland Resilience and Risk Reduction Fund 2023-24 funding - Two projects: Sawyer Road upgrades and Back-up generators for key council locations.
Pending outcome	Grant Writing	Community & regulatory services	Active Women and Girls program - submission of application for Promoting Sports for Women & Girls of the NPARC
Pending outcome	Grant Writing	Operations	Expansion of Indigenous Rangers Program - Funding application to support more women ranger positions.
Pending outcome	Grant Writing	Finance & Corporate services	Road Safety Grants - Project prepared with C7EVEN requesting funding for a road safety campaign and educational workshops.
Pending outcome	Grant Writing	Community & regulatory services	Play Our Way - Expression of interest submitted for upgrades to Bamaga Sporting Precinct
Pending outcome	Grant Writing	Community & regulatory services	Sky trans - Sponsorship for flights and freight to support cultural festival
Pending outcome	Grant Writing	Community & regulatory services	Ely Trust - New Mapoon dance group and art workshop for Cultural festival
Pending outcome	Grant Writing	Community & regulatory services	WCCCA - Napranum and Mapoon dance groups to perform at the Cultural Festival.
In Progress	Quality assurance	Community & regulatory services	Debt Recovery -CHSP 2021-22 - Council working with department to review grant acquittals submitted and PCS data.

Approved	Variation	Community & regulatory services	DES Illegal dumping and litter grant - Council has completed Activity 3 (C7EVEN campaign) and variation to extend the funding agreement delivery timeframe has been approved till November 2024. Metal recycling component of this grant remains a as high risk for delivery.
Approved	Variation	Operations	Western Cape Communities Trust - The extension of funding agreement has been approved by the WCCCA board for their contribution towards the New Mapoon Multipurpose Centre and opening ceremony funding agreements.
Successful	Successful Sponsorship	Community & regulatory services	Art Centre manager has been successful in securing sponsorships from businesses and organisations for the 2024 NPA Cultural Festival.
Successful	Successful Grant Submission	Community & regulatory services	GCBF - Application for purchase of stage and equipment for community and cultural events.
Successful	Successful Grant Submission	Operations	SES Support Grant Round 2024-25 - Application for new vehicle for SES. Both a waive of co-contribution and special circumstances to request above the prescribed grant amount were approved.
Successful	Successful outcome	Corporate & Finance	LEO rapid deployment program - council was approved and now is collecting evidence to be reimbursed for installation of starlink services at the Ferry, supermarket, airport and ranger vehicle.
<b>Total new funding</b>			
In Progress	Agreement received	Operations	Disaster Ready Funding - Place of Refuge 23/24 (DRF30301) – Grant agreement received
In Progress	Acquittal	Community & regulatory services	Creative Australia - Council is reviewing financial system to finalising this final acquittal.
In Progress	Variation request	Operations	W4Q 21-24 (projects multiple) - Council is finalising works on all projects. Variation for a change of scope was approved and council currently in the process of requesting a variation to support delivery of the upgrades to the Umagico pub.

In Progress	Acquittal	Operations	TMR CNLGG Umg-Bam - Cycleway project - Council and TMR have now identified actions required to progress this project, agreement variations under discussions with TMR.
In Progress	Acquittal	Operations	Ranger Program - Council working with NIAA to resolve overdue annual and IAS performance reports.
In Progress	Acquittal	Building & infrastructure	Interim and Forward Programs - Housing funding agreements - Council has resolve overdue quarterly reports.
In Progress	Acquittal	Finance & Corporate services	QCoast SEMP - Qcoast - monthly progress updates to LGAQ continue.
In Progress	Acquittal	Community & regulatory services	ActiveKit - request for grant agreement extension declined. Council to return unspent funds.
In Progress	Acquittal	Community & regulatory services	QLD remembers (Heritage Specialist Consultant for NPA War Memorial honour board plaque) - requirements of this agreement have been completed. Council waiting on final report to be provided.
Overdue	Acquittal	Community & regulatory services	NIAA 1000s Job - Council working with NIAA to resolve overdue reporting.
Submitted	Acquittal	Community & regulatory services	Torres Strait Regional Authority - Council has submitted the audit documents in regards to the ED21_22/02 - Tourism Officer and Events Coordinator grant agreement.

End of Report

**Title of Report:** May 2024 Finance Report

**Agenda Item:** 11.1

**Classification:** For Noting

**Author** Manager Finance

**Attachments** Statement of Comprehensive Income  
Statement of Financial Position  
Cash Position Summary  
Debtors and Creditors Outstanding

## Officers Recommendation:

### That Council:

Note and accept the Manager of Finance Report for the period ending 31 May 2024

## 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

Operating grants received for the month of May no grants were received this month but \$4.3m was receipted for this month.

### Revenue

Operational Revenue for the period to 31 May 2024 is tracking slightly lower than budgeted, as revenues received are at 84.5% compared to 92% of the year elapsed. This is mainly due to the receipt of the \$9.6M ICFP grant received in August, which was for more than the Budgeted amounts of the 3 Grants that it replaced. All other Operating revenues is going to budget during the month of May.

### Expenses

Operational Expenditure is tracking slightly lower than Budget at 84% of Budget compared to 91.6% of the year elapsed.

Materials and Services comprises half of Councils Operational Expenditure at \$23.5M, and of this is payments to contractors and consultants for the upkeep of Council assets. A further \$1.2M is for the Insurances that Council is required to hold, \$1.21M for administration costs, \$6.41M for the

purchase of stock for the various Enterprises and \$2.26M for Repairs & Maintenance of Council assets.

Employee benefits are slightly higher compared with previous year, however, are lower than Budget expectations for 2023/24.

During April, the Alau Supermarket made a YTD profit of \$219K, the Injinoo Batching Plant made a YTD profit of \$77K and the Injinoo Service Station made a YTD of \$257K. The Jardine Ferry & Roadhouse made a YTD loss of \$440K and the NPARC Store made a YTD profit of \$5K For every dollar spent, the combined enterprises are making a YTD profit of 118K

### **Budget and Management Reporting**

The draft 24/25 Budget was provided to councillors on 07/06/24 in preparation for the Special Budget Meeting on 28/06/24.

### **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.



# Northern Peninsula Area Regional Council

## Statement of Comprehensive Income

For the Period 1 July 2023 to 30 June 2024

	Actuals as at 31 May 2024	Actuals as at 30 April 2024	Increase or (Decrease)	Annual Budget 2023-2024
<b>Recurrent Revenue</b>				
Rates/Service Charges	2,799,372	2,799,372	0	2,814,952
Fees and Charges	239,877	235,515	4,362	359,950
Rental Income	1,211,013	1,142,297	68,716	1,045,587
Interest Received	82,966	82,966	0	90,005
Sales Revenue	6,412,983	5,776,788	636,195	10,626,214
Enterprise Revenue	7,703,781	7,288,622	415,159	8,966,614
Other Income	543,930	555,095	-11,165	2,908,076
Grants, Subsidies, contributions and donations	11,767,586	11,279,386	488,200	12,889,265
<b>Total Recurrent Revenue</b>	<b>30,761,508</b>	<b>29,160,042</b>	<b>1,601,466</b>	<b>39,700,663</b>
<b>Capital Revenue</b>				
Grants, Subsidies, contributions and donations	5,005,580	4,705,703	299,877	34,323,685
Other Capital Income		-	0	0
<b>Total Recurrent Revenue</b>	<b>5,005,580</b>	<b>4,705,703</b>	<b>299,877</b>	<b>34,323,685</b>
<b>Total Revenue</b>	<b>35,767,088</b>	<b>33,865,744</b>	<b>1,901,344</b>	<b>74,024,348</b>
<b>Expenditure</b>				
Employee Benefits	14,679,711	13,279,521	1,400,190	16,999,207
Materials and Services	23,501,541	21,239,577	2,261,964	32,065,414
Finance costs	22,518	20,697	1,821	715,643
Depreciation		-	0	10,823,000
<b>Total Expenses</b>	<b>38,203,770</b>	<b>34,539,796</b>	<b>3,663,974</b>	<b>60,603,264</b>
<b>Net Result</b>	<b>- 2,436,682</b>	<b>-674,052</b>	<b>-1,762,630</b>	<b>13,421,084</b>

# Northern Peninsula Area Regional Council

## Balance Sheet

For the Period 1 July 2023 to 30 June 2024

	Actuals as at 31 May 2024	Actuals as at 30 April 2024	Increase or (Decrease)
<b>Current Assets</b>			
Cash & Cash equivalents	727,196	2,663,324	-1,936,128
Trade & Other Receivables	3,217,343	3,371,531	-154,188
Inventories	956,284	979,274	-22,990
Other Financial Assets	206,883	206,883	-0
<b>Total Current Assets</b>	<b>5,107,706</b>	<b>7,221,012</b>	<b>-2,113,306</b>
<b>Non-Current Assets</b>			
Lease Assets	17,421,672	17,421,672	0
Property, Plant & Equipment	212,561,299	212,561,299	0
Work In Progress	18,127,764	17,387,207	740,557
<b>Total Non-Current Assets</b>	<b>248,110,735</b>	<b>247,370,177</b>	<b>740,558</b>
<b>TOTAL ASSETS</b>	<b>253,218,441</b>	<b>254,591,189</b>	<b>-1,372,748</b>
<b>Current Liabilities</b>			
Trade & Other Payables	2,430,272	1,863,859	566,413
Current Provisions	1,138,047	1,138,047	0
Other	10,641,196	10,641,196	0
<b>Total Current Liabilities</b>	<b>14,209,515</b>	<b>13,643,101</b>	<b>566,414</b>
<b>Non-Current Liabilities</b>			
Non-Current Provisions	1,828,266	1,828,266	-0
<b>Total Current Liabilities</b>	<b>1,828,266</b>	<b>1,828,266</b>	<b>-0</b>
<b>TOTAL LIABILITIES</b>	<b>16,037,781</b>	<b>15,471,368</b>	<b>566,413</b>
<b>NET COMMUNITY ASSETS</b>	<b>237,180,660</b>	<b>239,119,822</b>	<b>-1,939,162</b>
<b>Community Equity</b>			
Asset Revaluation Reserve	75,076,287	75,076,287	0
Retained Surplus/(Deficiency)	162,104,373	164,043,534	-1,939,161
	<b>237,180,660</b>	<b>239,119,822</b>	<b>-1,939,162</b>

# Northern Peninsula Area Regional Council

## Cash Flow Statement

For the Period 1 July 2023 to 31 May 2024

	Actuals as at 31 May 2023	Actuals as at 30 April 2023	Increase or (Decrease)
<b>Cash Flows from Operating activities</b>			
Receipts from Customers	16,555,306	21,166,948	-4,611,642
Payments to Suppliers and employees	-36,942,872	-33,862,386	3,080,486
	<b>-20,387,566</b>	<b>-12,695,438</b>	
Interest Received	82,966	82,966	0
Rental Income	1,211,013	1,142,297	68,716
Recurrent Grants & Subsidies	11,767,586	11,279,386	488,200
Borrowing Costs	-22,518	-20,697	1,821
<b>Net Cash inflow/(outflow) from Operating activities</b>	<b>-7,348,519</b>	<b>-211,486</b>	
<b>Cash Flows from Investing activities</b>			
Payments for Property, Plant & Equipment	-5,950,271	-5,389,071	561,200
Capital Grants & Subsidies	5,005,580	4,705,703	299,877
<b>Net Cash inflow/(outflow) from Investing activities</b>	<b>-944,691</b>	<b>-683,368</b>	
<b>Cash Flows from Financing activities</b>			
Repayment of Loans (Principal)	0	0	0
<b>Net Cash inflow/(outflow) from Financing activities</b>	<b>0</b>	<b>0</b>	<b>0</b>
Net Increase/(Decrease) in Cash and Cash equivalents held	-8,293,210	-894,854	
Cash and Cash Equivalents at beginning of period	2,289,093	3,183,947	
<b>Cash and Cash Equivalents at end of reporting period</b>	<b>-6,004,117</b>	<b>2,289,093</b>	<b>-8,293,210</b>

# AGED CREDITOR'S REPORT

Report Conditions: Excluding Nil Balances

Financial Year Ending 2024

ACCOUNT	CREDITOR NAME	90 DAYS	60 DAYS	30 DAYS	CURRENT	TOTAL
AAAFNQ	AAA FNQ Battery Wholesalers	3,008.56	0.00	0.00	0.00	3,008.56
AIR LIQ	AIR LIQUIDE LTD	0.00	5.48	0.00	0.00	5.48
AIRBR	AirBridge Networks Pty Ld	0.00	0.00	0.00	7,871.60	7,871.60
ALADV	ALTIUS ADVISORS CHARTERED ACCOUNTS	0.00	0.00	0.00	29,590.00	29,590.00
ANDCLAR	ANDREW CLARKE	0.00	0.00	0.00	24,100.43	24,100.43
ANLD	ANNE LEON DESIGNS	0.00	0.00	8,030.00	0.00	8,030.00
AP-POST	AUSTRALIA POST - 8169523	0.00	0.00	0.00	1,076.28	1,076.28
ARNHE	THE ARNHAM LAND PROGRESS ABORIGINAL	-17,717.62	0.00	0.00	0.00	-17,717.62
ASIB	ASI BUILDING SYSTEMS	0.00	0.00	9,003.58	0.00	9,003.58
AURE	AURECON AUSTRALIA PTY LTD	0.00	21,259.67	74,673.40	0.00	95,933.07
AUSTEKPL	AUSTEK PTY LTD	0.00	0.00	118.00	0.00	118.00
AVET	AVENUES TOBACCONIST	0.00	0.00	34,741.62	0.00	34,741.62
AZZOPR	AZZO PROJECT SERVICES PTY LTD	0.00	0.00	4,642.36	0.00	4,642.36
B&BELE	B&B ELECTRICAL	0.00	0.00	13,555.30	0.00	13,555.30
BAMAUTO	BAMAGA AUTO MARINE PTY LTD	922.42	0.00	2,805.89	0.00	3,728.31
BEL	BAMAGA ENTERPRISES LTD	0.00	0.00	1,820.00	0.00	1,820.00
BOCGAS	BOC GASES	0.00	0.00	284.48	0.00	284.48
BOWGR	BOWYER GROUP MINING & CIVIL	0.00	0.00	22,409.09	0.00	22,409.09
BPBAM	BP BAMAGA	0.00	0.00	1,719.99	0.00	1,719.99
BRASCH	BRASCHS PTY LTD	0.00	0.00	1,697.00	0.00	1,697.00
BYRNES	BYRNES MEATS/PORTSMITH QUALITY MEATS	0.00	0.00	10,169.58	0.00	10,169.58
C7EVEN	C7EVEN	0.00	0.00	0.00	3,296.70	3,296.70
CAIFEN2	CAIRNS FENCING	0.00	0.00	1,100.00	0.00	1,100.00
CAIHAR2	CAIRNS HARDWARE	0.00	0.00	70,744.66	820.19	71,564.85
CAMBELLS	CAMBELLS CASH AND CARRY	0.00	0.00	2,113.35	0.00	2,113.35
CAMHER	CAMERON HERBERT CONTRUCTIONS PTY LT	0.00	0.00	288,845.48	0.00	288,845.48
CAPISTO	CAIRNS PIT STOP	0.00	1,780.00	3,300.00	0.00	5,080.00
CASTRA	CAPE 'N' STRAITS PTY LTD	880.00	1,584.00	0.00	0.00	2,464.00
CINDME	CINDY MEISSNER	0.00	0.00	0.00	5,940.00	5,940.00
CIVICA	CIVICA PTY LTD	0.00	0.00	5,055.97	0.00	5,055.97
COOKCH	COOKTOWN CAR HIRE	0.00	0.00	3,870.00	3,999.00	7,869.00
CREEPY	CREEPY CRITTERS PEST CONTROL	0.00	0.00	1,969.00	0.00	1,969.00
CYBUILD	CAPE YORK BUILDING & MAINTENANCE PTY L	0.00	0.00	7,727.50	51,612.00	59,339.50
CYICE	CAPE YORK ICE & TACKLE	117.00	0.00	0.00	0.00	117.00
CYTRAD	CAPE YORK TRADERS	0.00	0.00	2,578.30	304.90	2,883.20
DYNG	DYNAMIC GIFT INTERNATIONAL PTY LTD	4,804.80	0.00	0.00	0.00	4,804.80
ERGENE	ERGON ENERGY	0.00	0.00	4,046.21	46,684.79	50,731.00
ERGMAC	ERGON ENERGY - MARYBOROUGH	9,425.00	0.00	0.00	70,687.49	80,112.49
EVOLVE	EVOLVE EQUIPMENT MANAGEMENT	0.00	0.00	3,134.83	0.00	3,134.83
FARNP	FAR NORTH PLUMBING CONTRACTORS P/L	4,477.00	1,474.00	23,600.50	27,450.50	57,002.00
FIRTHCR	FIRTH CREATIVE PTY LTD	0.00	0.00	10,175.00	0.00	10,175.00
FR-IRELA	F R IRELAND PTY LTD	0.00	0.00	4,798.78	0.00	4,798.78
GR8N	GR8 NORTHERN AG	0.00	0.00	256.75	0.00	256.75
HARVEN	HARVEY NORMAN AVIT CAIRNS PTY LTD	0.00	0.00	10,836.00	0.00	10,836.00
HAS	HASTINGS DEERING (AUSTRALIA) LTD	0.00	0.00	-1,336.95	0.00	-1,336.95
HC8BUILD	HCCM PTY LTD T/A HC BUILDING & CONSTRU	280.50	0.00	2,921.74	0.00	3,202.24



# AGED CREDITOR'S REPORT

Report Conditions: Excluding Nil Balances

Financial Year Ending 2024

ACCOUNT	CREDITOR NAME	90 DAYS	60 DAYS	30 DAYS	CURRENT	TOTAL
IBISBAM	COMMUNITY ENTERPRISE QUEENSLAND	0.00	0.00	1,190.41	0.00	1,190.41
IBISTI	IBIS THURSDAY ISLAND HARDWARE	0.00	0.00	453.00	0.00	453.00
INFRATRA	TONKIN STEEL (INFRABUILD TRADING PTY)	0.00	0.00	1,070.89	0.00	1,070.89
KOEDA	KOEDALAW PADH	0.00	0.00	0.00	1,000.00	1,000.00
KWKPC	KWIK KOPY PRINTING	0.00	0.00	5,074.95	0.00	5,074.95
LEMCR	LETICIA MORAN CREATIVE	0.00	0.00	2,926.00	0.00	2,926.00
LGM	LOCAL GOVERNMENT MUTUAL - QUEENSLAN	0.00	0.00	0.00	91,936.84	91,936.84
LGMA	LOCAL GOVERNMENT MANAGERS AUST	0.00	0.00	3,895.00	0.00	3,895.00
LOTSP	LOTS A PRINT & SIGNAGE	0.00	0.00	2,746.70	269.50	3,016.20
MAIRG	MORE AIR GROUP PTY LTD	0.00	0.00	2,071.53	0.00	2,071.53
MATCH	MATCHPORT MATERIALS HANDLING	0.00	0.00	1,670.92	0.00	1,670.92
NPA	NPA ELECTRICS	0.00	800.80	661.10	495.00	1,956.90
NPACON	NPA CONSTRUCTION	0.00	0.00	11,968.00	-2,992.00	8,976.00
NQB	NQ BUILDERS (S.DAGIS & N.GOTTANI)	0.00	0.00	28,462.50	2,392.50	30,855.00
NQCRASH	NQ CRASH & 4WD SPARES	0.00	0.00	5,221.72	0.00	5,221.72
NQPET	NQPETRO PTY LTD	0.00	0.00	7,326.37	0.00	7,326.37
PACTOY	PACIFIC TOYOTA & PACIFIC DAIHA	0.00	0.00	6,596.66	0.00	6,596.66
PEAK	PEAK SERVICES	0.00	0.00	14,207.36	4,180.00	18,387.36
PETSMOW	PETERS ATV & OUTDOOR POWER EQUIPMEN	0.00	308.00	620.00	0.00	928.00
PFD	PFD FOOD SERVICES PTY LTD	0.00	0.00	1,194.95	4,853.75	6,048.70
PIV	PIVOTEL SATELITE PTY LTD	0.00	0.00	0.00	2,286.01	2,286.01
POSCON	POSITIVE CONCRETE & CONSTRUCTION PTY	0.00	0.00	0.00	5,016.00	5,016.00
PRESTON	PRESTON LAW	0.00	0.00	39,493.32	0.00	39,493.32
PUNSBAY	CAPE YORK CAMPING PUNSAND BAY	0.00	0.00	269.00	0.00	269.00
QAO	QLD AUDIT OFFICE	0.00	0.00	192,110.11	0.00	192,110.11
RASPR	RAPID SPRAY	0.00	0.00	8,385.42	0.00	8,385.42
REECE	REECE PTY LTD	0.00	0.00	10,031.40	0.00	10,031.40
REGRO	REGION GROUP PTY LTD	0.00	0.00	390.00	0.00	390.00
REPCO	REPCO A DIVISION OF GPC ASIA PACIFIC PTY	0.00	0.00	1,095.94	0.00	1,095.94
RMT	Roberts & Morrow Technology	0.00	0.00	90,234.95	0.00	90,234.95
ROBDABI	ROBERT & CECELIA DABI FAMILY TRUST	0.00	0.00	0.00	5,934.50	5,934.50
ROYWOLF	ROYAL WOLF TRADING AUSTRALIA P/L	0.00	0.00	473.18	0.00	473.18
RPS AAP	RPS AAP CONSULTING PTY LTD	0.00	7,150.00	863.50	9,213.66	17,227.16
SEA	SEASWIFT PTY LTD	0.00	3,031.81	126,914.58	114,552.02	244,498.41
SIMGE	SIMON GEORGE & SONS CAIRNS	0.00	0.00	9,454.70	9,742.81	19,197.51
SKYMES	SKYMESH PTY LTD	0.00	0.00	706.20	0.00	706.20
SLHPRO	SLH PROJECTS P/L	0.00	0.00	58,960.00	19,250.00	78,210.00
SOCRSAFW	SOUTHERN CROSS SAFETY & WORKWEAR	0.00	0.00	893.15	0.00	893.15
SPOTLIGH	SPOTLIGHT STORES PTY LTD	0.00	0.00	0.00	7,040.10	7,040.10
STJHO	ST JOHN AMBULANCE AUSTRALIA	0.00	0.00	1,096.50	0.00	1,096.50
TDIS	THE DISTRIBUTORS CAIRNS	0.00	0.00	7,111.50	0.00	7,111.50
TEL	TELSTRA	0.00	0.00	31,007.76	0.00	31,007.76
TEP	TOP END PLUMBING PTY LTD	775.50	401.50	26,342.00	10,268.50	37,787.50
TERRECOM	TERRECOM PTY LTD	0.00	0.00	3,905.59	0.00	3,905.59
TIBUL	T.I BULK MEATS	0.00	0.00	2,331.92	0.00	2,331.92
TOLLTRAN	(DO NOT USE) TOLL TRANSPORT PTY LTD	256.83	0.00	-256.86	0.00	-0.03

AGED CREDITOR'S REPORT

Report Conditions: Excluding Nil Balances

Financial Year Ending 2024

ACCOUNT	CREDITOR NAME	90 DAYS	60 DAYS	30 DAYS	CURRENT	TOTAL
TOMCOW	TCL SECURITY	0.00	0.00	794.00	0.00	794.00
TORRN	TORRES NEWS PTY LTD trading asTORRES NE	0.00	0.00	1,260.00	0.00	1,260.00
TRU&EQUI	TRUCK & EQUIPMENT PARTS PTY LTD	0.00	0.00	1,667.55	0.00	1,667.55
TSTM	TORRES STRAIT TREE MANAGEMENT	0.00	0.00	30,487.00	0.00	30,487.00
VEOWA	VEOLIA WATER AUSTRALIA PTY LTD	0.00	0.00	328,924.17	215,775.35	544,699.52
VOCUS	VOCUS PTY LTD	0.00	0.00	7,832.00	0.00	7,832.00
WAGN	WAGNERS CEMENT PTY LTD	0.00	0.00	13,771.89	8,910.33	22,682.22
YORKCON	YORKSTON CONSTRUCTIONS PTY LTD	3,199.00	0.00	0.00	0.00	3,199.00
YUSPL	NPA EARTHMOVING YUSIA PTY LTD	0.00	0.00	29,920.00	0.00	29,920.00
TOTALS:		10,428.99	37,795.26	1,755,235.94	783,558.75	2,587,018.94

# AGED DEBTORS REPORT

Report Conditions: Debtors between 'ADI255' and 'YUSCL'; with  
Current Balances; with Current Balances

Financial Year Ending 2024

ACCOUNT	DEBTOR NAME	90 DAYS	60 DAYS	30 DAYS	CURRENT	TOTAL
ADI255	REGINA J WASIU	12,085.71	480.00	600.00	120.00	13,285.71
ADICAS	CASSANDRA ADIDI	4,711.98				4,711.98
AKITEA	TEANNA AKI-FUJI	-188.80				-188.80
AMAGAV	GAVIN AMARASIRI	-646.52				-646.52
AOG	ASSEMBLY OF GOD CHURCH	4,547.34	1,010.52	505.26		6,063.12
APUISIC	APUDTHAMA INJINOO SPORTING INDIGENOU	6,168.80				6,168.80
APULAN	APUDTHAMA LAND TRUST	1,187.60				1,187.60
ARMY	DEPARTMENT OF DEFENCE	-711.13				-711.13
ATACORP	ANGKAMUTHI TRIBAL ABORIGINAL CORPORA	634.73				634.73
AUSPOST	AUSTRALIA POST	1,999.86				1,999.86
AUSWASTE	AUSWASTE FNQ Pty Ltd	1,922.48	5,493.62			7,416.10
BALKANU	BALKANU CAPE YORK DEVELOPMENT	252.00				252.00
BAMHOS	BAMAGA HOSPITAL	93,016.10		1,120.85		94,136.95
BAMKAZIL	BAMAGAU KAZIL TSI CORPORATION	119,141.37	7,474.55	5,822.10		132,438.02
BASMAINT	DEPT OF ENERGY & PUBLIC WORKS	23,932.26	-0.10	26,577.20	70,829.88	121,339.24
BASSMOKE	QBuild, Dept of Energy & Public Works	0.01				0.01
BASUPG	DEPT OF ENERGY & PUBLIC WORKS	152,510.43		224,904.90	54,400.50	431,815.83
BBELEC	B & B ELECTRICAL		800.00	800.00		1,600.00
BEL	BAMAGA ENTERPRISES LIMITED(do not use)	-24,535.55				-24,535.55
BEL1	BAMAGA ENTERPRISE LTD	-48,100.33	-8,782.17	-6,482.62	-1,851.79	-65,216.91
BEL2	BEL PTY LTD	-11,169.68				-11,169.68
BEL3	BAMAGA ENTERPRISE LTD	13,561.47	1,415.97	850.11	646.74	16,474.29
BELBP	BAMAGA BP SERVICE STATION(do not use)	14,516.60				14,516.60
BELCYPL	CAPE YORK PENINSULA LODGE(do not use)	56,516.90				56,516.90
BELNOM	BAMAGA NOMINEES PTY LTD	4,491.50				4,491.50
BELTAV	BAMAGA TAVERN(do not use)	19,853.00				19,853.00
BERNIE	BERNIE'S KAI KAI BAR	550.00				550.00
BLAELI	ELIMAU BLARRY			-1,017.08	-428.55	-1,445.63
BLAKEA	Keas Blarrey	-5.51	3.50			-2.01
BLAKEN	KEN BLACKHOE	1,285.72				1,285.72
BLUDOG	BLUE DOG HELICOPTERS PTY LTD	-150.15				-150.15
BONMER	MERVYN BOND	-1,045.90				-1,045.90
BRO63	ERIC COTTIS & KAREN BOND		151.43	600.00	120.00	871.43
BRO68	MERVYN BOND	5,948.57	640.00	-200.00	-340.00	6,048.57
BRO72B	JANELLE LIFU	11,220.86		120.00	-120.00	11,220.86
BRO76	LESTER BOND	39,843.93	480.00	600.00	120.00	41,043.93
BUNGIE	BUNGIE HELICOPTERS	7,649.68	10,874.99	6,410.63	5,175.00	30,110.30
C3CHURCH	C3 CHURCH - CAIRNS	300.00				300.00
CAPCON	CAPITAL CONSTRUCTIONS (QLD) PTY LTD	-6,499.12				-6,499.12
CAPSTRA	CAPE 'N' STRAITS PTY LTD	3,188.00				3,188.00
CARMODY	ROB CARMODY Lease budget lodge	69,761.91	4,504.64	2,252.32		76,518.87
CARRON	RON CARTER	-1,101.91				-1,101.91
CBM	COYS BUDGET MOTORS	93,487.75	1,000.00	500.00		94,987.75
CEQ	COMMUNITY ENTERPRISE QUEENSLAND				5,500.00	5,500.00
CHC	CAMERON HERBERT CONSTRUCTION PTY LT		-119.55	1,125.91	91.35	1,097.71
CLISMA	CLIMATE SMART HOMES P/L	-1,200.53				-1,200.53
CNSHWARE	CAIRNS HARDWARE			11,000.00		11,000.00
CYBT	CAPE YORK ICE & TACKLE	6,112.00	1,650.00	825.00		8,587.00
CYBUILD	CAPE YORK BUILDING & MAINTENANCE		1,382.15	4,702.10	1,234.20	7,318.45
CYLC	CAPE YORK LAND COUNCIL	1,026.26				1,026.26
CYSR2	CAPE YORK SPARES & REPAIRS	101,260.55				101,260.55
CYT2	CAPE YORK TRADERS	-196.54	913.73			717.19
CYTET	CAPE YORK TOP END TOURS	1,300.00				1,300.00
DAFF	DEPT OF AGRICULTURE, FISHERIES	13,781.00	2,470.00	1,235.00		17,486.00
DAGF	DEPT OF AGRICULTURE, FISHERIES	478.95				478.95
DATSIP	DEPT OF ABORIGINAL & TORRES STRAIT	294.00				294.00
DAWR	DEPT OF AGRICULTURE, FISHERIES	6,170.00				6,170.00
DEIS	DEPT EDUCATION INFRASTRUCTURE SERVIC	-10,109.96				-10,109.96
DHS	DEPARTMENT OF HUMAN SERVICES	11,665.86	1,351.26	675.63		13,692.75
DREAM	BAMAGA DREAMTIME	100.00	50.00			150.00

# AGED DEBTORS REPORT

Report Conditions: Debtors between 'ADI255' and 'YUSCL'; with  
Current Balances; with Current Balances

Financial Year Ending 2024

ACCOUNT	DEBTOR NAME	90 DAYS	60 DAYS	30 DAYS	CURRENT	TOTAL
DSDSATSI	Dept of Seniors, Disability Services	1,356.00				1,356.00
EASTAIR	EAST AIR	940.50				940.50
ELUDEV	DEVONA ELU	-866.66				-866.66
EMERDON1	KAIWAI GULIGO	17,055.31	480.00	600.00	120.00	18,255.31
ERGON	ERGON ENERGY CORPORATION LTD	5,192.00				5,192.00
FIRNAT	FIRST NATIONS HOUSING & HOMELESSNESS	13,407.98				13,407.98
FIXMBUI	FIX-M BUILDING MAINT & SERV	13,651.64				13,651.64
FLE180	MARJORIE SAGIGI & GERALD BOND	294.04	-300.00	-250.00	-350.00	-605.96
FNPLUMB1	FAR NORTH PLUMBING - AGREEMNT	-8,154.00				-8,154.00
FRASBUIL	A.D.FRASER BUILDERS	1,200.00				1,200.00
GBRHEL	GREAT BARRIER REEF HELICOPTER(do no use	1,034.34				1,034.34
GREWILL	GREG WILLIAMS CONSTRUCTIONS P/L	27,982.10				27,982.10
GTSCARP	GTS CARPENTRY SERVICES	489.33				489.33
HCBUILD	H C BUILDING	215.58	50.13	14,084.40	152,561.75	166,911.86
HIGGINS	R HIGGINS ATF HIGGINS & LYONS TRUST	71,048.88				71,048.88
HINT	HINTERLAND AVIATION PTY LTD	8,012.16				8,012.16
HOPE	HOPE FELLOWSHIP	19,500.00				19,500.00
HRBILJER	JEREMIAH BILLY/SHEILA CHARLIE			305.88	150.00	455.88
HRMAIER	ERICA MAIRU	7,062.86				7,062.86
HRNONA	TOLOWA NONA & GINA NONA	-721.97	40.00	275.00	55.00	-351.97
HRPETTER	TERRY GINA PETER	-195.72	-360.00	110.00	-170.00	-615.72
HRSAMO	DALE & NORAH SALEE	37,684.31	-750.00	-150.00	-300.00	36,484.31
IBIS	IBIS - ISLANDERS BOARD OF INDUSTRY & SEI	-304.00				-304.00
IBUMCF	McFARLANE IBUAI	60.00				60.00
IACORP	IPIMA IKAYA ABORIGINAL CORP RNTBC	5,108.57				5,108.57
INGW	WILLIAM INGUI	-500.00				-500.00
JJPLANT	J & J PLANT HIRE	3,785.58				3,785.58
KSSONS	KEVIN SEBASIO & SONS (no credit)	48,950.00	-150.00	-100.00	-50.00	48,650.00
LAN81A	YOSHABELLE BOND	13,803.57	420.00	525.00	105.00	14,853.57
LAN81B	TALITA NELIMAN	-365.00	-60.00	525.00	105.00	205.00
LDMC	L & D MAINTENANCE & CLEANING	2,654.43	-4,171.93			-1,517.50
LFLE77	NORMAN SAILOR	29,046.43	480.00	600.00	120.00	30,246.43
LFLE78	BILLY & FLORENCE DANIEL	20,302.24	480.00	600.00	120.00	21,502.24
LOYALTY	LOYALTY BEACH CAMPGROUND	107,998.24	3,524.69	1,590.00		113,112.93
LUI045	DWAYNE NONA	5,185.71	480.00	600.00	120.00	6,385.71
LUI061	ALLISON GOWA/MICHAEL SOLOMON	14,422.14	120.00	360.00		14,902.14
LUI064	JENNIFER SEBASIO	5,805.43	-240.00	120.00	-120.00	5,565.43
LUI070	REGINALD WILLIAMS & JEAN WILLIAMS	5,112.86	400.00	500.00	100.00	6,112.86
LUI071	LYELL BOWIE	-88.57	-20.00	-200.00	120.00	-188.57
LUI073	KENNY NEWMAN & PAMELA WILLIE	-882.43	-600.00	-330.00	90.00	-1,722.43
LUI076B	ESME NEWMAN	-568.07	-300.00	80.00	-140.00	-928.07
MANJY	JEFFERSON & YVONNE MANDIE	2,944.90				2,944.90
MARA	MARA CARPENTRY SERVICES	216,972.08				216,972.08
MARA2	MARA CARPENTRY LEASE	21,000.00				21,000.00
MARNEST	MARTHALITTA NEST CLOTHING & ACCESSOF	1,700.00				1,700.00
MCDR	ROY MCDONNELL	298.45				298.45
METMIN	METRO MINING LIMITED	-849.00		5,500.00		4,651.00
MIDHEL	MIDCOAST HELICOPTERS PTY LTD	5,988.65				5,988.65
MOTALI	ALICKSON MOTLOP	124.45				124.45
MOTNED	NED MOTLOP	124.45				124.45
MOTSTA	STANLEY MOTLOP	58.65				58.65
MUD262	TIANA SAM	4,420.68	480.00	600.00	120.00	5,620.68
MUTTRU	MUTUAL TRUST	-1,535.54				-1,535.54
NAI	NAI-BEGUTA AGAMA CORPORATION	-476.45	-82,408.06			-82,884.51
NAKTET	TETSUO NAKACHI	-19.00				-19.00
NAWSHI	SHIRLEY NAWAKIE	552.00		-100.00	-100.00	352.00
NEWL	Leandra Newman	-250.00				-250.00
NIAAGE	NATIONAL INDIGENOUS AUST AGENCY	8.77				8.77
NMAC	NEW MAPOON ABORIGINAL CORPORATION	59,325.79				59,325.79
NOMD	DAVE NOMOA	105.20	-105.00			0.20



# AGED DEBTORS REPORT

Report Conditions: Debtors between 'ADI255' and 'YUSCL'; with  
Current Balances; with Current Balances

Financial Year Ending 2024

ACCOUNT	DEBTOR NAME	90 DAYS	60 DAYS	30 DAYS	CURRENT	TOTAL
NONBEA	BEATRICE NONA	0.02				0.02
NPA JUST	NPA JUSTICE SERVICES ATSI CORP	1,191.61				1,191.61
NPABE	NPA BUSINESS ENTERPRISE	2,316.99	1,094.44	420.00		3,831.43
NPACARP	NPA CARPENTRY PTY LTD	14,395.14	1,078.84			15,473.98
NPAACON	NPA CONSTRUCTION	81,574.08				81,574.08
NPAEM	NPA EARTHMOVING	-2,204.19	1,624.74	3,734.47		3,155.02
NPAFACS	NPA FAMILY & COMMUNITY SERVICES	96,560.65	19,593.45	22,971.77	5,500.00	144,625.87
NPAFACS2	NPA FAMILY & COMMUNITY SERVICES 2	32,741.85	2,400.00	6,402.83		41,544.68
NPASC	NPA STATE COLLEGE	43,670.53		3,035.55	439.37	47,145.45
NQBUILD	NQ BUILDERS		416.60	173.05		589.65
NQFP	NQ FIRE PROTECTION PTY LTD	540.00				540.00
OPTUS	OPTUS MOBILE PTY LTD	-671.78				-671.78
ORC269	THOMAS SEBASIO	-220.00	-348.57	280.00	120.00	-168.57
OUILOR	LORRAE OUI	-226.20				-226.20
PABLAW	LAWRENCE PABLO	995.32	-400.00	-195.28		400.04
PCC	POSITIVE CONCRETE & CONSTRUCTION PTY			1,180.40		1,180.40
PEAKSERV	PEAK SERVICES				5,500.00	5,500.00
PETMAR	MARGRET PETER	999.71	-800.00			199.71
PORG	GAVIN PORT	247.14				247.14
PRSCAFF	P & R Scaffolding STOP CREDIT	15,364.35				15,364.35
PUNBAYAV	PUNSAND BAY AVIATION				3,200.84	3,200.84
QBILD	QBUILD, DEPT OF ENERGY & PUBLIC WORKS	7,626.40				7,626.40
QCS	QLD CORRECTIVE SERVICES	426.00				426.00
QG DISAB	DEPT OF ENERGY & PUBLIC WORKS	0.93				0.93
QGDES	QLD GOVT DEPT OF ENVIRONMENT & SCIENC			85,800.00		85,800.00
QGHOUSIN	DEPT OF ENERGY & PUBLIC WORKS	137,892.28				137,892.28
QIFVLS	QLD INDIGENOUS FAMILY VIOLENCE LEGAL S	-399.99				-399.99
QLDED	EDUCATION QUEENSLAND			-83,495.00		-83,495.00
RACE	REMOTE AREA CIVIL EARTHMOVING	5,092.00				5,092.00
RANA	RANA LANDSCAPING	7,229.20				7,229.20
RBSESV	RICHARDSON'S BUILDING SERVICE	94,575.15				94,575.15
REM	ROB'S EARTHMOVING HIRE PTY LTD		872.40	5,515.75		6,388.15
REX	REGIONAL EXPRESS		-5,196.40			-5,196.40
RKOR01	SHANNAY GEBADI	3,825.00	-210.00	315.00	-105.00	3,825.00
RKOR71A	ARTHUR WONG	7,956.43				7,956.43
RNCARP	RONALD NONA CARPENTRY	8,584.40				8,584.40
RTWEIPA	RIO TINTO WEIPA	-2,605.00				-2,605.00
SEASWIFT	SEASWIFT		215.58		215.58	431.16
SEB033	MRS CHERYL SAILOR	9,778.07	360.00	450.00	90.00	10,678.07
SEB041	ALBERT BOWIE/PATRICIA TAPAU	9,882.85	120.00	360.00		10,362.85
SEB042	VANESSA HUDSON	13,443.31	480.00	600.00	120.00	14,643.31
SEB044	RONALD NONA & ANNA NONA			212.00	53.00	265.00
SEB048	LAVINIA JACOB	14,909.86	480.00	600.00	120.00	16,109.86
SEB049A	CHARLEE MUDU	250.00	420.00	525.00	105.00	1,300.00
SEB049B	JEAN VALERIE WILLIAMS	9,210.00	420.00	525.00	105.00	10,260.00
SEB050A	EDITH GOWA	14,951.50	-270.00	65.00	-125.00	14,621.50
SEB050B	JUANITA OBER	3,230.00	420.00	325.00	105.00	4,080.00
SEB051	KENNY SEBASIO	-21.43	-180.00	90.00	-90.00	-201.43
SEB052	MICHAEL BOWIE	16,841.71	480.00	600.00	120.00	18,041.71
SEB053	DANNY & ANGELA SEBASIO	18,051.43	480.00	600.00	120.00	19,251.43
SEB066/1	HASSIM ADIDI	4,035.00	-510.00	-95.00	-205.00	3,225.00
SEB066/2	SARAH LUI	2,865.00	420.00	525.00	105.00	3,915.00
SEB077	GORDON & PAULINE CUNNEEN	-992.43	160.00	450.00	90.00	-292.43
SEB078	MYLEE TABUAI	641.02				641.02
SEB079	BEVERLEY ATU	18.56	-240.00	120.00	-120.00	-221.44
SEB080	MERSANE BOND	2,540.43	480.00	600.00	120.00	3,740.43
SEB252	MONICA AMEY (DECEASED)	4,877.14				4,877.14
SEB254	RODNEY & DEBORAH KIWAT	215.70	480.00	600.00	120.00	1,415.70
SEB43	SYLVIA SEBASIO	9,892.44	360.00	450.00	90.00	10,792.44
SEBENICO	SEBENICO GROUP PTY LTD		-0.06			-0.06

# AGED DEBTORS REPORT

Report Conditions: Debtors between 'ADI255' and 'YUSCL'; with  
Current Balances; with Current Balances

Financial Year Ending 2024

ACCOUNT	DEBTOR NAME	90 DAYS	60 DAYS	30 DAYS	CURRENT	TOTAL
SEIFIS	SEISIA FISHING ASSOCIATION	47,030.00				47,030.00
SEISEN	SEISIA ISLAND ENTERPRISES	1,290,901.82				1,290,901.82
SGA	ST GEORGE'S ANGLICAN CHURCH	11,423.70				11,423.70
SHAC	SHELTER HOUSING ACTION CAIRNS	829.26	-19.99			809.27
SHBOTROB	ROBERT BOTTGER	7,268.57	480.00	600.00	120.00	8,468.57
SHDAVA	ADAM DAVIES	2,040.00	420.00	-775.00	105.00	1,790.00
SHDAVROB	ROBERT & CECILIA DAVI	7,491.43	480.00	600.00	120.00	8,691.43
SHHALKER	KERRIE HALL	445.70	-240.00	120.00	-120.00	205.70
SHISHLEO	LEONIE ISHMAIL	385.71	-300.00	150.00	-150.00	85.71
SHJAMROB	ROBERT JAMES	560.00	-360.00	110.00	-170.00	140.00
SHLENDEV	DEV LENGJEL	-120.01	-300.00	80.00	-140.00	-480.01
SHMADMIC	MICHAEL MADELEY			300.00	-150.00	150.00
SHNADYAN	YANETTA NADREDRE	-578.57	-450.00	50.00	-200.00	-1,178.57
SHNAKMAR	MARLON NAKACHI	530.00	-780.00	-520.00	-260.00	-1,030.00
SHSENAMB	AMBER SENIOR	428.56	-240.00	120.00	-120.00	188.56
SHSHESCO	SCOTT SHELDON	85.70		120.00	-120.00	85.70
SHTAMROB	ROBERT TAMWOY	1,710.01				1,710.01
SHTYSDAV	DAVID TYSON	500.00				500.00
SHVOLSIR	SIRELLI VOLAVOLA	750.00	-300.00	150.00	-150.00	450.00
SHWALSHA	SHANE & SONIA WALLER	567.86	-600.00	-367.86		-400.00
SHYATAUG	AUGUSTUS YATES	-360.02	-720.00	-480.00	-240.00	-1,800.02
SHYOEM	MYIESHA YOELU	4,409.21				4,409.21
SKREMOTE	S KIWAT REMOTE PLUMBING SERVICES	4,198.32	2,099.16	1,049.58		7,347.06
SKY2	SKYTRANS AIRLINES	7,970.83	70,861.50	55,152.90	2,991.60	136,976.83
SMA	ST MICHAEL & ALL ANGELS ANGLICAN CHURCH	4,448.00				4,448.00
SOLLIO	LIONEL SOLOMON	1,036.83				1,036.83
SOLLOR	LORRAINE SOLOMON	-0.20				-0.20
SSMC	SERVICE STREAM MOBILE COMMUNICATIONS	0.19				0.19
STC	ST STEPHEN'S CATHOLIC CHURCH	24,748.00				24,748.00
TABJK	KITTY TABUAI-INJINOO SNACK BAR	5,291.12				5,291.12
TABK	KITTY TABUAI	976.15				976.15
TAFE	TAFE NORTH BAMAGA CAMPUS	398.95				398.95
TCHHS	TORRES AND CAPE HOSP & HEALTH SERVICE	77,877.91	5,497.20			83,375.11
TCICA	TORRES CAPE INDIGENOUS COUNCIL ALLIAN		47,617.23			47,617.23
TELSTRA	TELSTRA CORPORATION LIMITED	23,761.94				23,761.94
TEM	TOP END MOTORS	32,107.00				32,107.00
THUCOFF	THUPMUL COFFEE	1,080.00				1,080.00
TIDS-ATS	TIDS-ATSI	10,370.00				10,370.00
TMR2	Dept Transport and Main Roads			187,383.00		187,383.00
TOLLMAR	TOLL MARINE LOGISTICS	125.00				125.00
TORCIVIL	TORRES CIVIL	10,028.10	4,268.00			14,296.10
TORNEWS	TORRES NEWS	-396.00				-396.00
TRILITY	TRILITY PTY LTD	-1,581.52				-1,581.52
TSHCOUN	TORRES SHIRE COUNCIL	11,035.00				11,035.00
TSRA	TSRA OFFICE			27,500.00		27,500.00
TSRAMIP	TSRA MIP TRUST FUND	-0.20				-0.20
VALBOX	VAL BOXING CLUB	267.66				267.66
WAPL	LINDA WAPAU	511.10				511.10
WAPWAS	WASADA WAPAU	-195.47				-195.47
WBRUSH	WASHING BRUSHES (STEPHEN MCCONNELL)	-8,086.00	-8,386.50	-1,647.25	-1,497.00	-19,616.75
WCCCA	WESTERN CAPE COMM COEXISTENCE			2,189.00		2,189.00
WHAMAB	MABELINE WHAP		410.00			410.00
WILANG	ANGELINA WILLIAMS		1,000.00			1,000.00
WILL122	PASTOR SANIMO	242.86	-200.00	100.00	-100.00	42.86
WILREG	REGINALD WILLIAMS	48,232.95	2,016.66	1,008.33		51,257.94
WISAT	ALLAN & THELMA WISEMAN	27,135.50				27,135.50
XAD1258	THOMAS REUBEN	-324.00				-324.00
XADI157	TALISHA YUSIA	202.86				202.86
XADI158	JARDINE KIWAT	1,090.00				1,090.00
XADI159	GRETA SAM	5,126.93				5,126.93

# AGED DEBTORS REPORT

Report Conditions: Debtors between 'ADI255' and 'YUSCL'; with  
Current Balances; with Current Balances

Financial Year Ending 2024

ACCOUNT	DEBTOR NAME	90 DAYS	60 DAYS	30 DAYS	CURRENT	TOTAL
XADI255	REGINA J WASIU	9,176.49				9,176.49
XANU196	CHRISTINA GOWA	485.26				485.26
XANU197	JOHN ADIDI (JNR)	1,326.29				1,326.29
XBON16	PAUL CHRISTIAN	2,300.00				2,300.00
XBON22	JOHN MARK	-3,697.25				-3,697.25
XBON29	MARGO BOND	2,029.67				2,029.67
XBON7A	YANCY TAMWOY & DAVID REID	7,320.00				7,320.00
XBON8	FANNY SOLOMON	5,945.61				5,945.61
XBRO60	EDNA MARK	20,376.03				20,376.03
XBRO64	COLIN BOND	-150.00				-150.00
XBRO70	ALBERT BOND	9,237.14				9,237.14
XBRO71D	ROBERT REID ( deceased)	-1,220.00				-1,220.00
XBRO71X	MICHAEL REID	2,260.00				2,260.00
XCOLL001	JANET PATTI WASIU	2,748.94				2,748.94
XCOLL004	CONWAY AMEY & GERTIE SATRICK	9,051.35				9,051.35
XCOLL11	DORIS ATU	2,299.05				2,299.05
XCOLL12	TYRONE PHINEASA	1,480.92				1,480.92
XCOLL14	BEL - ADMINISTRATION (CF)	-20,879.17				-20,879.17
XCOTS84	ALENKA MORSEU	-41.43				-41.43
XCOTTS82	JEFFREY TOBY	9,700.00				9,700.00
XCOTTS84	Charlene Lifu	6,300.00				6,300.00
XDONGA01	BEL - STAFF ACCOMMODATION	340.00				340.00
XDONGA02	BEL - STAFF ACCOMMODATION	340.00				340.00
XDONGA03	BEL - STAFF ACCOMMODATION	470.00				470.00
XDONGA04	BEL - STAFF ACCOMMODATION	470.00				470.00
XDONGA05	BEL - STAFF ACCOMMODATION	470.00				470.00
XDONGA06	BEL - STAFF ACCOMMODATION	305.00				305.00
XDONGA07	BEL - STAFF ACCOMMODATION	305.00				305.00
XDONGA08	BEL - STAFF ACCOMMODATION	400.00				400.00
XDONGA09	BEL - STAFF ACCOMMODATION	305.00				305.00
XDONGA10	BEL - STAFF ACCOMMODATION	400.00				400.00
XDONGA11	BEL - STAFF ACCOMMODATION	295.00				295.00
XEMEJOHL	LISA JOHNSON	735.00				735.00
XEMERLD	LINDSEY DICK	90.00				90.00
XFLE67A	MARIO BOND	6,350.00				6,350.00
XFLE67B	IAN BOND & ANNIE BAIRA	360.00	-150.00	-100.00	-50.00	60.00
XHRATED	ARTHUR TAMWOY & EDITH DAVID	4,087.48				4,087.48
XHRBLBES	BESSIE BILLY	10,305.00				10,305.00
XHRBOKE	GABRIEL BOWIE & EMMA BOWIE	15,439.21				15,439.21
XHRESEM	ERRIS ESELI	9,744.00				9,744.00
XHRHSJM	H STEPHEN & J MCDONNELL(deceased)	-1,338.08				-1,338.08
XHRINGB	BERZIE INGUI	2,944.29				2,944.29
XHRJETRE	JEANETTE TRELOGGEN	8,390.72				8,390.72
XHRLIFM	MEUN LIFU	-825.00				-825.00
XHRLUIP	PETER LUI	1,865.00				1,865.00
XHRMACDB	BETHINA MCDONNELL (deceased)	-2,889.40				-2,889.40
XHRMAGM	MARIE MAGALA (deceased)	-810.00				-810.00
XHRMAIRO	ROSELYN MAIRU	837.06				837.06
XHRMCRO	ROY MCDONNELL	12,081.10				12,081.10
XHRMOOP	POLLY MOOKA	13,127.50				13,127.50
XHRMOOR	OREPA MOOKA	114.97				114.97
XHRMOR	RAYMOND MOOKA jnr	3,995.00				3,995.00
XHRNAMJ	JESSICA NAMAI	3,800.00				3,800.00
XHRNSLP	NELSON STEPHEN & LAURA PABLO	1,450.50				1,450.50
XHRPAAS	ASAI PABLO (JNR)	5,680.14				5,680.14
XHRPABA	ASAI V PABLO	12,790.89				12,790.89
XHRPABG	GORDON PABLO	4,820.19	-150.00	-100.00	-50.00	4,520.19
XHRPABJ	JEFFREY PABLO	6,237.25				6,237.25
XHRPABL	LAWRENCE PABLO	9,595.53	-50.00			9,545.53
XHRPABM	MICHAEL PABLO	2,021.97				2,021.97

# AGED DEBTORS REPORT

Report Conditions: Debtors between 'ADI255' and 'YUSCL'; with  
Current Balances; with Current Balances

Financial Year Ending 2024

ACCOUNT	DEBTOR NAME	90 DAYS	60 DAYS	30 DAYS	CURRENT	TOTAL
XHRPABR	ROBIN PABLO	2,890.00				2,890.00
XHRPABS	STANLEY PABLO	-393.59				-393.59
XHRPASJ	JOSEPH PASCOE & PHOEBE NOMOA	10,412.67				10,412.67
XHRPETA	ANDREW PETER (SNR) (deceased)	-739.73				-739.73
XHRPETBE	BEATRICE PETER	23,475.09				23,475.09
XHRPETT	TESSIE PETER	1,654.80				1,654.80
XHRREPD	DAVID REPU & DELPHINE WILSON	500.00				500.00
XHRROPL	LUCY ROPEYARN	-932.50				-932.50
XHRROPP	PATRICK ROPEYARN	10,196.96				10,196.96
XHRROPS	STEVEN & LUCY ROPEYARN	10,283.43				10,283.43
XHRSALA	AKITAU SALEE	6,676.82				6,676.82
XHRSALD	DANIEL T SALEE(Deceased)	4,527.28	-75.00	-50.00	-25.00	4,377.28
XHRSALR	ROBINSON J SALEE(deceased)	17,150.12				17,150.12
XHRSEBG	GABRIEL & NADIA SEBASIO	11,092.00				11,092.00
XHRSEBH	KEVIN & HARRIET SEBASIO	1,000.00				1,000.00
XHRSEBM	Maryann Sebasio	1,200.00	-150.00	-100.00	-50.00	900.00
XHRSEBT	TITOM JAMES SEBASIO	8,860.00				8,860.00
XHRSOGO	GORDON M SOLOMON	2,797.57				2,797.57
XHRSOLPH	PHILIMON SOLOMON	3,040.00				3,040.00
XHRSOLR	ROY R SOLOMON	6,056.96				6,056.96
XHRTAMA	ANNA TAMWOY	61.96				61.96
XHRTAMJ	JOHN DANIEL TAMWOY	3,195.00				3,195.00
XHRTAMM	MARY TAMWOY	429.80				429.80
XHRTUGJ	JEFFREY TUGAI	5,652.00				5,652.00
XHRWALM	AMY WALKER	1,768.55				1,768.55
XHRWIGG	GEIZA WIGNESS	-1,335.71				-1,335.71
XHRWILJ	JENNIFER WILSON	3,121.13				3,121.13
XHRWOOS	SANTINO WOOSUP	3,860.00	-150.00	-50.00	-50.00	3,610.00
XHRWOSO	SOLOMON WOOSUP	7,819.49				7,819.49
XHRYOUEL	ELIZABETH YOUNG (deceased )	-255.00				-255.00
XHTAMT	TITOM TAMWOY (JNR)	7,870.00				7,870.00
XJAC132	WAYNE ANIBA (DECEASED)	630.47				630.47
XJAC154	BRADLEY PAI & MICHELLE WASIU	8,852.33				8,852.33
XLAN34	PAUL COOK & FIONA REID	8,800.00				8,800.00
XLAN35	KATE E DANIEL	8,720.00				8,720.00
XLAN39	MICHAEL TOBY	6,814.30				6,814.30
XLAN40	AARON THURGATE (DECEASED)	-47,229.90				-47,229.90
XLAN41	BARRY BOND	1,570.00				1,570.00
XLAN43	GERTRUDE SAVO	9,750.00				9,750.00
XLAN81	IVY LICENCE	420.00				420.00
XLFFLE79	HELEN BOND	9,991.62				9,991.62
XLUFF1	JOSEPHINE LIFU	1,300.00				1,300.00
XLUFF2	LOYLA MARK	5,530.71				5,530.71
XLUFF91A	TELEAI NELIMAN	-440.00				-440.00
XLUFF91B	BILLY JACK LIFU	7,130.00				7,130.00
XLUFF92A	LESLIE FOOTSCRAY	2,172.14				2,172.14
XLUFF92B	MERVYN T BOND	1,060.00				1,060.00
XLUI063	MELINE ATU	-387.37				-387.37
XMUD142	DICK JOEL JACOB & MAVIS KEPA	4,335.98				4,335.98
XMUDJP	JANET PERE	10,355.70				10,355.70
XPAR54	ETHEL REID	1,817.78				1,817.78
XPAR56	SANDRA KADDY	2,750.00				2,750.00
XPAR57A	TYRONE MABO & TELITA ISHMAIL	3,070.00				3,070.00
XPAR57B	ROMA MARK & EDWARD MALLIE	2,712.14				2,712.14
XPOI120A	PAMELA GER	2,468.00				2,468.00
XPOI137A	TINA KEPA	750.00				750.00
XPOI213	JOE REUBEN (DECEASED)	8,141.17				8,141.17
XPOI225	DRUSCILLA GEBADI	1,304.00				1,304.00
XPOI226	JOYCE SOKI	2,061.89				2,061.89
XPOI229	REX ADIDI (Deceased)	5,182.80				5,182.80



# AGED DEBTORS REPORT

Report Conditions: Debtors between 'ADI255' and 'YUSCL'; with  
Current Balances; with Current Balances

Financial Year Ending 2024

ACCOUNT	DEBTOR NAME	90 DAYS	60 DAYS	30 DAYS	CURRENT	TOTAL
XRDAN601	JOHN UNWIN	700.00				700.00
XRKOR70	FAYE GEBADI	5,906.03				5,906.03
XRNAW90	SONIA TOWNSON	9,600.90				9,600.90
XRSTE19	COLEENA REUBEN	6,544.22				6,544.22
XRSTE22	JEFFERY ANIBA	2,225.00				2,225.00
XRSTE24	DARYL SAGAUKAZ	513.40	-150.00	-100.00	-50.00	213.40
XRSUN15	ZABIRA SAGAUKAZ(Deceased)	800.00				800.00
XRSUN75	The Estate of the Late. Sunema Sunai	-498.61				-498.61
XRSUN751	JOHN TED SUNAI	875.00				875.00
XRSUN75B	STEPHEN NAWIA	-450.00				-450.00
XRWIL29	SANDRA ELU	745.53				745.53
XSEB041	ALBERT BOWIE & PATRICIA TAPAU	7,156.50	-360.00	-240.00	-120.00	6,436.50
XSEB043	AARON & ANJA SEBASIO	419.87				419.87
XSEB049A	ANGELA GOWA	6,268.00				6,268.00
XSEB050B	GULIGAR SALEE	1,350.00				1,350.00
XSEB0587	GAVIN AMARASIRI	119.99				119.99
XSEB0661	NEVILLE & LENCY NEWMAN (DECEASED)	16,169.88				16,169.88
XSEB078	KATHY TABUAI	11,977.50				11,977.50
XSEB254	ROY & MARGARET COWLEY	9,982.88				9,982.88
XSEB8705	EDWARD SAILOR	2,055.01				2,055.01
XSEB8708	SHANE & JILLIAN ANDERSON	-42.80				-42.80
XSHCARR	RONALD CARTER	-28.57				-28.57
XSHCHAMA	MARIE CHAN	-21.43				-21.43
XSHDAVRO	ROBERT & CECELIA DAVI	3,120.00				3,120.00
XSHDODSA	ANDREW DODS	2,120.00				2,120.00
XSHHORL	LAILA HORROCKS	1,212.25				1,212.25
XSHLUIP	PETER LUI	9,800.00				9,800.00
XSHMAMI	MICHAEL MARA-SEBASIO	18,354.25	-50.00	-50.00	-50.00	18,204.25
XSHMOSR	ROSE MOSBY	-557.10				-557.10
XSHPAL	LESLEY PALMER	102.85				102.85
XSHTOYST	STEPHANIE TOY	-394.30				-394.30
XSHTRER	ROSS TREGIDGA	258.93				258.93
XSHTYSAN	ANDREW TYSON	-880.00				-880.00
XSHWILRO	RONALD WILLIAMS	-150.00				-150.00
XSHWISEL	LIEN WISE	28.63				28.63
XSHWURE	EVELYN WURR	1,439.95				1,439.95
XSHYORJA	JAHMAL YORKSTON	120.00				120.00
XSHYORK	KEITH YORKSTON	82.85				82.85
XWAS145	TIMACOY OBER & SAM OBER	9,035.00				9,035.00
XWAS167	VERONICA SOKI	950.00				950.00
XWAS169	GAIL WASIU	80.00				80.00
XWAS194	STEVEN PETERS & JOSEPHINE PETERS	2,270.00				2,270.00
XWIL124	ROBERT YORKSTON & DALASSA YORKSTON	1,250.00				1,250.00
XWIL1272	REBECCA WILLIAMS	610.00				610.00
XWIL142	TIMENA WILLIAMS	10,800.00				10,800.00
XWIL143	GORDON MUDU & DONNIELLA BAMAGA	6,800.00				6,800.00
XWILLIAM	ROGER WILLIAMS	-500.00				-500.00
XWYAKYL	KYLIE WYATT	-26.00				-26.00
XXPOI137	JOHNATHAN NONA	0.83				0.83
XYORK	YORKSTON CONSTRUCTIONS PTY LTD	124,631.13				124,631.13
XYUS10B	RON GOWA	4,834.00				4,834.00
XYUS277	GAGRIE SAILOR	10,699.29				10,699.29
YOEMAR	MARY YOELU	-157.03				-157.03
YUSCL	JOHNATHAN & PATRICIA YUSIA	-1,868.01				-1,868.01
TOTALS:		652,254.26	96,403.65	635,315.83	303,422.47	5,687,396.21

**Title of Report: July 2024 Community Meetings**

**Agenda Item: 12.1**

**Classification: For decision**

**Author Chief Executive Officer**

**Attachments Nil**

## Officers Recommendation:

### That Council:

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

## PURPOSE OF REPORT

Provide a schedule of community meeting dates for July 2024 for council approval.

## BACKGROUND AND CONTEXT

Under the corporate and operational plan. Council aims for community meetings to be held each quarter. After reviewing Council Calendars, the proposed schedule is to hold the community meetings during the week commencing 15/7 & 22/7. Following the last Town Hall there was a number of requests to hold additional. Session Proposed venues are listed for Council Input

Date	Time	Community	Proposed Venue(s)
15/7	5pm – 7pm	Bamaga Community meeting	Bamaga Hall
16/7	5pm – 7pm	Injinoo Community meeting	Injinoo Hall
24/7	5pm – 7pm	Umagico Community meeting	Umagico Hall
25/7	5pm – 7pm	Seisia Community meeting	Seisia Hall
26/7	10am to 12pm	Staff Meeting	Bamaga Hall
29/7	5pm – 7pm	New Mapoon Community meeting	New Mapoon Hall

The proposed agenda is presented below

- Opening Prayer
- Acknowledgement of Country
- Council Strategy Update (Mayor)
  - Updates to Corporate Plan
  - Advocacy Focus

- Presentation of Operational Plan & Key Budget Information (CEO)
- Community Update (Councillor)
  - Upcoming projects
  - Aspirations
- Update of current operations (EMs)
- Agency Updates
  - QPS
  - QHealth
  - NPA Family and Community Services
  - Housing
- Questions and Answers

It is proposed to have a separate session for NPARC Staff. This is to ensure staff are well across Council operations and progress. For staff, there will also be an internal update delivered by the CEO.

Sandwiches and fruit will be provided at each meeting. The meeting notices will be promoted on social media and across community locations. CEO will also ask local organisations to provide the support to their staff to attend.

A BBQ will be held after the staff meeting which staff will be invited to attend.

## **CRITICAL DATES**

NA

## **OTHER OPTIONS CONSIDERED**

NA

## **LEGAL AND LEGISLATION CONSIDERATIONS**

NA

## **POLICY CONSIDERATIONS**

NA

## **CORPORATE AND OPERATIONAL PLAN CONSIDERATIONS**

Focus Area Four - Strong People - An Empowering And Engaging Council

## **FINANCIAL AND RESOURCE CONSIDERATIONS**

Budget will be \$5,000 including staff overtime for night sessions



**ORDINARY COUNCIL MEETING # 3**

**Agenda Item 12.1**

**Tuesday 18<sup>th</sup> June 2024**

**Bamaga Boardroom**

**CONSULTATION**

NA



**Title of Report: Alternative Governance Structures for Injinoo Community**

**Agenda Item: 12.2**

**Classification: For decision**

**Author Chief Executive Officer**

**Attachments Local Government (De-amalgamation Implementation) Regulation 2013  
QTC De-amalgamation Analysis of Cairns Regional Council  
Queensland Boundaries Commissioner Report Proposed Douglas De-amalgamation**

## Officers Recommendation:

### That Council:

- Note the Report
- Request formal state advice regarding alternative governance structures for Injinoo Community

## PURPOSE OF REPORT

Provide an initial report provided to Council on options for alternative governance structures.

## BACKGROUND AND CONTEXT

At the May Council Meeting, Mayor requested the CEO to prepare an initial report regarding alternative governance structures for Injinoo Community.

Under the Local Government Act, all areas of Queensland need to be under control of a Local Government. Options available could include deamalgamation of Injinoo from NPARC or a secondment of state into a territory as such, which has previously been discussed as the objectives of the Masig Statement.

The legislative power behind deamalgamation is section 270A of the Local Government Act 2009. Essentially it is a decision of State Cabinet, given effect by a regulation. A copy of the section 270A is included below

270A Regulation-making power for implementation of de-amalgamations

(1) A de-amalgamation of a local government area is the separation of the area into different local government areas, each to be governed by its own local government.

(2) The Governor in Council may implement a de-amalgamation of a local government area under a regulation.

(3) The regulation may provide for anything that is necessary or convenient to facilitate the implementation of the de-amalgamation of the local government area.

(4) For example, the regulation may provide for—

(a) holding, postponing or cancelling a local government election; or

(b) the transfer of assets and liabilities from a local government to another local government; or

- (c) the recovery of the costs of the de-amalgamation of the local government area; or
- (d) the temporary continuation of a local law for the affected part of a local government area.
- (5) A local government is not liable to pay a State tax in relation to a transfer or other arrangement made to implement a de-amalgamation.
- (6) A State tax is a tax, charge, fee or levy imposed under an Act.

An example regulation of de-amalgamation is attached to this report. As you can see, there are a lot of factors considered as part of this process. The 2013 examples have shown that the task of de-amalgamating involves an enormous amount of work. That work ultimately culminates in a referendum, managed by the ECQ and participated in by the electors of the area proposed to be de-amalgamated (ie, in this case, the electors in Division 1 – the past model is that the balance of the local government area does not vote on the proposal).

The financial impacts of de-amalgamation to both Councils is one of the issues that is most carefully worked-through as part of this process. An example are the reports prepared by Queensland Treasury Corporation and the Queensland Boundaries Commissioner for the Cairns/Douglas de-amalgamations which are attached to this report. Ministerial statement (when LNP was in power) stated the key criteria for any council wishing to de-amalgamate was

- Provide a strong, evidence-based, community-backed submission based on the pre-amalgamation local government boundaries.
- Table a detailed estimate of the potential financial costs.
- Demonstrate an understanding that the former shire wishing to de-amalgamate will have to meet all costs involved.
- Provide a petition signed by at least 20 per cent of the voting population.

A key issue at the time was the sustainability of both affected councils; proposals to advance the question to a referendum were refused where the State was not satisfied about the sustainability question. The State considered about 19 submissions to de-amalgamate and short-listed 5 (and 4 ultimately went ahead).

In terms of potential de-amalgamation of Injinoo Community, the first step is to open discussion with the state. However, Council Officers would make the following observations

- There is nothing in recent years out of the State to indicate that the State supports any kind of de-amalgamation effort, and particularly a de-amalgamation effort that involves creating a Council that has an enrolment of 298 – which would be one of the smallest Councils by enrolment size in Queensland.
- Indeed, the State's general attitude is the opposite – not amalgamations as such, but supporting the formation of ROCs and bodies like TCICA, pursuing shared services options and other efforts to create economies of scale and a greater degree of cooperation.
- The sustainability question for a new Injinoo Aboriginal Shire Council would be a significant hurdle.

It may be worth having a discussion with the Department to obtain a high-level advice on the sorts of issues and considerations that are involved in de-amalgamation and their attitude regarding de-amalgamation.

Another option may be developing a community forum for Injinoo, but the community forum option as generally being another layer of bureaucracy, without it actually discharging a decision-making function of itself. The community forum is also not an entity itself – Council remains the relevant local

government for Injinoo, and community fora are just a different way of facilitating trustee decision-making that is ultimately given effect by Council as trustee.

Alternatively, as part of the Masig Statement, Torres Strait is on a path to self-autonomy seeking to become a territory. This may be another options to pursue for Injinoo Community.

## **CRITICAL DATES**

NA

## **OTHER OPTIONS CONSIDERED**

NA

## **LEGAL AND LEGISLATION CONSIDERATIONS**

NA

## **POLICY CONSIDERATIONS**

NA

## **CORPORATE AND OPERATIONAL PLAN CONSIDERATIONS**

NA

## **FINANCIAL AND RESOURCE CONSIDERATIONS**

NA

## **CONSULTATION**

Preston Law



*Local Government Act 2009*

# **Local Government (De-amalgamation Implementation) Regulation 2013**

**Current as at 3 July 2017**







Queensland

# Local Government (De-amalgamation Implementation) Regulation 2013

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Local Government (De-amalgamation Implementation) Regulation 2013

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# Local Government (De-amalgamation Implementation) Regulation 2013

## Part 1 Preliminary

### Division 1 Introduction

#### 1 Short title

This regulation may be cited as the *Local Government (De-amalgamation Implementation) Regulation 2013*.

#### 2 Commencement

Part 7 commences on the changeover day.

### Division 2 Purpose

#### 3 Purpose of regulation—Act, s 260F

The purpose of this regulation is to implement the de-amalgamation of the following local government areas—

- (a) Cairns;
- (b) Rockhampton;
- (c) Sunshine Coast;
- (d) Tablelands.

#### 4 Achievement of purpose

The purpose is achieved by—

- (a) continuing the following local government areas with different boundaries—

- (i) Cairns;
  - (ii) Rockhampton;
  - (iii) Sunshine Coast;
  - (iv) Tablelands; and
- (b) establishing the following new local government areas—
  - (i) Douglas;
  - (ii) Livingstone;
  - (iii) Noosa;
  - (iv) Mareeba; and
- (c) providing for elections for the new local governments; and
- (d) providing for a transfer mechanism, including a transfer manager, transfer methodology and transfer committee, to transfer employees, assets, liabilities and documents from the continuing local governments to the related new local governments; and
- (e) providing for financial matters relating to the de-amalgamation of the continuing local governments; and
- (f) providing for matters relating to local laws and other instruments of the continuing local governments and new local governments; and
- (g) providing for matters relating to the continuing local governments.

## **Division 3                      Interpretation**

### **5                      Key definitions**

- (1) In this regulation—  
*changeover day* means 1 January 2014.

***continuing local government*** means—

- (a) Cairns Regional Council; or
- (b) Rockhampton Regional Council; or
- (c) Sunshine Coast Regional Council; or
- (d) Tablelands Regional Council.

***new local government*** means each of the following local governments that comes into existence on the changeover day—

- (a) Douglas Shire Council;
- (b) Livingstone Shire Council;
- (c) Noosa Shire Council;
- (d) Mareeba Shire Council.

***new local government area***, for a new local government, means the local government area for the new local government that comes into existence on the changeover day.

- (2) A continuing local government is ***related*** to a new local government, and vice versa, if the new local government area for the new local government is, before changeover day, part of the local government area of the continuing local government.

*Notes—*

- 1 Cairns Regional Council is related to Douglas Shire Council.
- 2 Rockhampton Regional Council is related to Livingstone Shire Council.
- 3 Sunshine Coast Regional Council is related to Noosa Shire Council.
- 4 Tablelands Regional Council is related to Mareeba Shire Council.

## 6 Definitions

The dictionary in the schedule defines particular words used in this regulation.

## **Part 2**

# **Elections for new local governments**

### **7 Application of pt 2**

This part applies to the conduct of elections (*new local government elections*) for—

- (a) the election of the mayor of each new local government; and
- (b) the election of the councillors of each new local government.

### **8 Conduct of elections**

- (1) Except to the extent this section or section 9 provides otherwise, the new local government elections must be conducted under the Local Government Electoral Act as if they were quadrennial elections for a local government.
- (2) The elections must be conducted as if the new local governments and the new local government areas come into existence on the commencement of this section.
- (3) For the purposes of conducting the elections—
  - (a) the Minister may, by gazette notice, fix a day for the elections for a new local government; and
  - (b) the cut-off day for compiling a voters roll for the elections for a new local government is—
    - (i) at least 5 days, but not more than 7 days, after the publication in a newspaper, under section 9, of notice of the day of the elections; or
    - (ii) a later day fixed by the Minister by gazette notice.
- (4) Without limiting subsection (1)—
  - (a) a function or power conferred, or obligation imposed, on a person under the Local Government Electoral Act in relation to a quadrennial election for a local government

is conferred or imposed on the person in relation to the new local government elections; and

- (b) the Court of Disputed Returns may, under the Local Government Electoral Act, hear and decide an application to dispute the election of a person at a new local government election; and
- (c) the Court of Appeal may, under the Local Government Electoral Act, hear and decide an appeal against a decision of the court mentioned in paragraph (b).

## **9 Notice for elections**

As soon as practicable after the Minister fixes the day for the elections for a new local government, the returning officer must publish, in a newspaper circulating generally in the new local government area for the new local government and in the other ways that the returning officer may consider appropriate, notice of—

- (a) the day fixed; and
- (b) the cut-off day for the voters roll for the elections.

## **10 Term of office**

The term of office of a person elected as the mayor or other councillor of a new local government—

- (a) starts on the changeover day; and
- (b) ends at the conclusion of the next quadrennial election for the new local government.

## **11 Remuneration of councillors**

(1) The tribunal must—

- (a) for each new local government, decide the category of local government to which the new local government belongs; and



[s 12]

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- (b) for each category decided under paragraph (a), decide the remuneration payable to a councillor, mayor or deputy mayor of a new local government in the category.
- (2) The tribunal must decide the category, and the remuneration, before 1 September 2013.
- (3) To remove any doubt, it is declared that—
  - (a) the tribunal must include the new local governments in its review of the categories of local governments under the *Local Government Regulation 2012*, section 243(3) to (5); and
  - (b) for the *Local Government Regulation 2012*, section 243(4), definition *local government term*, an election for a new local government is taken to be a quadrennial election.

## Part 3                      Transfer mechanism

### Division 1                Transfer manager

#### 12            Appointment

- (1) The Minister must appoint, for each new local government, a qualified person to be the manager (the ***transfer manager***) for the new local government.
- (2) A person is qualified to be a transfer manager for a new local government if the person has the ability, experience, knowledge and skills that the Minister considers appropriate, having regard to the functions of a transfer manager.

#### 13            Term

A transfer manager must be appointed for a term that ends immediately before the changeover day.

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**14 Remuneration**

A transfer manager is entitled to be paid the fees and allowances decided by the Minister.

**15 Functions**

A transfer manager for a new local government has all the functions necessary or convenient to facilitate the establishment of the new local government.

**16 Powers**

- (1) A transfer manager for a new local government has power to do all things necessary or convenient to be done for or in connection with the performance of the transfer manager's functions under section 15.
- (2) To remove any doubt, it is declared that the transfer manager has power to enter into contracts that will bind the new local government.
- (3) However, before entering a contract mentioned in subsection (2), the transfer manager must obtain the approval of the department's chief executive.

**17 Protection**

- (1) A transfer manager is not civilly liable for an act done, or omission made, honestly and without negligence under this regulation.
- (2) If subsection (1) prevents a civil liability attaching to a person, the liability attaches instead to the State.

**18 Acting chief executive officer of new local government**

- (1) On the changeover day, the transfer manager for a new local government—
  - (a) becomes the acting chief executive officer of the new local government; and

[s 19]

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- (b) in addition to the person's functions as the acting chief executive officer of the new local government, retains all the functions and powers the person had as the transfer manager for the new local government; and
  - (c) becomes an employee of the new local government on the same terms and conditions, so far as practicable, as the person was employed as the transfer manager.
- (2) Unless the person's employment as acting chief executive officer is otherwise ended, the person holds the appointment as acting chief executive officer until the new local government appoints a chief executive officer.

## **Division 2                      Transfer methodology**

### **19            Definition for div 2**

In this division—

***responsible entity*** means an entity having responsibilities under a transfer methodology.

### **20            Purpose of transfer methodology**

- (1) The department's chief executive must make a methodology (a ***transfer methodology***) directed at ensuring the proper transfer of employees, assets, liabilities and documents from a continuing local government to the related new local government.
- (2) Without limiting subsection (1), the transfer methodology may—
  - (a) provide for the development of an action plan for the proper transfer of employees, assets, liabilities and documents from the continuing local government to the new local government; and
  - (b) provide for the achievement of particular milestones in the proper transfer of employees, assets, liabilities and

documents from the continuing local government to the new local government; and

- (c) require the continuing local government to make available its employees, by secondment or otherwise, for the purpose of providing assistance to the transfer manager for the new local government; and
  - (d) identify the costs associated with the de-amalgamation of the continuing local government that are to be payable by the new local government; and
  - (e) provide for responsible entities to report to the Minister about their compliance with the methodology.
- (3) To remove any doubt, it is declared that the department's chief executive may amend or repeal a transfer methodology, whether before or after the changeover day.

## **21 When transfer methodology takes effect**

- (1) The department's chief executive must notify the making of a transfer methodology by publishing the methodology on the department's website.
- (2) The transfer methodology takes effect—
  - (a) on the day the methodology is published on the department's website; or
  - (b) if a later day is stated in the transfer methodology—on the later day.

## **22 Notification of transfer methodology**

The department's chief executive must, as soon as practicable after a transfer methodology or an amendment of a transfer methodology takes effect, advise all responsible entities of the taking effect of the transfer methodology or the amendment of the methodology.

**23 Complying with transfer methodology**

Each responsible entity must take all reasonable steps to comply with the transfer methodology.

**24 Role of transfer committee**

The transfer committee must make decisions as provided for under the transfer methodology.

**Division 3 Transfer committee**

**25 Definition for div 3**

In this division—

*transfer manager*, for a new local government, means—

- (a) for the period before the changeover day—the transfer manager for the new local government; or
- (b) for the period from the changeover day—the acting chief executive officer, or the chief executive officer, of the new local government.

**26 Establishment**

- (1) To facilitate the de-amalgamation of a continuing local government, a committee (a *transfer committee*) for the related new local government is established.
- (2) The transfer committee consists of—
  - (a) the chief executive officer of the continuing local government; and
  - (b) the transfer manager for the new local government.

**27 Functions**

The transfer committee's functions are—



- (a) to decide the assets and liabilities that are to be transferred to the new local government; and
- (b) to settle joint agreements between the continuing local government and the new local government for matters to be decided because of the transfer, including, for example, the following—
  - (i) capital works costs;
  - (ii) maintenance of boundary roads;
  - (iii) use of library and community facilities;
  - (iv) catchment management;
  - (v) services, including, for example, road and park maintenance, waste and water services and sewerage; and
- (c) subject to section 35(1)(a), (b), (c), (d), (f) and (g), to decide the costs associated with the de-amalgamation that are to be payable by the new local government; and
- (d) to make decisions about other matters the transfer committee considers appropriate.

## **28 Conduct of meetings**

- (1) The transfer committee may conduct its meetings in the way it considers appropriate.
- (2) Committee meetings are to be held at the times and places the committee decides.

## **29 Term of committee**

The transfer committee ceases to exist on—

- (a) the day that is 6 months after the changeover day; or
- (b) if another day is notified in writing by the Minister to each member of the transfer committee—the other day.

### **30 Adjudication by Minister**

- (1) This section applies if the transfer committee is unable to make a decision about a matter mentioned in section 27.
- (2) Either member of the committee may refer the matter to the Minister.
- (3) The Minister must, after considering the submissions of each member of the committee, make a decision about the matter.

## **Division 4 Local advisory committee**

### **31 Establishment**

- (1) To provide advice to the transfer manager for a new local government, a committee (a *local advisory committee*) for the new local government is established.
- (2) The committee consists of the persons appointed to the committee by the Minister.
- (3) The Minister may appoint any person the Minister considers appropriate.

### **32 Function**

- (1) The function of a local advisory committee for a new local government is to give advice to the transfer manager for the new local government about any matter in relation to which the transfer manager requests the committee's advice.
- (2) The local advisory committee may give the advice orally or in writing.

### **33 Meetings with transfer manager**

The local advisory committee for the new local government must meet with the transfer manager for the new local government at least once in each calendar month from the

date of commencement of this section until the changeover day.

### **34 Protection**

- (1) A member of a local advisory committee is not civilly liable for an act done, or omission made, honestly and without negligence under this regulation.
- (2) If subsection (1) prevents a civil liability attaching to a person, the liability attaches instead to the State.

## **Division 5 De-amalgamation costs**

### **35 What are *de-amalgamation costs***

- (1) The *de-amalgamation costs* of a new local government are—
  - (a) the fees and allowances of the transfer manager under section 14; and
  - (b) any civil liability that attaches to the State under section 17(2); and
  - (c) the remuneration and other costs associated with the employees made available by the continuing local government to the transfer manager for the new local government under section 20(2)(c); and
  - (d) the costs identified in the transfer methodology under section 20(2)(d) to be payable by the new local government; and
  - (e) the costs decided by the transfer committee under section 27(c) to be payable by the new local government; and
  - (f) the costs, if any, decided by the Minister under section 30 to be payable by the new local government; and
  - (g) any civil liability that attaches to the State under section 34(2).

- (2) To remove any doubt, it is declared that de-amalgamation costs may be incurred on any date, whether before or after the changeover day.

### **36 Recovery of de-amalgamation costs**

- (1) The de-amalgamation costs of a new local government are a debt payable by the new local government.
- (2) The debt may be satisfied by the related continuing local government deducting the amount of the debt from the cash assets to be transferred from the related continuing local government to the new local government on the changeover day.
- (3) The de-amalgamation costs may be recovered from the new local government by action in a court of competent jurisdiction.

### **37 Transfer of QTC working capital facility**

- (1) This section applies if a QTC working capital facility has been established for the sole purpose of facilitating the de-amalgamation of a continuing local government.
- (2) The facility must be transferred from the continuing local government to the related new local government on changeover day.
- (3) The new local government must discharge the facility by 30 June 2015.
- (4) In this section—

***QTC working capital facility*** means a working capital facility held with Queensland Treasury Corporation.

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## **Part 4                      Financial matters**

### **38            Assets transfer**

- (1) The transfer committee for a new local government must decide the assets that are to transfer from the related continuing local government to the new local government.
- (2) On the changeover day, each asset to be transferred to the new local government is transferred to, and becomes the asset of, the new local government.

### **39            Liabilities transfer**

- (1) The transfer committee for a new local government must decide the liabilities that are to transfer from the related continuing local government to the new local government.
- (2) On the changeover day, each liability to be transferred to the new local government is transferred to, and becomes the liability of, the new local government.

### **40            Levying rates and charges**

- (1) This section applies if, immediately before the changeover day, a continuing local government—
  - (a) had made or imposed a rate or charge in relation to land in the new local government area of the related new local government; and
  - (b) had not given a notice levying the rate or charge on a person.
- (2) The new local government—
  - (a) must give the person a notice levying the rate or charge; and
  - (b) is taken to have made and levied the rate or charge.



#### **41 Recovery of unpaid rates and charges**

- (1) This section applies if—
  - (a) before the changeover day, a continuing local government had given a person a notice levying a rate or charge in relation to land in the new local government area of the related new local government; and
  - (b) immediately before the changeover day, the rate or charge had not been paid.
- (2) The new local government is taken to have made and levied the rate or charge.
- (3) If the time for payment of the rate or charge has not ended before the changeover day, the time continues to run until the due date for payment of the rate or charge.
- (4) If the person fails to pay the rate or charge by the due date for payment of the rate or charge, the new local government may take action against the person to recover the rate or charge.

#### **42 Fees**

From the changeover day, a fee fixed or levied by a continuing local government in relation to the new local government area of the related new local government—

- (a) is taken to have been fixed or levied by the new local government; and
- (b) applies until the new local government varies the fee.

#### **43 Recovery of unpaid fees**

- (1) This section applies if—
  - (a) before the changeover day, a continuing local government had levied a fee in relation to the new local government area of the related new local government; and
  - (b) immediately before the changeover day, the fee had not been paid.

- (2) The new local government is taken to have levied the fee.
- (3) If the time for payment of the fee has not ended before the changeover day, the time continues to run until the due date for payment of the fee.
- (4) If the person fails to pay the fee by the due date for payment of the fee, the new local government may take action against the person to recover the fee.

#### **44 Register for dealings in assets**

The registrar of titles or other person responsible for keeping a register for dealings in assets must, if asked by a local government, record the transfer or the vesting of any asset under this part in the local government.

## **Part 5 Local laws and other instruments**

#### **45 Local laws for new local government**

- (1) A current local law of a continuing local government, from the changeover day, is taken to be a local law of the related new local government.
- (2) The local law is taken to have been made by the new local government on the changeover day.
- (3) A current local law taken to be a local law of a new local government under subsection (1) must be read with the changes necessary to make it consistent with, and adapt its operation to, this regulation.
- (4) In this section—

***current local law***, of a continuing local government, means a local law of the continuing local government in force immediately before the changeover day.

#### **46 Planning instruments for new local government**

- (1) A current planning instrument applying to a continuing local government, from the changeover day, is taken to be a planning instrument applying to the related new local government.
- (2) A current planning instrument taken to be a planning instrument applying to a new local government under subsection (1) must be read with the changes necessary to make it consistent with, and adapt its operation to, this regulation.
- (3) A planning scheme taken to be a planning instrument applying to a new local government under subsection (1) is taken to have been originally made by the new local government on the day that it was originally made by the continuing local government.
- (4) If a continuing local government started to prepare a new planning scheme for its local government area, but did not finish preparing the planning scheme, before the changeover day—
  - (a) the related new local government may, from the changeover day, continue preparing the new planning scheme; and
  - (b) the new planning scheme, when approved under the *Sustainable Planning Act 2016*, will apply only to the new local government area of the new local government.
- (5) In this section—  
***current planning instrument***, applying to a continuing local government, means a planning instrument applying to the continuing local government immediately before the changeover day.

#### **47 Existing instruments continue in force**

- (1) This section applies to an instrument made under a local law or an Act—

- 
- (a) made by a continuing local government before the changeover day about—
    - (i) a resident in the new local government area of the related new local government; or
    - (ii) an owner of land in the new local government area of the related new local government; or
    - (iii) land in the new local government area of the related new local government; or
    - (iv) a person's entitlement to carry out an activity in the new local government area of the related new local government; and
  - (b) in force immediately before the changeover day.
- (2) For the new local government dealing, from the changeover day, with an instrument made under a local law—
- (a) the local law under which the instrument was made is taken to be a local law of the new local government; and
  - (b) the local law is taken to be in force for the new local government area of the new local government; and
  - (c) the instrument is taken to have been made by the new local government under the local law; and
  - (d) the new local government is responsible for administering the local law to deal with the instrument; and
  - (e) the instrument continues in force until it is amended or repealed by the new local government.
- (3) For the new local government dealing, from the changeover day, with an instrument made under an Act, the instrument is taken to have been properly made under the Act by the new local government and continues in force until it would, if the de-amalgamation under this regulation had not occurred, have ceased to have effect under the Act.
- (4) In this section—  
***instrument*** does not include a planning instrument.

#### **48 Pending legal proceedings**

- (1) Despite anything else in this regulation, a pending legal proceeding by or against a continuing local government for a matter relating to the new local government area of the related new local government must, from the changeover day, be started or continued by or against the new local government.
- (2) In this section—  
*pending legal proceeding*, by or against a continuing local government, means a legal proceeding that—
  - (a) could have been started or continued by or against the continuing local government before the changeover day; and
  - (b) is not finished before the changeover day.

#### **49 Administrative processes**

An administrative process that could have been started or continued by or against a continuing local government before the changeover day for a matter relating to the new local government area of the related new local government may, from the changeover day, be started or continued by or against the new local government.

#### **50 References in documents**

- (1) In a document relating to the new local government area of a new local government, including, for example, a contract to which a continuing local government is a party, a reference to the continuing local government may, if the context permits, be taken to be—
  - (a) a reference to the related new local government; or
  - (b) a reference to both the continuing local government and the related new local government.
- (2) If, under subsection (1)(b), a reference in a contract to a continuing local government is taken to be a reference to both the continuing local government and the related new local



government, the contract continues in force according to its terms and both the continuing local government and the related new local government are taken to be a party to the contract.

**51 Effect of local laws and other instruments of continuing local government**

To remove any doubt, it is declared that, from the changeover day, a local law, planning instrument or other instrument of a continuing local government has effect only in the local government area of the continuing local government that comes into existence on the changeover day.

## **Part 5A Disaster management matters**

**51A Action by transfer manager**

- (1) Before the changeover day, the transfer manager for a new local government must take action to ensure that, on the changeover day, the new local government may operate effectively and immediately under the *Disaster Management Act 2003*.
- (2) In taking action under subsection (1), the transfer manager acts in place of the new local government.
- (3) Without limiting subsection (1), a transfer manager must take the following actions under the *Disaster Management Act 2003*—
  - (a) appoint, under section 24 of that Act, a person to be a member of a district group;
  - (b) establish, under section 29 of that Act, a Local Disaster Management Group;
  - (c) appoint, under section 33 of that Act, persons to be members of a Local Disaster Management Group;

- (d) appoint, under section 34 of that Act, persons to be the chairperson and deputy chairperson of a Local Disaster Management Group;
  - (e) prepare, under section 57 of that Act, and approve, under section 80 of that Act, a plan for disaster management in a new local government's area;
  - (f) nominate, under section 85(2) of that Act, a member of an SES unit to be the local controller of the unit.
- (4) For subsection (3)(c) and (d), a person elected to be a councillor of a new local government is taken to be a councillor of the new local government.

#### **51B Appointment of local disaster coordinator**

- (1) Before the changeover day, the person appointed under section 51A(3)(d) as the chairperson of a Local Disaster Management Group must appoint, under the *Disaster Management Act 2003*, section 35 (the ***appointment section***), a person as a local disaster coordinator of the group.
- (2) For subsection (1)—
  - (a) a reference in the appointment section to the chief executive officer of a local government is taken to be a reference to a transfer manager; and
  - (b) a reference in the appointment section to an employee of a local government is taken to be a reference to a person who will be an employee of a new local government.

#### **51C Effect of action under this part**

- (1) An action taken under this part has effect from the changeover day until the new local government for which the action is taken otherwise provides.
- (2) However, a person appointed under section 51A(3)(d) as the chairperson of a Local Disaster Management Group must act under section 51B before the changeover day even though the

person's appointment as chairperson does not take effect until the changeover day.

## **Part 6 Continuing local governments**

### **Division 1 Councillors**

#### **52 Ending of term of councillors**

- (1) This section applies to a councillor for the following divisions of the following local government areas—
  - (a) Cairns, division 10;
  - (b) Rockhampton, divisions 1, 2 and 3;
  - (c) Sunshine Coast, divisions 11 and 12;
  - (d) Tablelands, divisions 1, 7 and 8.
- (2) The councillor's term ends on the changeover day.

#### **53 Continuation of term of councillors**

- (1) This section applies to the following persons—
  - (a) the mayor of the following local governments—
    - (i) Cairns Regional Council;
    - (ii) Rockhampton Regional Council;
    - (iii) Sunshine Coast Regional Council;
    - (iv) Tablelands Regional Council;
  - (b) a councillor for the following divisions of the following local government areas—
    - (i) Cairns, divisions 1, 2, 3, 4, 5, 6, 7, 8 and 9;
    - (ii) Rockhampton, divisions 4, 5, 6, 7, 8, 9 and 10;
    - (iii) Sunshine Coast, divisions 1, 2, 3, 4, 5, 6, 7, 8, 9 and 10;

(iv) Tablelands, divisions 2, 3, 4, 5 and 6.

- (2) To remove any doubt, it is declared that the person's term as mayor or councillor ends at the conclusion of the next quadrennial election of the local government of which the person is mayor or councillor.

## **Division 2                      Employees**

### **54            New organisational structure**

- (1) A continuing local government must, under section 196 of the Act, adopt an organisational structure that is appropriate to the performance of the local government's responsibilities after changeover day.
- (2) The new organisational structure must be implemented on the changeover day.

### **55            Allocation of positions**

- (1) The chief executive officer of the continuing local government must decide the positions that are to be transferred from the continuing local government to the related new local government on the changeover day.
- (2) The number of positions transferred must be within the approved range, unless otherwise approved by the Minister.
- (3) In this section—  
*approved range* means—
- (a) for Cairns Regional Council—no less than 135 and no more than 165; or
  - (b) for Rockhampton Regional Council—no less than 325 and no more than 400; or
  - (c) for Sunshine Coast Regional Council—no less than 365 and no more than 450; or

- (d) for Tablelands Regional Council—no less than 245 and no more than 300.

## **56 Entitlements of transferred employees**

- (1) This section applies to an employee of a continuing local government who is transferred to the related new local government because of a decision under section 55.
- (2) The employee becomes an employee of the new local government on the changeover day.
- (3) The employee is entitled to all existing and accruing rights of employment applying to the employee immediately before the changeover day.
- (4) Subject to any industrial instrument applying to the employee, the new local government is not obliged to employ the employee on the same conditions on which the employee was employed by the continuing local government.
- (5) If the employee is retrenched or made redundant because of a decision made by the new local government from the changeover day—
  - (a) the employee is entitled to be paid an amount for the retrenchment or redundancy in accordance with the retrenchment or redundancy arrangements applying to the employee immediately before the changeover day; and
  - (b) the new local government must pay the amount.
- (6) This section applies despite the *Local Government Regulation 2012*, section 287(1) and (2).



## **Division 3                      Duties and responsibilities**

### **57            Major contracts**

- (1) This section applies if a continuing local government proposes to enter into a major contract that would bind the related new local government after the changeover day.
- (2) The continuing local government must not enter into the contract unless the transfer manager for the new local government agrees in writing to the continuing local government entering into the contract.
- (3) If the continuing local government and the transfer manager for the new local government are unable to agree on whether the continuing local government should enter into the contract, the Minister must make the decision.
- (4) In this section—  
*major contract* means a contract the total value of which is more than the greater of the following—
  - (a) \$200000;
  - (b) 1% of the continuing local government's net rate and utility charges as stated in the continuing local government's audited financial statements included in the continuing local government's most recently adopted annual report.

### **58            Duty to facilitate de-amalgamation**

- (1) A continuing local government must do all acts and things necessary or desirable to facilitate a de-amalgamation under this regulation.
- (2) Without limiting subsection (1), a continuing local government must give the related new local government the documents that are necessary to enable compliance with this regulation.

**59 Responsibility for local government area**

Nothing in this regulation affects a continuing local government's responsibility for the good rule and local government of its local government area, whether before or after changeover day.

## Schedule Dictionary

### section 6

***changeover day*** see section 5(1).

***continuing local government*** see section 5(1).

***de-amalgamation costs***, of a new local government, see section 35.

***document*** includes record.

***local advisory committee*** see section 31(1).

***new local government*** see section 5(1).

***new local government area*** see section 5(1).

***planning instrument*** see the *Sustainable Planning Act 2016*, schedule 3.

***planning scheme*** see the *Sustainable Planning Act 2016*, schedule 3.

***related***, continuing local government and new local government, see section 5(2).

***responsible entity***, for part 3, division 2, see section 19.

***transfer committee*** see section 26(1).

***transfer manager***—

- (a) generally— see section 12(1); or
- (b) for part 3, division 3, see section 25.

***transfer methodology*** see section 20(1).

## 1 Index to endnotes

- 2 Key
- 3 Table of reprints
- 4 List of legislation
- 5 List of annotations

## 2 Key

Key to abbreviations in list of legislation and annotations

Key	Explanation	Key	Explanation
AIA	= Acts Interpretation Act 1954	(prev)	= previously
amd	= amended	proc	= proclamation
amd t	= amendment	prov	= provision
ch	= chapter	pt	= part
def	= definition	pubd	= published
div	= division	R[X]	= Reprint No. [X]
exp	= expires/expired	RA	= Reprints Act 1992
gaz	= gazette	reloc	= relocated
hdg	= heading	renu m	= renumbered
ins	= inserted	rep	= repealed
lap	= lapsed	(retro )	= retrospectively
notf d	= notified	rv	= revised version
num	= numbered	s	= section

Key	Explanation	Key	Explanation
o in c	= order in council	sch	= schedule
om	= omitted	sdiv	= subdivision
orig	= original	SIA	= Statutory Instruments Act 1992
p	= page	SIR	= Statutory Instruments Regulation 2012
para	= paragraph	SL	= subordinate legislation
prec	= preceding	sub	= substituted
pres	= present	unnum m	= unnumbered m
prev	= previous		

### 3 Table of reprints

A new reprint of the legislation is prepared by the Office of the Queensland Parliamentary Counsel each time a change to the legislation takes effect.

The notes column for this reprint gives details of any discretionary editorial powers under the **Reprints Act 1992** used by the Office of the Queensland Parliamentary Counsel in preparing it. Section 5(c) and (d) of the Act are not mentioned as they contain mandatory requirements that all amendments be included and all necessary consequential amendments be incorporated, whether of punctuation, numbering or another kind. Further details of the use of any discretionary editorial power noted in the table can be obtained by contacting the Office of the Queensland Parliamentary Counsel by telephone on 3237 0466 or email [legislation.queries@oqpc.qld.gov.au](mailto:legislation.queries@oqpc.qld.gov.au).

From 29 January 2013, all Queensland reprints are dated and authorised by the Parliamentary Counsel. The previous numbering system and distinctions between printed and electronic reprints is not continued with the relevant details for historical reprints included in this table.

Current as at	Amendments included	Notes
12 April 2013	none	
13 September 2013	2013 SL No. 177	



Current as at	Amendments included	Notes
6 December 2013	2013 SL No. 273	
1 January 2014	—	certain provs commenced RA ss 7(1)(k), 40
5 December 2014	2014 SL No. 290	
3 July 2017	2017 SL No. 103	

## 4 List of legislation

### *Regulatory impact statements*

For subordinate legislation that has a regulatory impact statement, specific reference to the statement is included in this list.

### *Explanatory notes*

All subordinate legislation made on or after 1 January 2011 has an explanatory note. For subordinate legislation made before 1 January 2011 that has an explanatory note, specific reference to the note is included in this list.

#### **Local Government (De-amalgamation Implementation) Regulation 2013 SL No. 48**

made by the Governor in Council on 11 April 2013

notfd gaz 12 April 2013 pp 514–15

ss 1–2 commenced on date of notification

pt 7 commenced 1 January 2014 (see s 2)

remaining provisions commenced on date of notification

exp 1 September 2023 (see SIA s 54)

Note—The expiry date may have changed since this reprint was published. See the latest reprint of the SIR for any change.

amending legislation—

#### **Local Government (De-amalgamation Implementation) Amendment Regulation (No. 1) 2013 SL No. 177**

notfd gaz 13 September 2013 pp 74–5

commenced on date of notification

#### **Local Government Legislation Amendment Regulation (No. 4) 2013 SL No. 273 s 1, pt 4**

notfd <[www.legislation.qld.gov.au](http://www.legislation.qld.gov.au)> 6 December 2013

commenced on date of notification

#### **Local Government Legislation Amendment Regulation (No. 1) 2014 SL No. 290 s 1, pt 3**

notfd <www.legislation.qld.gov.au> 5 December 2014  
commenced on date of notification

**Planning (Consequential) and Other Legislation Amendment Regulation 2017 SL No. 103**

notfd <www.legislation.qld.gov.au> 30 June 2017  
ss 1–2 commenced on date of notification  
pt 15 commenced 3 July 2017 (see s 2)

## **5 List of annotations**

**Achievement of purpose**

s 4 amd 2013 SL No. 177 s 3

**PART 2—ELECTIONS FOR NEW LOCAL GOVERNMENTS**

pt hdg amd 2013 SL No. 177 s 4

**Application of pt 2**

s 7 amd 2013 SL No. 177 s 5

**Conduct of elections**

s 8 sub 2013 SL No. 177 s 6

**Notice for elections**

s 9 sub 2013 SL No. 177 s 6

**Remuneration of councillors**

s 11 amd 2013 SL No. 177 s 7

**Transfer of QTC working capital facility**

s 37 amd 2014 SL No. 290 s 14

**Planning instruments for new local government**

s 46 amd 2017 SL No. 103 s 72

**PART 5A—DISASTER MANAGEMENT MATTERS**

pt 5A (ss 51A–51C) ins 2013 SL No. 273 s 32

**Entitlements of transferred employees**

s 56 amd 2013 SL No. 273 s 33

**SCHEDULE—DICTIONARY**

def *planning instrument* sub 2017 SL No. 103 s 73

def *planning scheme* sub 2017 SL No. 103 s 73

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# De-amalgamation Analysis of Cairns Regional Council

PREPARED BY QUEENSLAND TREASURY CORPORATION  
NOVEMBER 2012



QUEENSLAND  
TREASURY  
CORPORATION

# 1 Executive summary

Cairns Regional Council (CRC or Existing Council) was formed in March 2008 following the amalgamation of Cairns City Council and Douglas Shire Council. It covers an area of approximately 4,129 km<sup>2</sup> and has a population of approximately 162,700. Cairns is heavily dependent on tourism which is linked to the Great Barrier Reef and the Wet Tropics World Heritage Area that includes the Kuranda and Daintree rainforests. Cairns also has a seaport primarily used by tour operations servicing the Great Barrier Reef and to host cruise ships. The port is also used to import fuel supplies and export raw sugar and other cargo. The area is the regional centre for far north Queensland where all major educational, health, commercial, government, retail and financial services can be accessed.

A proposal has been lodged by the Friends of Douglas Shire for the de-amalgamation of the former Douglas Shire Council from the Existing Council. If successful, a new Douglas Shire Council would be formed according to the former boundaries, which includes an area of 2,435 km<sup>2</sup> and a population of approximately 11,200.

QTC has been engaged by the Department of Local Government to provide advice and assistance to the Queensland Boundaries Commission (the Commission) about the financial aspects of the de-amalgamation proposal. QTC's review includes financial analysis of both the proposed de-amalgamation council (the Proponent Council) and what would become the remaining Cairns City Council (the Remaining Council) to:

- determine the costs of de-amalgamation for both the Proponent Council and the Remaining Council, and
- assess the financial viability of the Proponent Council and the Remaining Council on the basis that de-amalgamation was successful, and compare this to the financial viability of the Existing Council.

## 1.1 Financial impact of de-amalgamation

### 1.1.1 De-amalgamation costs

De-amalgamation costs include all costs incurred from the date of a successful poll for de-amalgamation of the Proponent from an Existing Council to the date of de-amalgamation (ie, election of Proponent councillors, which is likely to be approximately 12 months after the poll). QTC has identified the costs of de-amalgamation to include:

- **One-off costs.** These relate to implementation and due diligence, community and staff engagement and information and communication technology (ICT). They will have the greatest direct impact on the cost to ratepayers because they will be expensed in full during the first year of de-amalgamation, and
- **Fixed asset costs.** These relate to the cost of purchasing new ICT equipment and any other new plant and equipment required for the Proponent Council to maintain service

delivery standards. These assets will be expensed over the term of their useful life, therefore impacting ratepayers more subtly over time than one-off costs.

Successful Proponent Councils will be required to pay their own de-amalgamation costs as well as the de-amalgamation costs of the Remaining Council.

### 1.1.2 Incremental annual recurring costs

Incremental annual recurring costs incurred by either the Proponent Council or the Remaining Council are not considered a cost of de-amalgamation. QTC has identified these for the Proponent Council in order to highlight the ongoing extra costs associated with operating as a separate council.

Successful Proponent Councils will be required to pay their own incremental annual recurring costs but will *not* be responsible for paying costs of this nature for the Remaining Council. Incremental annual recurring costs incurred by the Remaining Council should be small in comparison to those of the Proponent Council, but may include costs associated with lower purchasing power and other operating inefficiencies. These costs, where applicable, have been considered by QTC in the forecasts determined for the Remaining Council. To the extent that they exist, these costs may impact QTC's sustainability rating for the Remaining Council when compared to the Existing Council and the average rates per rateable property of the Remaining Council when compared to the Existing Council.

### 1.1.3 Summary of Proponent Council costs

Table 1 shows the estimated cost of de-amalgamation, including incremental annual recurring costs, to the Proponent Council (column 1). It also shows how these costs translate into a cost per rateable property (columns 2 and 3).

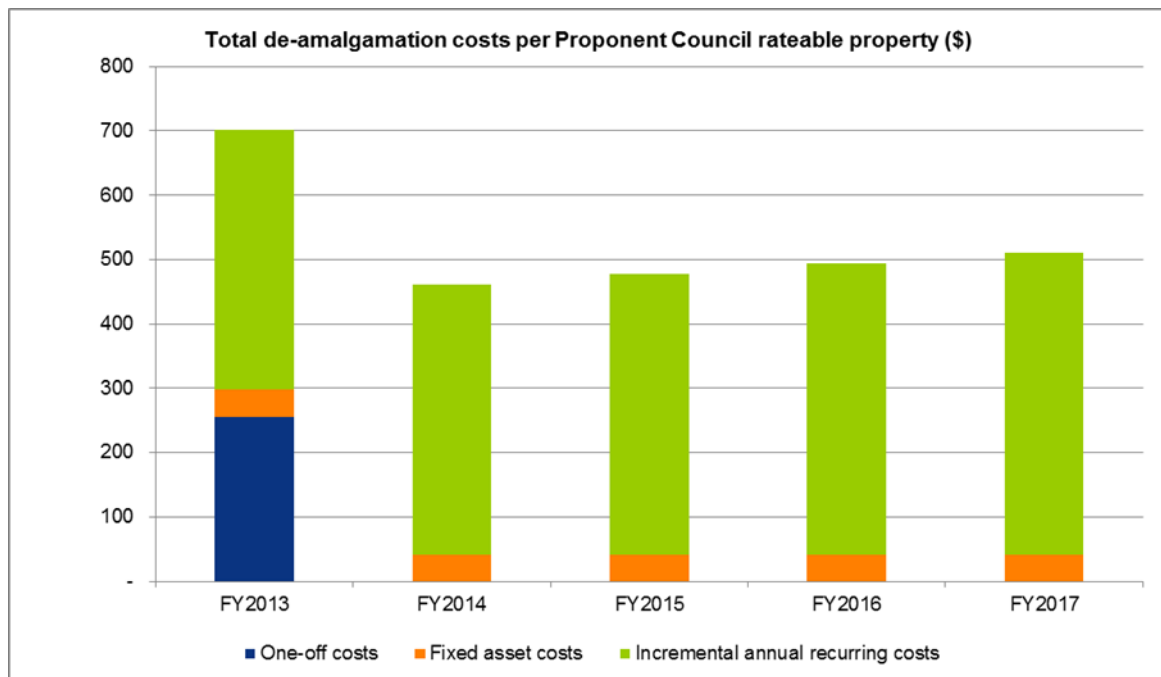
TABLE 1 – SUMMARY OF DE-AMALGAMATION COSTS

	QTC Estimate \$	Average Costs \$	Annualised Costs \$
<b>Total one-off costs</b>	<b>2,336,000</b>		
Average one-off costs per Proponent Council rateable property		255.64	
<b>Total one-off fixed asset costs</b>	<b>2,119,000</b>		
Average fixed asset costs per Proponent Council rateable property		231.89	
Annualised fixed asset costs per Proponent Council rateable property			41.80
<b>Total incremental annual recurring costs</b>	<b>3,691,000</b>		
Total incremental annual recurring costs per Proponent Council rateable property			403.92

Annualised fixed asset costs demonstrate the financial effect of spreading the cost of the asset over their useful life (ie depreciation expense)

Table 1 indicates that the one-off costs of de-amalgamation per rateable property will be \$256 while the incremental annual recurring costs will be \$446.

The following graph shows the financial impact of de-amalgamation, including incremental recurring costs, per rateable property over five years.



In the first year, each rateable property in the Proponent Council area will on average<sup>1</sup> need to contribute an extra \$701 in rates to cover the costs of de-amalgamation. In the second year, the extra contribution will drop to \$462 and is then expected to increase each year based on inflation.

## 1.2 Assessment of financial viability – using QTC’s Base Case

The financial viability of the Existing Council, Proponent Council and Remaining Council was assessed by QTC with reference to financial information provided by the Proponent, and the Existing Council’s current five year forecasts as well as five year forecasts for their respective Proponent Council and Remaining Council.

In order to derive its own Base Case set of 5 year financial forecasts for the Proponent and Remaining Councils, QTC made adjustments to the assumptions of the Proponent Council and Existing Council where they were not considered to be complete and/or reasonable.

QTC’s Base Case financial forecasts for the Proponent Council and Remaining Council included a cost allocation that might occur because of decreased purchasing power with suppliers including insurance, waste management, fleet leasing and other expenses, as well as other inefficiencies.

<sup>1</sup> Rates per rateable property may bear no direct comparison to actual rates paid by some ratepayers because it is an average figure calculated using total rateable properties. It does not take into consideration that some residential, commercial and industrial rateable properties attract a higher portion of the base rate than others.



QTC's financial forecasts for the Proponent Council also included the items identified in its assessment of de-amalgamation costs. That is:

- the one-off costs of de-amalgamation for itself and the Existing Council
- the additional fixed asset costs, and
- the incremental annual recurring costs of de-amalgamation where they were not already considered to be included.

QTC's financial forecasts were based on a standard delivery model. However, where assets existed that were shared across a region (ie, landfills), QTC assumed that a commercial arrangement would be negotiated between the councils to continue to share the asset. This was thought to be a more practical assumption than including the cost of replacing the asset.

### 1.2.1 Sustainability ratings – Base Case forecasts

QTC's assessment of financial viability involved determining a sustainability rating for the Existing Council, Proponent Council and Remaining Council. This rating considers each council's five year forecasts against sustainability ratios and benchmarks referred to by both QTC and the Department of Local Government (DLG).

A summary of the sustainability rating assigned by QTC to the Existing, Proponent and Remaining Council is shown below. It should be noted that these sustainability ratings have been determined based on information and assumptions contained in the Base Case forecasts estimated by QTC.

<b>Sustainability Rating</b>	<b>Existing Council</b>	<b>Proponent Council</b>	<b>Remaining Council</b>
QTC rating (and outlook) – Base Case	Sound (neutral)	Very Weak (negative)	Sound (neutral)

Based on the Base Case forecasts, QTC has rated the Existing Council and the Remaining Council as sound and the Proponent Council as very weak.

The Existing Council and Remaining Council ratings are supported by forecasts that indicate that they will satisfy most of QTC's sustainability benchmarks over the forecast period. Both Councils will, however, experience small operating deficits in some or all of the five forecast years.

QTC has rated the Proponent Council as very weak. The very weak rating is supported by the following:

- forecast very high and sustained operating deficits, and
- the significant liquidity support (overdraft) required to fund operations in all of the five forecast years.

### 1.3 Financial effect per rateable property – Base Case versus Breakeven Case

QTC undertook an assessment of the impact to ratepayers of de-amalgamation by comparing the average net rates and utilities per rateable property that would apply under the Base Case for the Proponent and Remaining Councils, to the average net rates and utilities per rateable property that would apply for the Proponent and Remaining Councils to achieve a balanced operating result (ie, the Breakeven Case).

#### 1.3.1 Base Case average annual rates per rateable property

Table 2 shows the average net rates and utilities per rateable property that would apply using QTC's Base Case for the Proponent and Remaining Councils.

TABLE 2 – BASE CASE AVERAGE ANNUAL NET RATES AND UTILITIES PER RATEABLE PROPERTY

	FY2013	FY2014	FY2015	FY2016	FY2017
Proponent Council (\$)	2,922	3,028	3,137	3,256	3,373
Remaining Council (\$)	3,142	3,255	3,372	3,501	3,627

#### 1.3.2 Breakeven average annual rates per rateable property

QTC considers that a balanced operating result is essential to a council's long term financial sustainability. Table 3 shows the estimated incremental increase / (decrease) in net rates and utilities per rateable property that would apply if de-amalgamation was successful and the Proponent and Remaining Councils were to achieve a balanced operating result (ie, the breakeven rates).

TABLE 3 – CHANGE IN AVERAGE ANNUAL NET RATES AND UTILITIES PER RATEABLE PROPERTY – BREAKEVEN CASE INCREMENTAL TO BASE CASE

	FY2013	FY2014	FY2015	FY2016	FY2017
<b>Breakeven case</b>					
Proponent Council (\$)	688	556	632	694	678
Change from Base Case (%)	24%	18%	20%	21%	20%
Remaining Council (\$)	107	122	120	95	36
Change from Base Case (%)	3%	4%	4%	3%	1%

The required increases per rateable property in the Breakeven Case when compared to the Base Case forecasts reflect:

- the elimination of operating deficits in the current five year forecasts where they existed
- the cost increases attributable to the impact of de-amalgamation, with the upfront costs being incurred in FY2013 and other costs expensed in future years, and
- the impact of increased operating expenses associated with a reduction in economies of scale and efficiency.

## 1.4 Key issues for consideration

- *Forecast operating efficiencies as a result of the Local Government Reform in 2008 will not be achieved.* CRC has forecast to deliver operating efficiencies during FY2013 and FY2014 as a result of the Local Government Reforms in 2008. If de-amalgamation proceeded these forecast savings may not be realised.
- *Inefficiencies of de-amalgamation.* De-amalgamation is expected to add an additional \$56.3m in expenses across the Existing Council region in the period from FY2013 – FY2017. Major contributors to the increased expenses are additional employee and councillor costs of \$48.3m, materials and services expenses, including assumed diseconomies of scale of \$3.5m, and the upfront and ongoing de-amalgamation costs of \$4.5m.
- *Key capital expenditure projects not included in the forecasts.* At this time key decisions required in respect to the Cairns Entertainment Precinct or new Performing Arts Centre and Douglas Foreshore have not been made. Therefore, the costs associated with these projects are not reflected in the forecasts.
- *Scenarios for the reduction of capital expenditure for the Proponent Council would not result in a material improvement in the forecast position.* QTC has relied on the specialist skills and knowledge of CRC for the capital expenditure forecast. The Proponent Council has raised concerns that the capital expenditure forecast by CRC is too high. QTC has considered the impact on the Proponent Council's forecast if new and upgrade capital expenditure in the area was reduced by 50 per cent and concluded that the rating ascribed to the Proponent Council would not change if the forecast capital expenditure was reduced.
- *Landfill provisions of \$10.4 million relate to landfills located in the Proponent Council area.* The CRC balance sheet at 30 June 2012 reflects a provision of \$10.4m for landfill restorations. CRC advised that this provision relates to landfills located in the Proponent Council area.
- *Forecast rates and utilities charges assumed by CRC for both the Proponent Council and Remaining Council are significantly higher than historical trends.* QTC's forecast assumptions for growth in net rates and utilities differ to the CRC's forecasts. QTC's forecast assumptions reflect historical trends and are lower than CRC's.

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## 2 Existing Council profile

Table 4 sets out selected demographics of the amalgamating local governments in 2008 and the current profile for Cairns Regional Council (CRC or Existing Council).

TABLE 4 – OVERVIEW

	14 March 2008			2012
	Cairns City	Douglas Shire	Total	Existing Council
Area covered by region (km <sup>2</sup> )	1,694	2,435	4,129	4,129
Population in region #	131,268	11,455	142,723	162,740
No. of rateable properties in region	63,878	8,793	72,671	78,184
No. of voters in region	77,732	8,973	86,705	91,764
Councillors	13	7	20	11
Number of staff	1,130	128	1,258	1,380

# Census 2006 data used for 14 March 2008 figures and Census 2011 data used for 2012 figures

Key observations since amalgamation:

- Growth in rateable properties in the CRC area since amalgamation has only been 7.6 per cent despite a 14 per cent increase in population.
- The regional economy has slowed as a result of the weak global economic conditions. Unemployment in the region is 7.8 per cent, which is 2.3 per cent higher than the State average.
- Following amalgamation the number of Councillors in the region reduced by 45 per cent.

### 2.1 Regionally significant assets and services

#### Water

CRC is responsible for the maintenance and delivery of water operations for the region and is not a party to any specialised water entity arrangements. There is no connecting water pipeline between Cairns and Douglas and as such the water assets and networks are independent.

#### Sewerage/Wastewater

CRC is responsible for sewerage and wastewater across the region. Council owns and operates the assets and Cairns and Douglas networks are independent.

#### Waste

CRC has two contracts that deal with waste collection and disposal in the region being:

- Waste collection contract with Cleanaway. The current contract, which commenced on 1 December 2010, is a seven year contract with the option for three, one year extensions. QTC has been advised that the contract allows for CRC to vary the collection area.

- Regional Waste Management contract with SITA. The contract duration is 25 years with 16 years remaining. This contract was negotiated with the then Douglas Shire Council, Mareeba Shire Council and Cairns City Council prior to amalgamation. The waste is delivered to the Bedminster Plant (located in Cairns) for treatment, with disposal to a landfill near Mareeba. This transfer is part of the contract.

## Airport

The airport in Cairns is not owned or operated by CRC.

## 2.2 Financial viability assessment of Existing Council

<b>QTC ratings</b>	<b>Nov 2012 Cairns Regional Council - Sound (Neutral outlook)</b> Oct 2011 Cairns Regional Council - Sound rating (Negative outlook)
	Ratings for the Councils pre-amalgamation: Douglas Shire Council – not previously rated by QTC Cairns City Council – not previously rated by QTC

CRC has been rated by Queensland Treasury Corporation as **sound** with a **neutral** outlook.

In October 2011 Cairns Regional Council's financial viability was rated as **sound** with a **negative** outlook.

A re-affirmed sound rating reflects the view that while CRC reported a minor operating deficit in FY2012 and expect a similar result in FY2013, modest operating surpluses are expected for the remainder of the forecast period. The forecast surpluses are driven by:

- operating efficiencies as a result of the benefits of amalgamation being realised, and
- higher forecast increases in net rates and utilities charges than the past three years.

Over the forecast period CRC expects cash holdings to be greater than outstanding debt. CRC has forecast \$525.7m to be spent on capital expenditure with only \$61.8m to be funded by debt.

It is recognised that the region has been severely affected over the past few years by the weak regional economy (in particular the retail, tourism and construction sectors) and a high Australian dollar. However, a neutral outlook has been applied to CRC's rating reflecting that these conditions have been managed and that there are no known foreseeable future significant events (within the next two years) that would have a direct impact on CRC's capacity to meet its financial commitments.



## 2.3 Financial analysis

### 2.3.1 Key assumptions

Table 5 outlines key assumptions applied to the financial forecasts used by QTC to determine the financial viability of the Existing Council.

TABLE 5 – KEY ASSUMPTIONS

	<b>Actual FY2010</b>	<b>Actual FY2011</b>	<b>Actual FY2012</b>	<b>FY2013</b>	<b>FY2014</b>	<b>FY2015</b>	<b>FY2016</b>	<b>FY2017</b>
Number of rateable properties	77,040	77,902	78,184	78,184	78,575	79,361	80,551	81,759
Growth in rateable properties	n/a	1.1%	0.4%	-%	0.5%	1.0%	1.5%	1.5%
Growth in net rates and utilities revenue	n/a	5.0%	4.7%	3.7%	7.5%	6.0%	6.0%	6.5%
Net rates & utility charges per rateable property (\$)	2,774	2,880	3,006	3,116	3,333	3,497	3,651	3,831
Staff numbers (FTE)	1,386	1,394	1,380	1,380	1,380	1,380	1,380	1,380

Key points to note from Table 5 include:

- Forecast growth in rateable properties is less than the forecast population growth published in the Office of Economic and Statistical Research. CRC consider this forecast to be more akin to growth in the area.
- Growth in net rates and utilities charges takes into account assumed growth in rateable properties and real price growth. As seen in Table 5, except for FY2013, this growth is higher than historical growth.
- Economies of scale from amalgamation are expected to result in staff numbers remaining steady during the forecast period.

## 2.3.2 Forecast financial results

Table 6 provides a summary income statement, balance sheet and cashflow for CRC.

TABLE 6 – SUMMARY OF KEY FINANCIAL INFORMATION

	Actual FY2010	Actual FY2011	Actual FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
<b>Income Statement items (\$000)</b>								
Net rates and utilities	213,735	224,390	235,031	243,658	261,866	277,526	294,124	313,185
Grants and subsidies	20,136	21,335	12,272	7,797	7,941	7,941	7,941	7,941
Total recurrent revenue	277,362	286,095	285,887	292,720	311,829	329,633	349,406	373,045
Employee expenses	93,427	103,107	107,922	106,463	106,981	110,726	113,901	117,153
Materials and services costs	94,234	94,898	89,361	86,136	92,207	97,002	103,274	108,790
Depreciation	81,609	90,765	86,805	98,549	103,699	110,378	118,165	126,713
Interest expense	6,204	6,486	6,205	5,897	5,597	7,151	7,676	7,692
Total recurrent expenses	276,651	297,387	291,651	298,016	309,454	326,227	343,986	361,318
Operating surplus/(deficit)	710	(11,293)	(5,764)	(5,296)	2,375	3,407	5,420	11,728
<b>Balance Sheet items (\$000)</b>								
Cash / (Overdrafts)	137,935	126,281	89,478	106,321	99,281	122,018	158,948	196,583
Property, plant and equipment	2,892,989	3,006,703	3,204,041	3,199,243	3,324,605	3,414,254	3,490,362	3,545,699
Total QTC borrowings	101,582	96,623	92,312	88,753	114,062	123,006	123,663	110,762
<b>Cashflow items (\$000)</b>								
Gross capital expenditure	120,871	96,889	129,343	87,714	143,558	105,580	92,997	95,877
New borrowings	9,754	-	-	-	31,048	18,356	12,362	-

Key points to note from Table 6 include:

- CRC has reported operating deficits in FY2011 and FY2012 with a small operating deficit forecast in FY2013. Operating surpluses are expected for the remainder of the forecast period.
- Operating grants and subsidies are forecast to decrease significantly in FY2013 due to the reduction in disaster relief funding.
- Employee expenses are only forecast to increase marginally in FY2014 as the flow on effect of previously implemented efficiencies are realised.
- Materials and services costs are forecast to reduce in FY2013 by 3.6 per cent. This forecast reduction is due to savings strategies implemented by specifically targeting consultancy costs and rationalising corporate purchasing.
- The increase in depreciation over the forecast period is driven by revaluations and capital expenditure.

Note: the impact of the proposed Cairns Entertainment Precinct or new Performing Arts Centre and Douglas Foreshore has not been included in the forecasts.

Table 7 shows a summary of selected key historical and forecast financial ratios for the FY2010 to FY2017 period.

**TABLE 7 – HISTORICAL AND FORECAST FINANCIAL RATIOS**

	<b>Benchmark</b>	<b>Actual FY2010</b>	<b>Actual FY2011</b>	<b>Actual FY2012</b>	<b>FY2013</b>	<b>FY2014</b>	<b>FY2015</b>	<b>FY2016</b>	<b>FY2017</b>
Own source operating revenue	> 60%	84.7%	85.2%	89.0%	92.4%	93.0%	93.1%	92.9%	92.7%
Operating surplus ratio	0% - 10%	0.3%	(3.9%)	(2.0%)	(1.8%)	0.8%	1.0%	1.6%	3.1%
Interest cover	> 4 times	14.3	13.3	14.1	16.8	20.0	16.9	17.1	19.0
Total debt service cover	> 2 times	n/a	6.7	6.8	11.4	9.8	7.3	6.8	7.1
Cash expense cover	> 3 months	8.8	7.6	5.4	6.6	6.0	7.0	8.7	10.4
Working capital ratio	> 3 times	3.0	2.4	2.8	2.8	2.5	2.7	3.2	3.7
Asset sustainability ratio	> 1.1 times	1.5	1.1	1.5	0.9	1.4	1.0	0.8	0.8
Average useful life of depreciable assets (years)	n/a	n/a	n/a	34.2	30.1	29.8	28.8	27.6	26.1
Net financial liabilities ratio	< 60%	4.0%	4.0%	10.0%	5.5%	15.4%	10.2%	(0.8%)	(14.5%)

Key points to note from Table 7 include:

- Financial ratios are generally within the required benchmarks.
- Own source operating revenue is high, demonstrating a comfortable level of fiscal flexibility.
- Total debt service cover and interest cover ratios are significantly higher than benchmark due to CRC's low gearing. This demonstrates that CRC can service its current debt and potentially could take on additional borrowings (if required) in the future.
- The asset sustainability ratio and average useful life of depreciable assets is declining over the forecast period. This reflects reduced capital expenditure forecast from FY2015 to FY2017.

## Contingent liabilities

There are no significant contingent liabilities disclosed in the FY2012 annual financial statements.

### 3 Proposed de-amalgamation arrangement

The proposed de-amalgamation arrangement involves separating the former Douglas Shire Council (the Proponent Council) from the existing Cairns Regional Council. QTC has received information from the Proponent Council and Existing Council in relation to the cost of de-amalgamation, and the initial financial information of each entity. This information is analysed below.

#### 3.1 Proposed de-amalgamation profile

Table 8 outlines selected demographics of the Existing Council, together with the proposed compositions of the Proponent Council and Remaining Council.

TABLE 8 – PROPOSED DE-AMALGAMATION PROFILE

	Existing Council	Proposed split		Total
		Remaining Council	Proponent Council	
Area covered by region (km <sup>2</sup> )	4,129	1,694	2,435	4,129
Population in region #	162,740	151,495	11,245	162,740
No. of rateable properties in region	78,184	69,046	9,138	78,184
No. of voters in region	91,764	82,059	9,705	91,764
Councillors	11	11	5	16
Number of staff (transferring)	1,380	1,260	150	1,410

# Census 2011 data

Note: the proposed de-amalgamation profile is based on the boundaries of the former Douglas Shire Council, which largely correlates with Division 10 of the current CRC.

#### 3.2 Proposed de-amalgamation and incremental annual recurring costs

Outlined below is QTC's estimate of the cost of de-amalgamation to the Proponent Council, and some discussion on where this estimate differs from that of the Proponent Council and Existing Council.

### 3.2.1 One-off costs of de-amalgamation proposal

Table 9 outlines the estimates of the one-off costs of de-amalgamation.

TABLE 9 – ONE-OFF DE-AMALGAMATION COSTS

	QTC Estimate \$	Existing Council Estimate \$	Proponent Council Estimate \$
Governance, planning and implementation costs	879,000	1,132,349	300,000
Industrial relations costs	88,000	240,000	500,000
Community & staff engagement costs	371,000	225,091	200,000
Legal due diligence costs	105,000	339,450	300,000
Accounting and finance due diligence costs	60,000	20,000	-
New ICT costs	813,000	24,000	100,000
Reimbursement to Remaining Council for:			
- new ICT equipment	-	-	-
- new property, plant and equipment	-	-	-
- other	20,000	503,500	500,000
<b>Total one-off costs</b>	<b>2,336,000</b>	<b>2,484,390</b>	<b>1,900,000</b>
<b>Average Cost per Proponent Council rateable property</b>	<b>\$255.64</b>		

In total, the Existing Council's estimation of one-off costs of de-amalgamation is in-line with QTC's estimate. Significant differences between QTC's one-off cost assumptions and those of CRC and the Proponent Council are discussed below.

- **Governance, planning and implementation costs:** CRC has assumed similar costs to QTC, however CRC included the sunk cost of the existing CEO in the de-amalgamation process. The Proponent Council discussed in their proposal the establishment of a Joint Transfer Board and De-amalgamation Project team, however, these costs do not appear to be included in their submission. It should be noted that QTC considers its cost estimate as being conservative. It does not reflect the costs of preparing new planning schemes, disaster management schemes and other required policies and plans for either the Remaining Council or the Proponent Council. QTC's experience at the time of amalgamation was that these costs were incurred after the establishment of the new council.
- **Industrial relations costs:** QTC estimates are considerably lower than the Existing Council and the Proponent Council. CRC assumes that the recruitment of the executive and other management for the Proponent Council will be done through a recruitment agency. QTC also assumes that a recruitment agency will be utilised, however for a lesser number of senior executives. The Proponent Council assumes a cost of \$500,000 however no detail has been provided on this cost.
- **Community and staff engagement costs:** QTC has assumed higher costs than both the Existing Council and the Proponent Council. The primary difference between the assumptions of QTC and CRC is that CRC has not reflected any costs associated with a call centre. The significant differences between estimates of QTC and the Proponent Council are also a result of the Proponent Council not reflecting costs associated with a call centre and community and staff communication.
- **Legal due diligence costs:** QTC's assumed cost for legal due diligence work for the de-amalgamation is less than that assumed by CRC. CRC based their forecast costs on the

report prepared by Deloitte Touche Tohmatsu for the Sunshine Coast Regional Council titled 'De-amalgamation Cost to Create a New Noosa Council'<sup>2</sup>. The Proponent Council appears to have combined accounting due diligence and legal due diligence.

- **Accounting and finance due diligence costs:** QTC has assumed higher costs for accounting due diligence work than those assumed by CRC. The Proponent Council has provided no estimate and appears to have combined accounting due diligence and legal due diligence.
- **New ICT costs:** QTC engaged KPMG to estimate the information and communication technology costs of de-amalgamation. These costs relate to the one-off costs associated with the establishment of data and voice systems and the IT Transition Project team. The IT Transition Project team is additional to the Joint Transfer Board and the De-amalgamation Project team. CRC forecast included consultancy services to set up and configure the initial server environment, while the Proponent Council estimated a nominal amount.
- **Reimbursement to remaining council for new property plant and equipment:** CRC has advised that there is no property, plant and equipment located in the Proponent Council's area which the Remaining Council requires in order to maintain services.
- **Other:** Both the CRC and the Proponent Council assumed a contingency for de-amalgamation costs of \$500,000. QTC believes it has primarily captured the costs elsewhere. The costs assumed by QTC relate to changes required to the Remaining Council's website.

### 3.2.2 Property, plant and equipment costs

Table 10 outlines the estimate of property, plant and equipment purchases required by the Proponent Council as a result of de-amalgamation.

TABLE 10 – PROPERTY PLANT AND EQUIPMENT DE-AMALGAMATION COSTS

	QTC Estimate \$	Existing Council Estimate \$	Proponent Council Estimate \$
New ICT assets	1,699,000	1,080,399	700,000
Additional property, plant and equipment	420,000	350,000	400,000
<b>Total one off fixed asset costs</b>	<b>2,119,000</b>	<b>1,430,399</b>	<b>1,100,000</b>
<i>Depreciation</i>	<i>382,000</i>	<i>251,080</i>	<i>180,000</i>
<b>Cost per Proponent Council rateable property</b>	<b>\$231.89</b>		
<b>Annualised Cost per rateable property</b>	<b>\$41.80</b>		

Significant differences between the estimates of QTC, CRC and the Proponent Council are:

- **New ICT assets:** KPMG have estimated the required ICT capital expenditure costs for the Proponent Council, which QTC has adopted. This capital expenditure for the purchase of the new equipment has been reflected in the Proponent Council's forecast and is depreciated over five years.

<sup>2</sup> Deloitte Touche Tohmatsu, *De-amalgamation cost to create a new Noosa Council*, 2012, [www.sunshinecoast.qld.gov.au/addfiles/agendaAttachments/om%20140312/Attach7.pdf](http://www.sunshinecoast.qld.gov.au/addfiles/agendaAttachments/om%20140312/Attach7.pdf)



- **Additional property, plant and equipment:** QTC has included \$420,000 for the acquisition of new property, plant and equipment required as a result of de-amalgamation. This is based on the Proponent Council's submission together with a further \$20,000 to upgrade the Proponent Council buildings in Mossman as advised by CRC.

The estimate of Annualised Costs per Proponent Council rateable property in Table 10 reflects the total fixed asset costs depreciated over the average useful lives of the assets concerned.

### 3.2.3 Incremental annual recurring costs

Table 11 shows the incremental annual cost associated with administering the proposed de-amalgamated council. Ratepayers of the Proponent Council would bear these incremental costs post de-amalgamation.

TABLE 11 - INCREMENTAL ANNUAL RECURRING COSTS

	QTC Estimate \$	Existing Council Estimate \$	Proponent Council Estimate \$
Councillor Remuneration	306,000	330,699	618,179
Salaries and wages costs	2,774,000	3,519,497	-
ICT Costs	130,000	-	-
Insurance	-	-	-
Service Delivery Costs	-	-	-
Diseconomies of scale for Proponent Council	481,000	-	-
<b>Total annually recurring costs</b>	<b>3,691,000</b>	<b>3,850,196</b>	<b>618,179</b>
<b>Cost per Proponent Council rateable property</b>	<b>\$403.92</b>		

Key points to note from Table 11:

- **Councillor Remuneration:** QTC has estimated councillor remuneration based on information in the most recent Local Government Remuneration Tribunal publication<sup>3</sup>. QTC has assumed the Remaining Council will be a category 6 local government and the Proponent Council a category 3.
- **Salaries and wages costs:** Based on discussions with CRC, QTC estimates that 33 staff will be required. This is in addition to the 117 employees who work in the Mossman office and are assumed will transfer to the Proponent Council. This will bring the Proponent Council's staffing levels up to the 30 June 2007 levels<sup>4</sup>. While the Proponent Council's submission indicated an additional 20 senior and middle management employees will be required, QTC was unable to validate if the costs of these staff were included in the forecasts.

<sup>3</sup> Local Government Remuneration Tribunal publication - <http://www.dsdp.qld.gov.au/resources/report/local-government/new-remuneration-arrangements-media-release.pdf>

<sup>4</sup> CRC advised that the June 2008 staff levels reflect the loss of various key senior staff members in the lead up to the amalgamation and is therefore not an accurate view of the required number of employees (assuming that the previous Douglas Shire Council staff structure is adopted).

- **ICT costs:** KPMG has estimated the ICT recurring cost requirements for the Proponent Council, which QTC has considered and adjusted for those costs it believes are not incremental to ongoing operational costs and/or already included in the forecast.
- **Diseconomies of scale for Proponent Council:** It is assumed that the smaller de-amalgamated entities would be subject to reduced economies of scale compared to the Existing Council. QTC has included a recurring cost relating to diseconomies of scale equal to 3 per cent of the annual materials and services expense for the Proponent Council. This also incorporates increased costs related to insurance. Due to its relative large size, the Remaining Council is not expected to experience diseconomies of scale.

### 3.3 Proposed balance sheet separation

Table 12 shows the opening balance sheet for the Existing Council, and estimates of what would become the opening balance sheet for the Proponent Council and Remaining Council if de-amalgamation was to proceed.

TABLE 12 – SUMMARY BALANCE SHEET ALLOCATION

	Existing Council	Remaining Council	Proponent Council
<b>Assets (\$000)</b>			
Cash & cash equivalents	89,478	80,391	9,086
Property, plant & equipment	3,204,041	2,812,607	293,333
Other assets	44,953	128,044	15,009
<b>Total assets</b>	<b>3,338,472</b>	<b>3,021,042</b>	<b>317,428</b>
<b>Liabilities (\$000)</b>			
Debt	92,312	89,244	3,068
Other liabilities	70,741	52,095	18,646
<b>Total liabilities</b>	<b>163,053</b>	<b>141,339</b>	<b>21,714</b>
<b>Total community equity</b>	<b>3,175,419</b>	<b>2,879,703</b>	<b>295,714</b>

QTC has estimated an opening balance sheet as at 1 July 2012 for the Remaining Council and the Proponent Council based on the FY2012 Balance Sheet for the Existing Council. QTC has referred to information provided by the Existing Council to determine the estimated opening Balance Sheet.

Discussion on key Balance Sheet items follows.

- **Cash and cash equivalents:** QTC estimated the opening cash balances of the Remaining Council and the Proponent Council based on a reconstruction of the cash flows during the period since amalgamation. This involved assumptions around:
  - receipts from customers
  - payments to suppliers and employees
  - payments for property, plant and equipment including subsidies, donations and contributions for new capital expenditure, and
  - proceeds from and repayments of borrowings.

- **Property, plant and equipment:** QTC has relied on information from the Existing Council for the allocation of property, plant and equipment, which has been allocated based on geographic location. Where assets are utilised across the Existing Council area, these assets have been allocated according to the population proportions of the Remaining Council and the Proponent Council.
- **Debt:** Total borrowings for CRC at 30 June 2012 totalled \$92.3 million. Debt has been allocated to the Remaining Council and the Proponent Council based on the assets funded since amalgamation plus any residual pre-amalgamation debt. At the time of amalgamation, Douglas Shire Council had \$2.7 million and Cairns City Council had \$57.6 million in debt with QTC. Since amalgamation the original Douglas Shire Council loans have been fully repaid.
- **Other assets and liabilities:** All other Balance Sheet items, where they are able to be identified as relating to a specific region have been allocated accordingly, otherwise items are generally allocated on the basis of ratepayer or pre-amalgamation proportions.

## 4 Financial viability assessment of Proponent Council

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<b>QTC ratings</b>	<b>Nov 2012 Proponent Council – Very Weak (negative outlook)</b>
	Feb 2007 Douglas Shire Council – not previously rated by QTC

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Based on information made available QTC has rated the forecast financial profile of the Proponent Council as **very weak** with a **negative** outlook.

The very weak rating reflects the significant and sustained operating deficits that are not expected to improve during the forecast period. Operating deficits lead to liquidity issues and increasing and unsustainable gearing levels.

On average, a balanced or surplus operating result is essential to long term financial sustainability. Rates and utility charges will need to increase at levels greater than those forecast to achieve a break-even operating result.

A negative outlook has been applied to the Council's rating reflecting the worsening financial profile over the forecast period. The deteriorating financial position will limit the Proponent Council's capacity to meet its future financial commitments.

### 4.1 Proposed approach for regionally significant assets and services

The CRC does not own any significant regional assets that cut across boundary lines.

#### Water and Sewerage

The Remaining Council and Proponent Council areas have independent water and sewerage networks.

#### Waste

The Existing Council holds two significant contracts for the collection and disposal of waste for the region. It should be noted that at this time legal advice has not been sought in relation to the break-up of these contracts and any special conditions they may contain.

QTC has been advised by the Existing Council that the Proponent Council would need to either re-tender for kerb side collection (with Cleanaway) or enter a three way agreement (Cleanaway, the Proponent Council and the Remaining Council) in order for the bin collection service to continue. Prior to amalgamation, Douglas Shire Council's waste collection was contracted out to Adams Waste, which is now Cleanaway.

The Regional Waste Management contract with SITA was negotiated as a tri-party agreement between the former Douglas Shire Council, Cairns City Council and Mareeba Shire Council.

Based on discussions with CRC it has been assumed that this agreement would remain in place, but would be amended to accommodate the Remaining Council and the Proponent Council.

## Airport

The airport in Cairns is not owned or operated by Cairns Regional Council and as such there will be no impact to the Proponent Council.

## 4.2 Financial analysis

QTC derived a set of financial forecasts for the Proponent Council after considering the financial information provided by the Existing Council and the Proponent Council.

In order to derive its own Base Case set of 5 year financial forecasts for the Proponent, QTC made adjustments to the assumptions where they were not considered complete and/or reasonable.

### 4.2.1 Key assumptions

Table 13 outlines key assumptions applied to the financial forecasts used by QTC to determine the financial viability of the Proponent Council.

TABLE 13 – KEY ASSUMPTIONS

	FY2013	FY2014	FY2015	FY2016	FY2017
Number of rateable properties	9,138	9,257	9,377	9,499	9,623
Growth in rateable properties	n/a	1.3%	1.3%	1.3%	1.3%
Growth in net rates and utilities revenue	n/a	4.9%	5.0%	5.2%	4.9%
Net rates & utility charges per rateable property (\$)	2,922	3,028	3,137	3,256	3,373
Staff numbers (FTEs)	150	150	150	150	150

Key points to note from Table 13 include:

- QTC have assumed rateable properties growth in-line with the forecasts set out in the Office of Economic and Statistical Research.
- Total growth in net rates and utilities takes into account growth in rateable properties in addition to real price growth. This overall growth is in-line with historical CRC trends.

#### 4.2.2 Proponent Council financial information

Table 14 provides a summary income statement, balance sheet and cashflow for the Proponent Council used by QTC to assess the financial viability of the Proponent Council.

TABLE 14 – SUMMARY OF KEY FINANCIAL INFORMATION

	FY2013	FY2014	FY2015	FY2016	FY2017
<b>Income Statement items (\$000)</b>					
Net rates and utilities	26,705	28,025	29,413	30,929	32,459
Grants and subsidies	1,037	1,051	1,051	1,051	1,051
Total recurrent revenue	34,092	35,483	37,066	38,796	40,537
Employee expenses	11,985	12,401	12,830	13,275	13,735
Materials and services costs	16,528	17,693	18,614	19,818	20,876
Depreciation	9,447	10,262	10,940	11,571	11,902
Interest expense	189	688	1,351	1,845	2,089
Total recurrent expenses	40,518	41,077	43,768	46,542	48,635
Operating surplus/(deficit)	(6,426)	(5,594)	(6,702)	(7,746)	(8,098)
<b>Balance Sheet items (\$000)</b>					
Cash / (Overdrafts)	(1,655)	(14,758)	(26,593)	(33,410)	(35,945)
Property, plant and equipment	298,750	314,511	328,772	337,792	340,669
Total QTC borrowings	2,946	2,816	2,678	2,531	2,373
<b>Cashflow items (\$000)</b>					
Gross capital expenditure	14,260	17,734	15,965	10,554	6,214
New borrowings	-	-	-	-	-

Key points to note from Table 14 include:

- Significant and increasing operating deficits are incurred in each year of the forecast.
- QTC has assumed an average growth in net rates and utilities of 5 per cent on average, which is in-line with recent CRC historical increases.
- Employee expenses have been calculated based on 150 employees, which is equivalent to that of Douglas Shire Council prior to amalgamation. A management structure identical to that of the former Douglas Shire Council has been assumed. Growth in employee expenses is based on the current Enterprise Bargaining Agreement for Cairns Regional Council.
- Materials and services expenses exclude any expected operating costs associated with the Douglas Waterfront redevelopment.
- Depreciation expenses have been proportionally allocated between the Proponent Council and Remaining Council based on the allocation of property, plant and equipment assets in the opening balance sheet. Depreciation increases over the forecast period due to capital expenditure and forecast property, plant and equipment asset revaluations.
- The estimated opening balance sheet for the Proponent Council allocated \$9 million of cash and equivalents (refer to section 3.3). However, due to operating deficits, the Proponent Council is expected to have a negative cash balance, with an overdraft required from FY2013 onwards.



- QTC has relied on CRC's forecasts for capital expenditure on new and replacement assets required by the Proponent Council.
- The significant capital expenditure increase in FY2014 and FY2015 relates to the design and construction of a full upgrade of the Mossman Wastewater Treatment Plant.

Table 15 provides a summary of the Proponent Council's key ratios used by QTC to assess the financial viability of the Proponent Council.

TABLE 15 – FORECAST FINANCIAL RATIOS

	<b>Benchmark</b>	<b>FY2013</b>	<b>FY2014</b>	<b>FY2015</b>	<b>FY2016</b>	<b>FY2017</b>
Own source operating revenue	> 60%	92.7%	93.2%	93.5%	93.7%	94.0%
Operating surplus ratio	0% - 10%	(18.8%)	(15.8%)	(18.1%)	(20.0%)	(20.0%)
Interest cover	> 4 times	17.0	7.8	4.1	3.1	2.8
Total debt service cover	> 2 times	n/a	6.1	3.7	2.8	2.6
Cash expense cover	> 3 months	-	-	-	-	-
Working capital ratio	> 3 times	0.5	0.2	0.1	0.1	0.1
Asset sustainability ratio	> 1.1 times	1.6	1.9	1.6	1.1	0.7
Average useful life of depreciable assets (years)	n/a	30.4	29.5	28.4	27.1	25.9
Net financial liabilities ratio	< 60%	48.8%	82.4%	110.3%	122.6%	123.1%

Key points to note from Table 15 include:

- Key financial ratios indicate a strong possibility of future financial distress with large and sustained operating deficits, high gearing levels and depleted liquidity.
- The average useful life of depreciable assets appears low at less than 40 years and may indicate a need to invest more heavily in capital expenditure on property, plant and equipment going forward.

#### 4.3 Financial effect per rateable property – Base Case versus Breakeven Case

QTC undertook an assessment of the impact to ratepayers of de-amalgamation by comparing the average net rates and utilities per rateable property that would apply under the Base Case for the Proponent Council to the average net rates and utilities per rateable property that would apply for the Proponent Council to achieve a balanced operating result (ie, the Breakeven Case).

#### 4.3.1 Base Case average annual rates per rateable property

Table 16 shows the average net rates and utilities per rateable property that would apply using QTC's Base Case for the Proponent Council.

TABLE 16 – BASE CASE AVERAGE ANNUAL NET RATES AND UTILITIES PER RATEABLE PROPERTY

	<b>FY2013</b>	<b>FY2014</b>	<b>FY2015</b>	<b>FY2016</b>	<b>FY2017</b>
Proponent Council (\$)	2,922	3,028	3,137	3,256	3,373

#### 4.3.2 Breakeven average annual rates per rateable property

QTC considers that a balanced operating result is essential to a council's long term financial sustainability. Table 17 shows the estimated incremental increase / (decrease) in net rates and utilities per rateable property that would apply if de-amalgamation was successful and the Proponent council was to achieve a balanced operating result (ie, the breakeven rates).

TABLE 17 – CHANGE IN AVERAGE ANNUAL NET RATES AND UTILITIES PER RATEABLE PROPERTY – BREAKEVEN CASE INCREMENTAL TO BASE CASE

	<b>FY2013</b>	<b>FY2014</b>	<b>FY2015</b>	<b>FY2016</b>	<b>FY2017</b>
<b>Breakeven case</b>					
Proponent Council (\$)	688	556	632	694	678
Change from Base Case (%)	24%	18%	20%	21%	20%

The required increases per rateable property in the Breakeven Case when compared to the Base Case five year forecasts reflect:

- the elimination of operating deficits in the Base Case
- the cost increases attributable to the impact of de-amalgamation, with the upfront costs being incurred in FY2013 and other costs expensed in future years, and
- the impact of increased operating expenses associated with a reduction in economies of scale and efficiency.

## 4.4 Scenario analysis

QTC has relied on the specialist skills and knowledge of CRC as the basis for the capital expenditure forecast. The Proponent Council has raised concerns that the capital expenditure forecast by CRC is too high. QTC has tested the impact on the overall forecast for the Proponent Council by reducing new and upgrade capital expenditure by 50 per cent. The results of the scenario are set out in Table 18 which shows that a reduction in the capital expenditure would not cause a material improvement in the Proponent Council's forecasts. As a result, there would be no change to the rating and outlook ascribed by QTC.

TABLE 18 – SUMMARY OF SCENARIO RESULTS

Scenario Analysis	FY2013	FY2014	FY2015	FY2016	FY2017
<b>Income Statement items (\$000)</b>					
Depreciation	9,402	10,078	10,573	11,050	11,287
Interest expense	189	276	502	616	585
Operating surplus/(deficit)	(6,284)	(4,998)	(5,486)	(5,996)	(5,979)
<b>Balance Sheet items (\$000)</b>					
Cash / (Overdrafts)	1,971	(2,993)	(6,643)	(7,456)	(5,713)
Property, plant and equipment	295,266	303,407	310,431	314,731	314,980
<b>Cashflow items (\$000)</b>					
Gross capital expenditure	10,731	10,007	8,628	5,779	3,439
<b>Key ratios</b>					
Operating surplus ratio	(18.4%)	(14.1%)	(14.8%)	(15.5%)	(14.7%)
Asset sustainability ratio	1.1	1.0	0.8	0.5	0.3

## 5 Financial viability assessment of Remaining Council

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<b>QTC ratings</b>	<b>November 2012 Remaining Council – Sound (Neutral outlook)</b>
	Feb 2007 Cairns City Council – not previously rated by QTC

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The Remaining Council has been rated **sound** with a **neutral** outlook.

The sound rating is based on recurring operating deficits over the forecast period and a weak regional economy which is somewhat offset by low gearing levels, a favourable net debt position and ratios which exceed benchmark in all categories with the exception of the operating surplus ratio.

It is recognised that the region has been severely affected over the past few years by the weak regional economy (in particular the retail, tourism and construction sectors) and a high Australian dollar. However, a neutral outlook has been applied to the Remaining Council's rating reflecting that these conditions have been managed and that there are no known foreseeable future significant events (within the next two years) that would have a direct impact on the Remaining Council's capacity to meet its financial commitments.

### 5.1 Proposed approach for regionally significant assets and services

#### Water and Sewerage

The Remaining Council and Proponent Council areas have independent water and sewerage networks.

#### Waste

Existing contracts will continue for the Remaining Council.

#### Airport

The airport in Cairns is not owned or operated by Cairns Regional Council and therefore no arrangements need to be considered.

## 5.2 Financial analysis

QTC derived a set of financial forecasts for the Remaining Council after considering the financial information provided by the Existing Council and the Proponent Council.

In order to derive its own Base Case set of 5 year financial forecasts for the Remaining Council, QTC made adjustments to the assumptions where they were not considered complete and/or reasonable.

### 5.2.1 Key assumptions

Table 19 outlines key assumptions applied to the financial forecasts used by QTC to determine the financial viability of the Remaining Council.

TABLE 19 – KEY ASSUMPTIONS

Ratio	FY2013	FY2014	FY2015	FY2016	FY2017
Number of rateable properties	69,046	70,220	71,414	72,628	73,862
Growth in rateable properties	n/a	1.7%	1.7%	1.7%	1.7%
Growth in net rates and utilities revenue	n/a	5.4%	5.4%	5.6%	5.4%
Net rates & utility charges per rateable property (\$)	3,142	3,255	3,372	3,501	3,627
Staff numbers (FTEs)	1,260	1,260	1,260	1,260	1,260

Key points to note from Table 19 include:

- Total growth in net rates and utilities takes into account growth in rateable properties in addition to real price growth. This overall growth is in-line with historical Cairns Regional Council trends.

## 5.2.2 Remaining Council financial information

Table 20 provides a summary income statement, balance sheet and cashflow for Remaining Council used by QTC to assess the financial viability of the Proponent Council.

TABLE 20 – SUMMARY OF KEY FINANCIAL INFORMATION

	FY2013	FY2014	FY2015	FY2016	FY2017
<b>Income Statement items (\$000)</b>					
Net rates and utilities	216,953	228,584	240,839	254,259	267,890
Grants and subsidies	6,760	6,889	6,889	6,889	6,889
Total recurrent revenue	256,472	267,928	280,731	295,416	310,724
Employee expenses	100,612	104,114	107,737	111,486	115,367
Materials and services costs	70,219	75,169	79,078	84,195	88,691
Depreciation	87,268	92,125	97,290	102,227	105,614
Interest expense	5,497	5,267	5,848	5,564	5,262
Total recurrent expenses	263,998	277,071	290,343	303,856	315,313
Operating surplus/(deficit)	(7,526)	(9,143)	(9,612)	(8,440)	(4,589)
<b>Balance Sheet items (\$000)</b>					
Cash	77,464	50,203	48,858	60,265	74,261
Property, plant and equipment	2,806,345	2,917,258	2,994,795	3,066,250	3,127,907
Total QTC borrowings	85,701	96,928	92,481	87,750	82,717
<b>Cashflow items (\$000)</b>					
Gross capital expenditure	75,573	125,824	89,616	82,442	89,663
New borrowings	-	15,000	-	-	-

Key points to note from Table 20 include:

- QTC has assumed an average growth in net rates and utilities of 5.4 per cent on average, which is in-line with recent CRC historical increases.
- Growth in employee expenses is based on the current Enterprise Bargaining Agreement for Cairns Regional Council.
- Depreciation expenses have been proportionally allocated between the Proponent Council and Remaining Council based on the allocation of property, plant and equipment assets in the opening balance sheet. Depreciation increases over the forecast period due to capital expenditure and forecast property, plant and equipment asset revaluations.
- QTC has not assumed any diseconomies of scale for the Remaining Council in materials and services expenses as the relative size of the Remaining Council does not significantly differ to that of the Existing Council.
- Operating deficits are forecast for the Remaining Council throughout the forecast period, which are effected by the loss of operational efficiencies that would not be achieved with de-amalgamation.
- New borrowings forecast for the Remaining Council are less than the borrowings forecast for the Existing Council.



Table 21 provides a summary of the Remaining Council's key ratios used by QTC to assess the financial viability of the Proponent Council.

TABLE 21 – FORECAST FINANCIAL RATIOS

Ratio	Benchmark	FY2013	FY2014	FY2015	FY2016	FY2017
Own source operating revenue	> 60%	93.2%	93.8%	94.2%	94.4%	94.4%
Operating surplus ratio	0% - 10%	(2.9%)	(3.4%)	(3.4%)	(2.9%)	(1.5%)
Interest cover	> 4 times	15.5	16.8	16.0	17.9	20.2
Total debt service cover	> 2 times	n/a	9.7	9.0	9.6	10.2
Cash expense cover	> 3 months	5.4	3.4	3.1	3.7	4.4
Working capital ratio	> 3 times	4.0	2.9	2.8	3.2	5.0
Asset sustainability ratio	> 1.1 times	0.9	1.5	1.1	1.0	1.0
Average useful life of depreciable assets (years)	n/a	29.6	29.3	27.9	26.7	25.8
Net financial liabilities ratio	< 60%	5.7%	19.6%	17.2%	10.6%	3.6%

Key points to note from Table 21 include:

- Small operating deficits are expected in all forecast years.
- The working capital ratio is slightly below the benchmark in the forecast period FY2014 and FY2015 as a result of assumptions in respect to funding capital expenditure. If necessary the Remaining Council would be able to remedy this issue through additional borrowings for capital expenditure.
- The asset sustainability ratio is declining over the forecast period. This indicates that Remaining Council may need to invest more in maintaining its asset base.
- The average useful life of depreciable assets appears low at less than 40 years and may indicate a need to invest more heavily in capital expenditure on property, plant and equipment going forward.

### 5.3 Financial effect per rateable property – Base Case versus Breakeven Case

QTC undertook an assessment of the impact to ratepayers of de-amalgamation by comparing the average net rates and utilities per rateable property that would apply under the Base Case for the Existing Council to the average net rates and utilities per rateable property that would apply for the Existing Council to achieve a balanced operating result (ie, the breakeven rates).

### 5.3.1 Base Case average annual rates per rateable property

Table 22 shows the average net rates and utilities per rateable property that would apply using QTC's Base Case for the Remaining Council.

TABLE 22 – BASE CASE AVERAGE ANNUAL NET RATES AND UTILITIES PER RATEABLE PROPERTY

	<b>FY2013</b>	<b>FY2014</b>	<b>FY2015</b>	<b>FY2016</b>	<b>FY2017</b>
Remaining Council (\$)	3,142	3,255	3,372	3,501	3,627

### 5.3.2 Breakeven average annual rates per rateable property

QTC considers that a balanced operating result is essential to a council's long term financial sustainability. Table 23 shows the estimated incremental increase / (decrease) in net rates and utilities per rateable property that would apply if de-amalgamation was successful and the Remaining council was to achieve a balanced operating result (ie, the breakeven rates).

TABLE 23 – CHANGE IN AVERAGE ANNUAL NET RATES AND UTILITIES PER RATEABLE PROPERTY – BREAKEVEN CASE INCREMENTAL TO BASE CASE

	<b>FY2013</b>	<b>FY2014</b>	<b>FY2015</b>	<b>FY2016</b>	<b>FY2017</b>
<b>Breakeven case</b>					
Remaining Council (\$)	107	122	120	95	36
Change from Base Case (%)	3%	4%	4%	3%	1%

The required increases per rateable property in the Breakeven Case when compared to the Base Case five year forecasts reflect:

- the elimination of operating deficits in the Base Case
- the cost increases attributable to the impact of de-amalgamation, with the upfront costs being incurred in FY2013 and other costs expensed in future years, and
- the impact of increased operating expenses associated with a reduction in economies of scale and efficiency.

# Disclaimer

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## Appendix 1: Forecast assumptions

<b>Forecast assumptions</b>	<b>Proponent Council's assumptions (avg)</b>	<b>Existing Council's assumptions (forecast avg)</b>	<b>QTC Proponent assumptions (forecast avg)</b>
Population growth - Proponent Council	1.0%	1.0%	1.3%
Population growth - Remaining council	Not provided	1.0%	1.7%
Rateable property growth	1.0%	1.0%	1.3%
LGAQ CCI growth	N/A	N/A	3.6%
Growth in net rates and utilities charges	4.9%	6.5%	5.0%
Growth in wages and salaries - employees	3.9%	2.4%	3.5%
Growth in wages and salaries - Councillors	3.9%	2.4%	2.1%
Growth in materials and services	3.9%	6.0%	6.0%
Interest rate - debt (existing)	8.0%	6.5%	6.1%
Interest rate - debt (new)	8.0%	6.5%	5.5%
Interest rate - cash	Not provided	4.8%	3.7%
Creditor days	Not provided	120 days	60 days
Debtor days	Not provided	45 days	45 days

## Appendix 2: Existing Council income statement

Year ended	30-Jun-13 \$000	30-Jun-14 \$000	30-Jun-15 \$000	30-Jun-16 \$000	30-Jun-17 \$000
<b>Revenue</b>					
<b>Recurrent revenue:</b>					
Net rates and utility charges	243,658	261,866	277,526	294,124	313,185
Fees and charges	26,938	28,225	29,354	30,352	32,623
Sales - contract and recoverable works	6,281	6,281	6,281	6,281	6,281
Gain on sale of land held as inventory	-	-	-	-	-
Grants, subsidies, contributions and donations	7,797	7,941	7,941	7,941	7,941
Interest received	8,046	7,517	8,532	10,709	13,016
Profit/(loss) from investments	-	-	-	-	-
Rental income	-	-	-	-	-
Other recurrent income	-	-	-	-	-
<b>Total recurrent revenue</b>	<b>292,720</b>	<b>311,829</b>	<b>329,633</b>	<b>349,406</b>	<b>373,045</b>
<b>Capital revenue:</b>					
<b>Total capital revenue</b>	<b>12,252</b>	<b>22,222</b>	<b>22,867</b>	<b>22,699</b>	<b>25,826</b>
<b>Capital income:</b>					
<b>Total capital income</b>	<b>850</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total capital revenue and capital income</b>	<b>13,102</b>	<b>22,222</b>	<b>22,867</b>	<b>22,699</b>	<b>25,826</b>
<b>Total income</b>	<b>305,822</b>	<b>334,051</b>	<b>352,500</b>	<b>372,105</b>	<b>398,871</b>
<b>Expenses</b>					
<b>Recurrent expenses:</b>					
Employee benefits	106,463	106,981	110,726	113,901	117,153
	-	-	-	-	-
Materials and services	86,136	92,207	97,002	103,274	108,790
Loss on sale of land held as inventory	-	-	-	-	-
Depreciation and amortisation	98,549	103,699	110,378	118,165	126,713
	-	-	-	-	-
Other expenses	333	333	333	333	333
Finance costs	6,534	6,234	7,788	8,313	8,329
Payments	-	-	-	-	-
<b>Total recurrent expenses</b>	<b>298,016</b>	<b>309,454</b>	<b>326,227</b>	<b>343,986</b>	<b>361,318</b>
<b>Capital expenses:</b>					
<b>Total capital expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total expenses</b>	<b>298,016</b>	<b>309,454</b>	<b>326,227</b>	<b>343,986</b>	<b>361,318</b>
<b>Result from ordinary activities</b>	<b>7,807</b>	<b>24,597</b>	<b>26,273</b>	<b>28,119</b>	<b>37,554</b>
Other non-recurrent items	-	-	-	-	-
<b>Net result attributable to Council</b>	<b>7,807</b>	<b>24,597</b>	<b>26,273</b>	<b>28,119</b>	<b>37,554</b>
<b>OPERATING RESULT</b>					
<b>Operating revenue</b>	<b>292,720</b>	<b>311,829</b>	<b>329,633</b>	<b>349,406</b>	<b>373,045</b>
<b>Operating expense</b>	<b>298,016</b>	<b>309,454</b>	<b>326,227</b>	<b>343,986</b>	<b>361,318</b>
<b>Operating result</b>	<b>(5,296)</b>	<b>2,375</b>	<b>3,407</b>	<b>5,420</b>	<b>11,728</b>

## Appendix 3: Proponent Council income statement

Year ended	30-Jun-13 \$000	30-Jun-14 \$000	30-Jun-15 \$000	30-Jun-16 \$000	30-Jun-17 \$000
<b>Revenue</b>					
<b>Recurrent revenue:</b>					
Net rates and utility charges	26,705	28,025	29,413	30,929	32,459
Fees and charges	4,882	5,058	5,240	5,440	5,635
Sales - contract and recoverable works	1,128	1,128	1,128	1,128	1,128
Gain on sale of land held as inventory	-	-	-	-	-
Grants, subsidies, contributions and donations	1,037	1,051	1,051	1,051	1,051
Interest received	340	221	234	248	264
Profit/(loss) from investments	-	-	-	-	-
Rental income	-	-	-	-	-
Other recurrent income	-	-	-	-	-
<b>Total recurrent revenue</b>	<b>34,092</b>	<b>35,483</b>	<b>37,066</b>	<b>38,796</b>	<b>40,537</b>
<b>Capital revenue:</b>					
<b>Total capital revenue</b>	<b>2,627</b>	<b>2,137</b>	<b>1,750</b>	<b>1,763</b>	<b>1,776</b>
<b>Capital income:</b>					
<b>Total capital income</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total capital revenue and capital income</b>	<b>2,627</b>	<b>2,137</b>	<b>1,750</b>	<b>1,763</b>	<b>1,776</b>
<b>Total income</b>	<b>36,719</b>	<b>37,620</b>	<b>38,816</b>	<b>40,559</b>	<b>42,313</b>
<b>Expenses</b>					
<b>Recurrent expenses:</b>					
Employee benefits	11,985	12,401	12,830	13,275	13,735
Materials and services	16,528	17,693	18,614	19,818	20,876
Loss on sale of land held as inventory	-	-	-	-	-
Depreciation and amortisation	9,447	10,262	10,940	11,571	11,902
Other expenses	33	33	33	33	33
Finance costs	189	688	1,351	1,845	2,089
Payments	2,336	-	-	-	-
<b>Total recurrent expenses</b>	<b>40,518</b>	<b>41,077</b>	<b>43,768</b>	<b>46,542</b>	<b>48,635</b>
<b>Capital expenses:</b>					
<b>Total capital expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total expenses</b>	<b>40,518</b>	<b>41,077</b>	<b>43,768</b>	<b>46,542</b>	<b>48,635</b>
<b>Result from ordinary activities</b>	<b>(3,799)</b>	<b>(3,457)</b>	<b>(4,952)</b>	<b>(5,983)</b>	<b>(6,322)</b>
Other non-recurrent items	-	-	-	-	-
<b>Net result attributable to Council</b>	<b>(3,799)</b>	<b>(3,457)</b>	<b>(4,952)</b>	<b>(5,983)</b>	<b>(6,322)</b>
<b>OPERATING RESULT</b>					
<b>Operating revenue</b>	<b>34,092</b>	<b>35,483</b>	<b>37,066</b>	<b>38,796</b>	<b>40,537</b>
<b>Operating expense</b>	<b>40,518</b>	<b>41,077</b>	<b>43,768</b>	<b>46,542</b>	<b>48,635</b>
<b>Operating result</b>	<b>(6,426)</b>	<b>(5,594)</b>	<b>(6,702)</b>	<b>(7,746)</b>	<b>(8,098)</b>



## Appendix 4: Remaining Council income statement

Year ended	30-Jun-13 \$000	30-Jun-14 \$000	30-Jun-15 \$000	30-Jun-16 \$000	30-Jun-17 \$000
<b>Revenue</b>					
<b>Recurrent revenue:</b>					
Net rates and utility charges	216,953	228,584	240,839	254,259	267,890
Fees and charges	22,056	22,850	23,672	24,574	25,459
Sales - contract and recoverable works	5,153	5,153	5,153	5,153	5,153
Gain on sale of land held as inventory	-	-	-	-	-
Grants, subsidies, contributions and donations	6,760	6,889	6,889	6,889	6,889
Interest received	5,550	4,452	4,178	4,541	5,333
Profit/(loss) from investments	-	-	-	-	-
Rental income	-	-	-	-	-
Other recurrent income	-	-	-	-	-
<b>Total recurrent revenue</b>	<b>256,472</b>	<b>267,928</b>	<b>280,731</b>	<b>295,416</b>	<b>310,724</b>
<b>Capital revenue:</b>					
<b>Total capital revenue</b>	<b>7,732</b>	<b>20,085</b>	<b>21,117</b>	<b>20,936</b>	<b>24,050</b>
<b>Capital income:</b>					
<b>Total capital income</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total capital revenue and capital income</b>	<b>7,732</b>	<b>20,085</b>	<b>21,117</b>	<b>20,936</b>	<b>24,050</b>
<b>Total income</b>	<b>264,204</b>	<b>288,013</b>	<b>301,848</b>	<b>316,352</b>	<b>334,774</b>
<b>Expenses</b>					
<b>Recurrent expenses:</b>					
Employee benefits	100,612	104,114	107,737	111,486	115,367
Materials and services	70,219	75,169	79,078	84,195	88,691
Loss on sale of land held as inventory	-	-	-	-	-
Depreciation and amortisation	87,268	92,125	97,290	102,227	105,614
Other expenses	300	300	300	300	300
Finance costs	5,599	5,363	5,938	5,648	5,341
Payments	-	-	-	-	-
<b>Total recurrent expenses</b>	<b>263,998</b>	<b>277,071</b>	<b>290,343</b>	<b>303,856</b>	<b>315,313</b>
<b>Capital expenses:</b>					
<b>Total capital expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total expenses</b>	<b>263,998</b>	<b>277,071</b>	<b>290,343</b>	<b>303,856</b>	<b>315,313</b>
<b>Result from ordinary activities</b>	<b>206</b>	<b>10,942</b>	<b>11,505</b>	<b>12,496</b>	<b>19,461</b>
Other non-recurrent items	-	-	-	-	-
<b>Net result attributable to Council</b>	<b>206</b>	<b>10,942</b>	<b>11,505</b>	<b>12,496</b>	<b>19,461</b>
<b><u>OPERATING RESULT</u></b>					
<b>Operating revenue</b>	<b>256,472</b>	<b>267,928</b>	<b>280,731</b>	<b>295,416</b>	<b>310,724</b>
<b>Operating expense</b>	<b>263,998</b>	<b>277,071</b>	<b>290,343</b>	<b>303,856</b>	<b>315,313</b>
<b>Operating result</b>	<b>(7,526)</b>	<b>(9,143)</b>	<b>(9,612)</b>	<b>(8,440)</b>	<b>(4,589)</b>

## Appendix 5: QTC's sustainability rating definitions

### Ratings

Very Strong	A local government with a very strong capacity to meet its financial commitments in the short, medium and long-term. It has a record of reporting operating surpluses and is highly likely to be able to manage major unforeseen financial shocks and any adverse changes in its business without revenue and/or expense adjustments. Its capacity to manage core business risks is very strong.
Strong	A local government with a strong capacity to meet its financial commitments in the short, medium and long-term. It generally has a record of operating surpluses and may occasionally report minor operating deficits. It is able to address its operating deficits, manage major unforeseen financial shocks and any adverse changes in its business, with minor revenue and/or expense adjustments. The expense adjustments are likely to result in only minor changes to the range of and/or quality of services offered. Its capacity to manage core business risks is strong.
Sound	A local government with an adequate capacity to meet its financial commitments in the short, medium and long-term. While it is likely that it may have a record of minor to moderate operating deficits, the local government is expected to regularly report operating surpluses. It is likely able to address its operating deficits, manage major unforeseen financial shocks and any adverse changes in its business, with minor or moderate revenue and/or expense adjustments. The expense adjustments are likely to result in some changes to the range of and/or quality of services offered. Its capacity to manage core business risks is sound.
Moderate	A local government with an adequate capacity to meet its financial commitments in the short to medium-term and an acceptable capacity in the long-term. While it has some record of reporting minor to moderate operating deficits, the local government may also have recently reported a significant operating deficit. It is likely able to address its operating deficits, manage unforeseen financial shocks and any adverse changes in its business, with moderate revenue and/or expense adjustments. The expense adjustments are likely to result in a number of changes to the range of and/or quality of services offered. Its capacity to manage core business risks is moderate.

## Ratings

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Weak	A local government with an acceptable capacity to meet its financial commitments in the short to medium-term and a limited capacity in the long-term. It has a record of reporting moderate to significant operating deficits with a recent operating deficit being significant. It is unlikely to be able to address its operating deficits, manage unforeseen financial shocks, and any adverse changes in its business, without the need for significant revenue and/or expense adjustments. The expense adjustments would result in significant changes to the range of and/or quality of services offered. It may experience difficulty in managing core business risks.
Very Weak	A local government with a limited capacity to meet its financial commitments in the short and medium-term, and a very limited capacity long-term. It has a record of reporting significant operating deficits. It is highly unlikely to be able to address its operating deficits, manage unforeseen financial shocks and any adverse changes in its business without the need for structural reform and major revenue and/or expense adjustments. The expense adjustments are likely to result in significant changes to the range and/or quality of services offered and it may need the assistance from higher levels of government. It will have difficulty in managing its core business risks.
Distressed	A local government with a very limited capacity to meet its short-term financial commitments and no capacity to meet its medium to long-term financial commitments. It has a record of reporting significant operating deficits. To be able to address its operating deficits, meet its medium and long-term obligations, manage unforeseen financial shocks and any adverse changes in its business, major revenue and expense adjustments and structural reform will be required. The local government is unlikely to have the capacity to manage core business risks and may need assistance from higher levels of government.

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## Outlooks

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A ratings outlook generally focuses on the potential movement in an entity's rating in the short-term (ie, less than 24 months). Outlooks may be positive, neutral or negative.

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Positive/Negative	As a result of a foreseeable event or circumstance occurring, there is the potential for enhancement/deterioration in the local government's capacity to meet its financial commitments (short and/or long-term) and resultant change in its rating. However, it does not necessarily indicate that a rating change may be forthcoming.
Neutral	There are no known foreseeable events that would have a direct impact on the local government's capacity to meet its financial commitments. It may be possible for a rating upgrade or downgrade to occur from a neutral outlook, if such an event or circumstance warranted as such.

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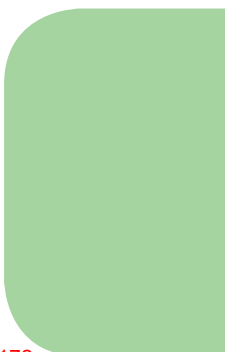
## Appendix 6: Key Financial Ratios Definitions and Benchmarks

Indicator	Calculation and definition	Target benchmark
Own Source Operating Revenue	<b>Net rates and utilities and fees and charges / total operating revenue</b> This indicates the level of Council's fiscal flexibility. It is the degree of reliance on external funding sources such as operating subsidies, donations and contributions. Council's financial flexibility improves the higher the level of its own source revenue.	Greater than 60%
Operating Surplus Ratio	<b>Operating result (excluding capital items) as a percentage of operating revenue</b> This is an indicator of the extent to which revenues raised cover operational expenses only or are available for capital funding purposes. A positive ratio indicates the percentage of total rates available to help fund proposed capital expenditure.	Between 0% and 10%
Interest Cover Ratio	<b>Operating result before gross interest expense and depreciation / gross interest expense</b> This ratio indicates the extent to which Council can service its interest bearing debt and take on additional borrowings. It measures the burden of the current interest expense upon Council's operating cash.	Greater than 4 times
Total Debt Service Cover	<b>Net operating cash flow + gross interest expense / gross interest expense + prior year current interest bearing liabilities</b> This ratio indicates Council's ability to repay loan funds. If cover drops below benchmark, this may indicate periods of higher risk for Council with constrained flexibility and limited capacity to take on higher levels of debt to manage unforeseen financial shocks.	Greater than 2 times
Cash Expense Cover	<b>Current year's cash and cash equivalents balance / (total operating expenses – depreciation and amortisations – finance costs charged by QTC – interest paid on overdraft) *12</b> This liquidity ratio indicates the number of months Council can continue paying for its immediate expenses without additional cash inflow.	Greater than 3 months
Asset Sustainability Ratio	<b>Capital expenditure divided by depreciation expense (expressed as a percentage)</b> This is an approximation of the extent to which the infrastructure assets managed by a local government are being replaced as these reach the end of their useful lives.	Greater than 1.1 times
Net Financial Liability	<b>Total liabilities less current assets divided by total operating revenues (expressed as a per cent)</b> This is an indicator of the extent to which the net financial liabilities of a local government can be serviced by its operating revenues. A ratio greater than zero implies that total liabilities exceed current assets.	Not greater than 60%
Working Capital Ratio	<b>Current assets divided by current liabilities</b> This is an indicator of the management of working capital and measures the extent to which a local government has liquid assets available to meet short term financial obligations.	Greater than 3 times
Average Useful Life Property, Plant & Equipment	<b>Total assets (or asset class) divided by total depreciation (or depreciation on asset class)</b> This is an indicator of asset management planning and asset renewal and or maintenance of the asset base of Council.	Greater than 35 years

*QTC may use additional sustainability ratios where required*

# Queensland Boundaries Commissioner Report

Proposed Douglas De-amalgamation



Published by the Queensland Boundaries Commission



November 2012

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# Queensland Boundaries Commissioner

## ~ background and overview of report

The Queensland Boundaries Commissioner Col Meng (the Commissioner) was appointed to his role on 29 June 2012 by The Honourable David Crisafulli MP, Minister for Local Government.

The Commissioner was appointed to investigate the viability of former shires wishing to de-amalgamate from larger regional councils. The Minister received 19 proposals, five of which were referred to the Commissioner.

The Commissioner reviewed local government de-amalgamation proposals referred to him in an open and logical way and undertook targeted public consultation.

This report gives the Minister information including:

- a summary of the proposal from the proponent group and information provided by the council
- a summary of the detailed financial analysis provided by Queensland Treasury Corporation (QTC) (contracted as an independent third party specialist to holistically analyse the viability and sustainability elements of the submission)
- a summary of the consultation process
- an outline of the possible impacts of de-amalgamation on economic development
- an outline of the possible impacts of de-amalgamation on regional planning issues
- information demonstrating communities of interest in the region
- maps showing the boundaries of the current council and the former shire.

The Commissioner has reviewed, evaluated and analysed all information and has made recommendations accordingly.

The Commissioner has no past or current associations with the Cairns Regional Council (CRC) or the proposed Douglas Shire Council (DSC) that might create a conflict of interest.



## Key points and recommendations

The Commissioner would like to extend his thanks to the Friends of Douglas Shire (FODS) and all stakeholders for their participation in this process. The level of engagement has been high.

The Commissioner would also like to extend his thanks to CRC for their efforts. The Commissioner would like to acknowledge that participating in this process has required significant resources and the high level of cooperation given to both the Queensland Boundaries Commission (QBC) and QTC is appreciated.

### Key points

- According to projections by QTC, ratepayers of the proposed DSC will have to contribute a minimum increase of \$701 in the first year, and a minimum of \$462 over the following four years adjusted for inflation.
- According to projections by QTC, the proposed DSC will be rated as Very Weak (negative) and the remaining CRC will be Sound (neutral).
- De-amalgamation is likely to affect a number of proposed projects (including capital projects and events) in the proposed DSC.
- De-amalgamation will result in a number of diseconomies of scale.
- There are considerations other than financial sustainability at play such as social and cultural issues (including but not limited to perceived loss of identity). This was evident in the high level of engagement by both the council and proponent group.

There are limited opportunities for many shared services arrangements between Division 10, primarily due to the geography of the area.

### Recommendation

In the Commissioner's view, the social and cultural issues raised by FODS do not outweigh the significant financial impost a de-amalgamation of DSC would have on the local community.

**The proposed DSC has been evaluated as unsustainable. A de-amalgamation would result in an unwarranted financial burden on ratepayers. In this case, a poll is not recommended.**

## Moving forward

An undivided council would foster regional over divisional decision making and would better suit the Cairns situation. The Commissioner recommends that CRC move to an undivided basis at the 2016 quadrennial elections.



However this is a long-term solution. In the short term, CRC needs to proactively address the issues raised by the proponent group in the following way:

- That CRC establish a standing committee titled CRC Division 10 Service and Consultation Committee. This committee should provide written three-monthly reports to the council on key milestones for delivery of its terms of reference until the 2016 quadrennial elections. The terms of reference should at a minimum specifically deal with:
  - tourism – support with both brand and tourism specific infrastructure, for example the Daintree entrance
  - land-use planning – appropriate to the local area and balanced, for example, fixed urban footprint of the former Douglas planning scheme versus sustainable and appropriate housing development
  - water and wastewater quality – maintenance and costs
  - rates and charges – reasons for equalisation and other increases.

The reports should be published on CRC's website for all residents to consider.

The Commissioner recommends that councils (existing councils, remaining councils as well as any successful de-amalgamating councils) work closely with QTC to address key issues and risks identified by QTC in its reports regarding de-amalgamation. In addition to this, the Commissioner recommends that councils embrace the opportunity to participate in a QTC credit and financial sustainability review at least every two to three years. To facilitate the credit and sustainability review process by QTC, the Commissioner recommends that all councils maintain an up-to-date version of the QTC 10-year local government financial forecasting model at all times.



## Douglas ~ Cairns Regional Council de-amalgamation background

- In July 2007, the Local Government Reform Commission concluded its report on the examination of local government area boundaries, classes, names and electoral arrangements. In March 2008, the structural changes to Queensland local governments took place.
- CRC was established on 15 March 2008 from the amalgamation of DSC and Cairns City Council (CCC).
- The former DSC expressed strong opposition to the amalgamation.
- CCC was not rated in the Financial Sustainability Review by QTC. Based on historical data (as forecast data was not available) it was QTC's view that CCC was rated as either Moderate or Strong at the time of amalgamation.
- DSC was also not rated in the Financial Sustainability Review by QTC. Based on historical data (as forecast data was not available) it was QTC's view that DSC was rated as Moderate at the time of amalgamation.
- On 29 August 2012, the Minister referred a submission from FODS to the Queensland Boundaries Commissioner (QBC) for review.





# Summary of information provided

## Friends of Douglas Shire proposal

The proposal outlines reasons for de-amalgamating including:

- DSC was a conservation and tourism icon in its own right
- since amalgamation in 2008, the residents of the former DSC have seen substantial increases in rates and other service costs
- local representation has been lost with one councillor representing an area previously represented by seven councillors
- the Port Douglas, Mossman and Daintree water supplies have changed from being chemical free water to chlorinated and low pressure water supply systems
- the award winning Douglas Shire Planning Scheme is under a threat
- DSC was financially very strong with low dependence on grants and little debt
- DSC's infrastructure was sufficient for community needs
- rates were comparable or less than neighbouring local governments and the provision of services was better
- the community of the former DSC has taken the view that the amalgamation was more of a 'takeover' by Cairns than it was a partnering of two communities with similar values and ideals
- financial analysis and modelling demonstrate that the proposed new DSC can meet ongoing costs with no negative impact on the current rates
- the two communities have different aspirations
- CRC fail to consult with the Douglas community.

In summary the proposal maintains that service delivery, environmental planning, corporate management and representational issues are drivers for de-amalgamation.

## Cairns Regional Council

CRC adopted and maintained a neutral stance regarding possible de-amalgamation and has undertaken to respect and support any decision made by the Minister or the residents of the former Douglas Shire in respect of the current de-amalgamation proposal.

CRC provided QTC with five-year financial forecasts and potential de-amalgamation costs estimates.

CRC did not identify specific regional issues but pointed out the ability to absorb economic impacts that may arise due to various reasons e.g. natural disasters is increased by a larger population.

Further information from CRC can be viewed on the website [www.cairns.qld.gov.au](http://www.cairns.qld.gov.au).



## Consultation with stakeholders

The Queensland Boundaries Commissioner consulted with:

- FODS
- CRC
- Tourism Queensland
- Tourism Tropical North Queensland.

All organisations expressed views on possible de-amalgamation and the potential impact on specific areas of interest.



# Financial viability and sustainability

## QTC financial analysis

QTC has had a long-standing relationship with local governments in Queensland. Of particular note was QTC's major review of the financial sustainability of 109 of Queensland's local governments in July 2007. QTC has also undertaken and continues to undertake regular credit reviews of local governments.

QTC was engaged to assist in conducting a comprehensive, objective analysis of both the proposed DSC and remaining CRC. The full report *De-amalgamation Analysis of Cairns Regional Council* is attached (Appendix 1).

During this process, QTC participated in the consultation process with representatives of FODS to clarify details of the financial model provided. QTC also engaged with CRC to understand allocation of revenue, costs, assets and liabilities between DSC and CRC. The QBC gave broad guidance on what may constitute de-amalgamation costs, however each proposal was considered on a case-by-case basis.

It was assumed from the outset there would be disparity in the figures provided by the de-amalgamation proponents and CRC. QTC made adjustments to the assumptions proposed where they were not considered to be complete and/or reasonable.

For the purpose of this review, a five-year timeframe was used to create financial forecasts, and also included consideration of the impact of de-amalgamation from service, community, financial and economic perspectives.

A sustainability rating was provided by QTC on the Base Case scenario. The Base Case scenario indicates how a council is expected to perform against key performance indicators in the coming years taking into account revenue, service delivery levels and the operational environment.

The sustainability rating also takes into account de-amalgamation costs (both one-off and fixed asset costs) and incremental annual recurring costs. Incremental annual recurring costs are not strictly de-amalgamation costs, but are expected to be incurred to operate a new DSC.

A new DSC is expected to have significant operating deficits for the five-year forecast period (Appendix 1, table 14 – page 22). Long-term operating deficits are unsustainable. A break-even budget scenario is provided to ensure completeness of information (Appendix 1, table 3 – page 6).

Rating figures provided by QTC do not take into account the differential rating systems used by Queensland councils. This was deliberate and ensures the effective comparison between the proposed DSC and the proposed remaining CRC.



# Queensland Treasury Corporation summary

Cairns Regional Council (CRC or Existing Council) was formed in March 2008 following the amalgamation of Cairns City Council and Douglas Shire Council. It covers an area of approximately 4,129 km<sup>2</sup> and has a population of approximately 162,700. Cairns is heavily dependent on tourism which is linked to the Great Barrier Reef and the Wet Tropics World Heritage Area that includes the Kuranda and Daintree rainforests. Cairns also has a seaport primarily used by tour operations servicing the Great Barrier Reef and to host cruise ships. The port is also used to import fuel supplies and export raw sugar and other cargo. The area is the regional centre for far north Queensland where all major educational, health, commercial, government, retail and financial services can be accessed.

A proposal has been lodged by the Friends of Douglas Shire for the de-amalgamation of the former Douglas Shire Council from the Existing Council. If successful, a new Douglas Shire Council would be formed according to the former boundaries, which includes an area of 2,435 km<sup>2</sup> and a population of approximately 11,200.

QTC has been engaged by the Department of Local Government to provide advice and assistance to the Queensland Boundaries Commission (the Commission) about the financial aspects of the de-amalgamation proposal. QTC's review includes financial analysis of both the proposed de-amalgamation council (the Proponent Council) and what would become the remaining Cairns City Council (the Remaining Council) to:

- determine the costs of de-amalgamation for both the Proponent Council and the Remaining Council, and
- assess the financial viability of the Proponent Council and the Remaining Council on the basis that de-amalgamation was successful, and compare this to the financial viability of the Existing Council.

## 1.1 Financial impact of de-amalgamation

### 1.1.1 De-amalgamation costs

De-amalgamation costs include all costs incurred from the date of a successful poll for de-amalgamation of the Proponent from an Existing Council to the date of de-amalgamation (i.e., election of Proponent councillors, which is likely to be approximately 12 months after the poll). QTC has identified the costs of de-amalgamation to include:

- **One-off costs.** These relate to implementation and due diligence, community and staff engagement, and information and communication and technology (ICT). They will have the greatest direct impact on the cost to ratepayers because they will be expensed in full during the first year of de-amalgamation, and
- **Fixed asset costs.** These relate to the cost of purchasing new ICT equipment and any other new plant and equipment required for the Proponent Council to maintain



service delivery standards. These assets will be expensed over the term of their useful life, therefore impacting ratepayers more subtly over time than one-off costs.

Successful Proponent Councils will be required to pay their own de-amalgamation costs as well as the de-amalgamation costs of the Remaining Council.

### 1.1.2 Incremental annual recurring costs

Incremental annual recurring costs incurred by either the Proponent Council or the Remaining Council are not considered a cost of de-amalgamation. QTC has identified these for the Proponent Council in order to highlight the ongoing extra costs associated with operating as a separate council.

Successful Proponent Councils will be required to pay their own incremental annual recurring costs but will not be responsible for paying costs of this nature for the Remaining Council. Incremental annual recurring costs incurred by the Remaining Council should be small in comparison to those of the Proponent Council, but may include costs associated with lower purchasing power and other operating inefficiencies. These costs, where applicable, have been considered by QTC in the forecasts determined for the Remaining Council. To the extent that they exist, these costs may impact QTC's sustainability rating for the Remaining Council when compared to the Existing Council and the average rates per rateable property of the Remaining Council when compared to the Existing Council.

### 1.1.3 Summary of Proponent Council costs

Table 1 shows the estimated cost of de-amalgamation, including incremental annual recurring costs, to the Proponent Council (column 1). It also shows how these costs translate into a cost per rateable property (columns 2 and 3).

TABLE 1 – SUMMARY OF DE-AMALGAMATION COSTS

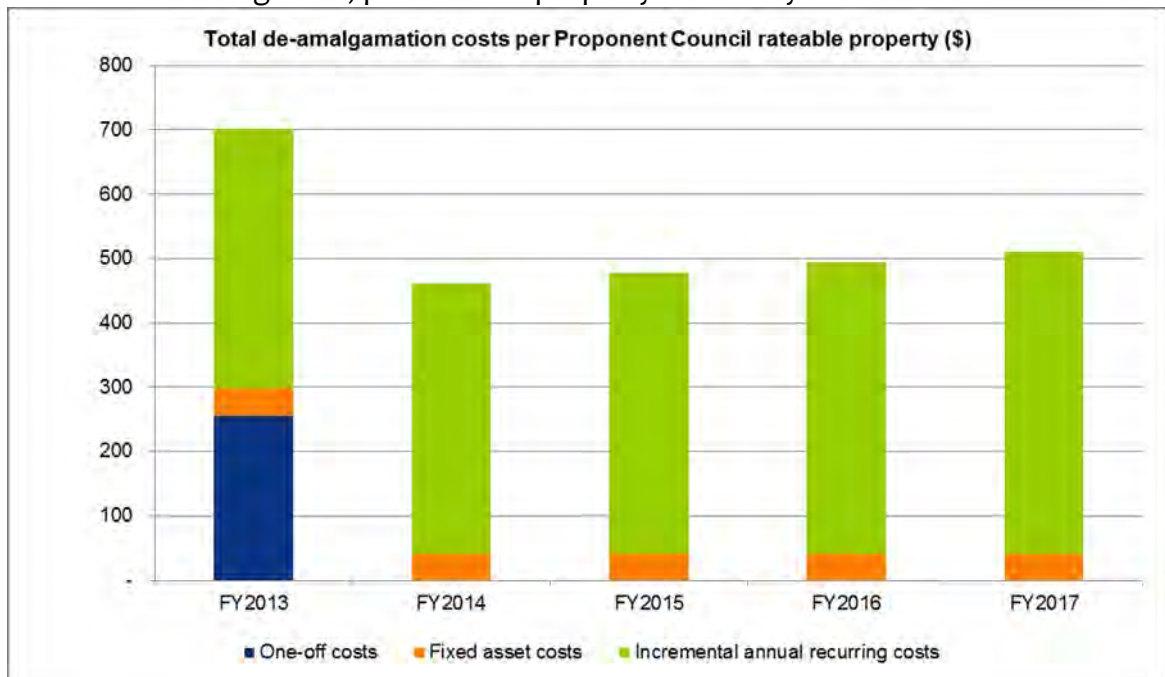
	QTC Estimate \$	Average Costs \$	Annualised Costs \$
<b>Total one-off costs</b>	<b>2,336,000</b>		
Average one-off costs per Proponent Council rateable property		255.64	
<b>Total one-off fixed asset costs</b>	<b>2,119,000</b>		
Average fixed asset costs per Proponent Council rateable property		231.89	
Annualised fixed asset costs per Proponent Council rateable property			41.80
<b>Total incremental annual recurring costs</b>	<b>3,691,000</b>		
Total incremental annual recurring costs per Proponent Council rateable property			403.92

*Note: Annualised fixed asset costs demonstrate the financial effect of spreading the cost of the asset over their useful life (i.e. depreciation expense)*

Table 1 indicates that the one-off costs of de-amalgamation per rateable property will be \$256 while the incremental annual recurring costs will be \$446.



The following graph shows the financial impact of de-amalgamation, including incremental recurring costs, per rateable property over five years.



**In the first year, each rateable property in the Proponent Council area will on average<sup>1</sup> need to contribute an extra \$701 in rates to cover the costs of de-amalgamation. In the second year, the extra contribution will drop to \$462 and is then expected to increase each year based on inflation.**

## 1.2 Assessment of financial viability – using QTC’s Base Case

The financial viability of the Existing Council, Proponent Council and Remaining Council was assessed by QTC with reference to financial information provided by the Proponent, and the Existing Council’s current five year forecasts as well as five year forecasts for their respective Proponent Council and Remaining Council.

In order to derive its own Base Case set of 5 year financial forecasts for the Proponent and Remaining Councils, QTC made adjustments to the assumptions of the Proponent Council and Existing Council where they were not considered to be complete and/or reasonable.

QTC’s Base Case financial forecasts for the Proponent Council and Remaining Council included a cost allocation that might occur because of decreased purchasing power with suppliers including insurance, waste management, fleet leasing and other expenses, as well as other inefficiencies.

QTC’s financial forecasts for the Proponent Council also included the items identified in its assessment of de-amalgamation costs. That is:

- the one-off costs of de-amalgamation for itself and the Existing Council

<sup>1</sup> Rates per rateable property may bear no direct comparison to actual rates paid by some ratepayers because it is an average figure calculated using total rateable properties. It does not take into consideration that some residential, commercial and industrial rateable properties attract a higher portion of the base rate than others.





- the additional fixed asset costs, and
- the incremental annual recurring costs of de-amalgamation where they were not already considered to be included.

QTC's financial forecasts were based on a standard delivery model. However, where existing assets were shared across a region (i.e., landfills), QTC assumed that a commercial arrangement would be negotiated between the councils to continue to share the asset. This was thought to be a more practical assumption than including the cost of replacing the asset.

### 1.2.1 Summary of Proponent Council costs

QTC's assessment of financial viability involved determining a sustainability rating for the Existing Council, Proponent Council and Remaining Council. This rating considers each council's five year forecasts against sustainability ratios and benchmarks referred to by both QTC and the Department of Local Government (DLG).

A summary of the sustainability rating assigned by QTC to the Existing, Proponent and Remaining Council is shown below. It should be noted that these sustainability ratings have been determined based on information and assumptions contained in the Base Case forecasts estimated by QTC.

Sustainability Rating	Existing Council	Proponent Council	Remaining Council
QTC rating (and outlook) – Base Case	Sound (neutral)	Very Weak (negative)	Sound (neutral)

Based on the Base Case forecasts, QTC has rated the Existing Council and the Remaining Council as Sound and the Proponent Council as Very Weak.

The Existing Council and Remaining Council ratings are supported by forecasts that indicate that they will satisfy most of QTC's sustainability benchmarks over the forecast period. Both Councils will, however, experience small operating deficits in some or all of the five forecast years.

QTC has rated the Proponent Council as Very Weak. The Very Weak rating is supported by the following:

- forecast very high and sustained operating deficits, and
- the significant liquidity support (overdraft) required to fund operations in all of the five forecast years.



### 1.3 Financial effect per rateable property

QTC undertook an assessment of the impact to ratepayers of de-amalgamation by comparing the average net rates and utilities per rateable property that would apply under the Base Case for the Proponent and Remaining Councils.

#### 1.3.1 Base Case average annual rates per rateable property

Table 2 shows the average net rates and utilities per rateable property that would apply using QTC's Base Case for the Proponent and Remaining Councils.

TABLE 2 – BASE CASE AVERAGE ANNUAL NET RATES AND UTILITIES PER RATEABLE PROPERTY

	<b>FY2013</b>	<b>FY2014</b>	<b>FY2015</b>	<b>FY2016</b>	<b>FY2017</b>
Proponent Council (\$)	2,922	3,028	3,137	3,256	3,373
Remaining Council (\$)	3,142	3,255	3,372	3,501	3,627



# Regional planning

## Shared services

The Commissioner requested that proponent proposals include a standard delivery model showing services, systems and governance could be conducted by the new council. There is a risk that outsourcing would come at a cost to ratepayers. Previous de-amalgamations of councils in other states have resulted in stronger councils adding a surcharge to services purchased. The surcharge could cover administrative costs, risks and overheads. Due to the nature of de-amalgamation, cooperation and collaboration between the two councils could be adversely affected.

## Waste collection and disposal

Prior to the 2008 amalgamation DSC, Mareeba Shire Council and Cairns City Council (now Tablelands Regional Council and Cairns Regional Council) entered into an agreement with SITA to dispose of its waste with a regional approach. Both FODS and CRC have indicated support to continue with this approach.

Waste collection is currently undertaken by contractors in the different areas of CRC. Separation would not cause special challenges.

## Water and sewerage

The sewerage system contained in the former DSC area is independent of CRC. No significant regional economies of scale are experienced in relation to sewerage treatment.

The provision of drinking water contained in the former DSC area is independent of Cairns. No significant regional economies of scale are experienced in relation to water treatment plans, however differences of opinion arise regarding the prioritisation of expenditure throughout the region. FODS maintains that the water supply to Douglas has deteriorated due to the alternative funding priorities of CRC.

## Disaster management

Disaster management is a core responsibility of local government. Local government is well placed to provide first-hand knowledge and understanding when it comes to co-ordinating responses to a disaster.

CRC currently has a Local Disaster Management Plan (the plan). The plan can be viewed on the CRC website [www.cairns.qld.gov.au](http://www.cairns.qld.gov.au).

As recent natural disasters across the state have demonstrated, effective disaster management is vitally important to the community. De-amalgamation may not only cause duplication of services, but may also affect the ability to respond to and mitigate disasters.



## Journey to work profile ~ Cairns Region

This map shows the areas of interest for the following journey to work analysis according to the Australian Bureau of Statistics (ABS) 2011 Census data using Statistical Local Areas (SLAs). Journey to work data is an indicator of communities of interest. The boundaries used by the 2011 Census did not align exactly with the pre-amalgamation local government boundaries. In order to address this issue, a model incorporating additional data from the Australia Post Postal Address File was applied.

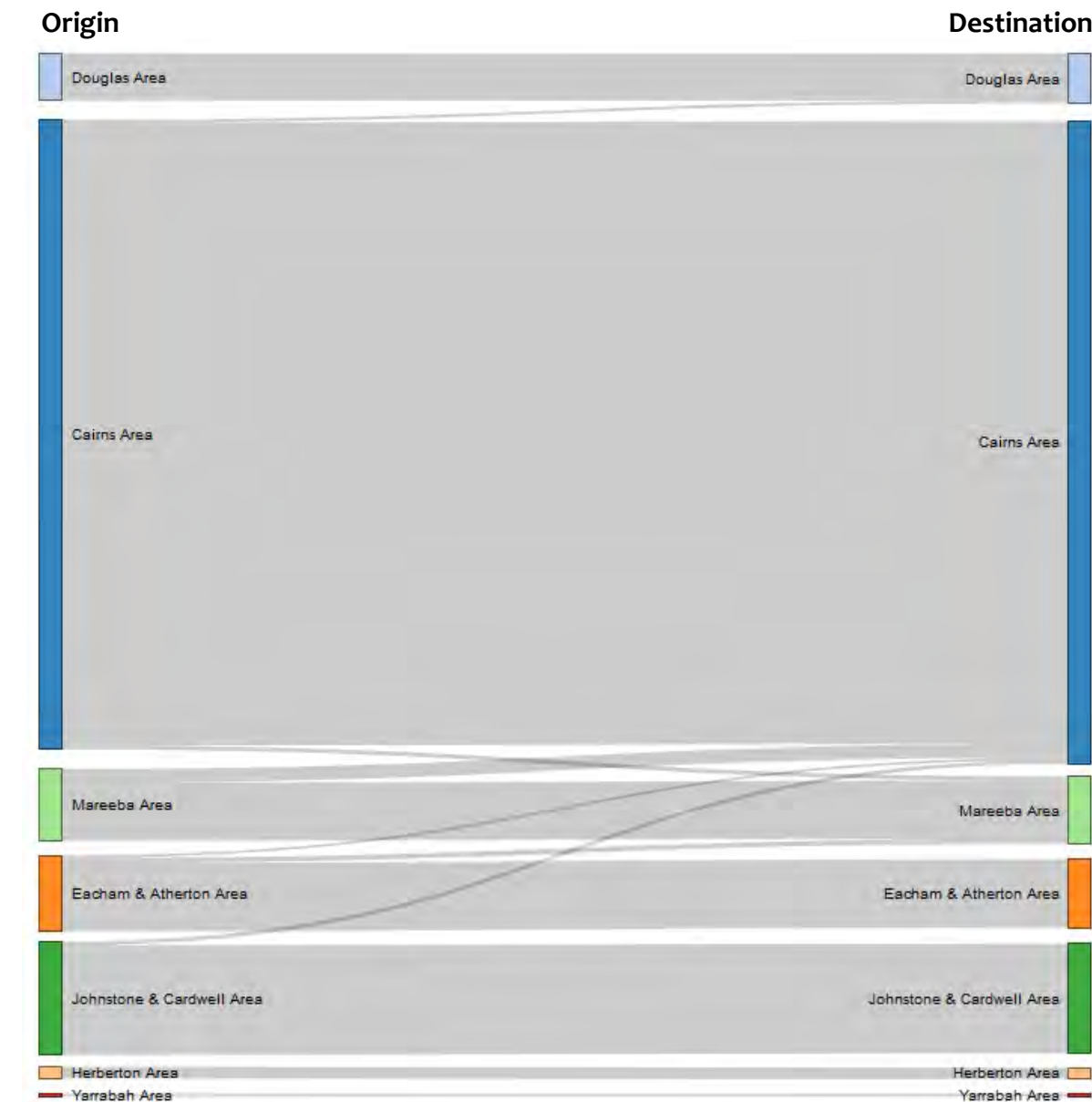


The Douglas area shows very high self containment with 92 per cent of workers staying within the area for employment.



## Sankey chart ~ Journey to work data

This chart shows journey to work volumes between different origins (left) and destinations (right). The thicker the line, the greater the volume of journeys between origin and destination.



origin/destination zone name	2006 SLAs in zone
Douglas area	Douglas
Cairns area	Cairns Northern Suburbs, Cairns Barron, Cairns Part B, Cairns Mt. Whitfield, Cairns City, Cairns Central Suburbs, Cairns Western Suburbs, Cairns Trinity
Eacham and Atherton area	Eacham and Atherton area
Herberton area	Herberton
Johnstone and Cardwell area	Johnstone and Cardwell
Mareeba area	Mareeba
Yarrabah area	Yarrabah



## Economic development

Economic development is a concept that generally refers to the actions of government and communities to promote a higher standard of living. Such actions may involve the development of infrastructure and regional competitiveness.

While industries such as education, health, horticulture, agriculture and financial services are present in the Cairns and to a lesser degree Douglas, the primary industry in the Douglas area is tourism. A sudden negative shock in the tourism industry has significant knock on effects to the community which in turn affects the community's capacity to pay taxes such as local government rates.

## Growth

Population growth is an important factor and contributes to economic growth. An increasing population in a local government area usually means an increase in the rateable property base. This is the primary source of local government revenue. Without economic growth communities can quickly stagnate. Local government areas with very low, zero or negative growth generally require significant levels of subsidisation from state and federal governments.

Projected population growth rates in the new DSC is expected to be about 1.3 per cent and in the remaining CRC is expected to be about 1.7 per cent. The population of a new DSC is estimated at 11,245, with 9,138 rateable properties. An increase of 1.3 per cent means only 118 new rateable properties in that particular year. Considering average Australian inflation for 2011 was 3.4 per cent, it is likely the former DSC would lack the capacity to service the rates and utility charges required to provide a minimum level of service and capital expenditure now and importantly into the future.

Costs for a new DSC to do business are likely to increase if growth is limited. This is reflected in the sustainability ratings assigned by QTC for a new DSC of Very Weak (negative) and a new CRC of Sound (neutral). A local government with a larger population and more rateable properties has a greater capacity to provide services, better absorb unforeseen shocks and be better placed to contribute to the economic development of its area.

As the FODS proposal has pointed out, a significant portion of the DSC area is World Heritage listed and development is limited. This, combined with a low population growth rate, potentially places further pressure on ratepayers to pay higher rates and charges in the future.





## Tourism

Since local government amalgamation in 2008, events such as the global financial crisis and the increasing value of the Australian dollar have had a decisive impact on tourism in Queensland.

The Tropical North is an extremely popular destination in Queensland. The region draws visitors from domestic (61 per cent) and international (39 per cent) markets. Most international visitors come from New Zealand and Europe with a recent increase in visitors from China. The Cairns airport is the gateway for the entire region.

Tourism Tropical North Queensland (TTNQ) was created to represent the region and reduce duplication. TTNQ is currently the Regional Tourism Organisation (RTO) representing the World Heritage listed Great Barrier Reef and Wet Tropics Rainforests. The region encompasses areas Cape York Peninsula and Torres Strait in the north, Cairns, Cairns Beaches, and Palm Cove, Port Douglas, Daintree and Cape Tribulation, Cooktown, Gulf Savannah, Kuranda, Atherton Tablelands and Mission Beach and south to Cardwell.

TTNQ has produced a document *TTNQ Strategic Plan 2011-2015* which can be viewed on [www.ttnq.org.au](http://www.ttnq.org.au) setting a strategic vision for the leadership and management of the tourism industry in the region.

This strategy identifies four key priorities for growth:

- grow market share and increase visitor expenditure
- strategic aviation growth
- sustainable funding
- destination management partnerships.

In order to deliver on these priorities, recommendations include working with local government on a number of initiatives.

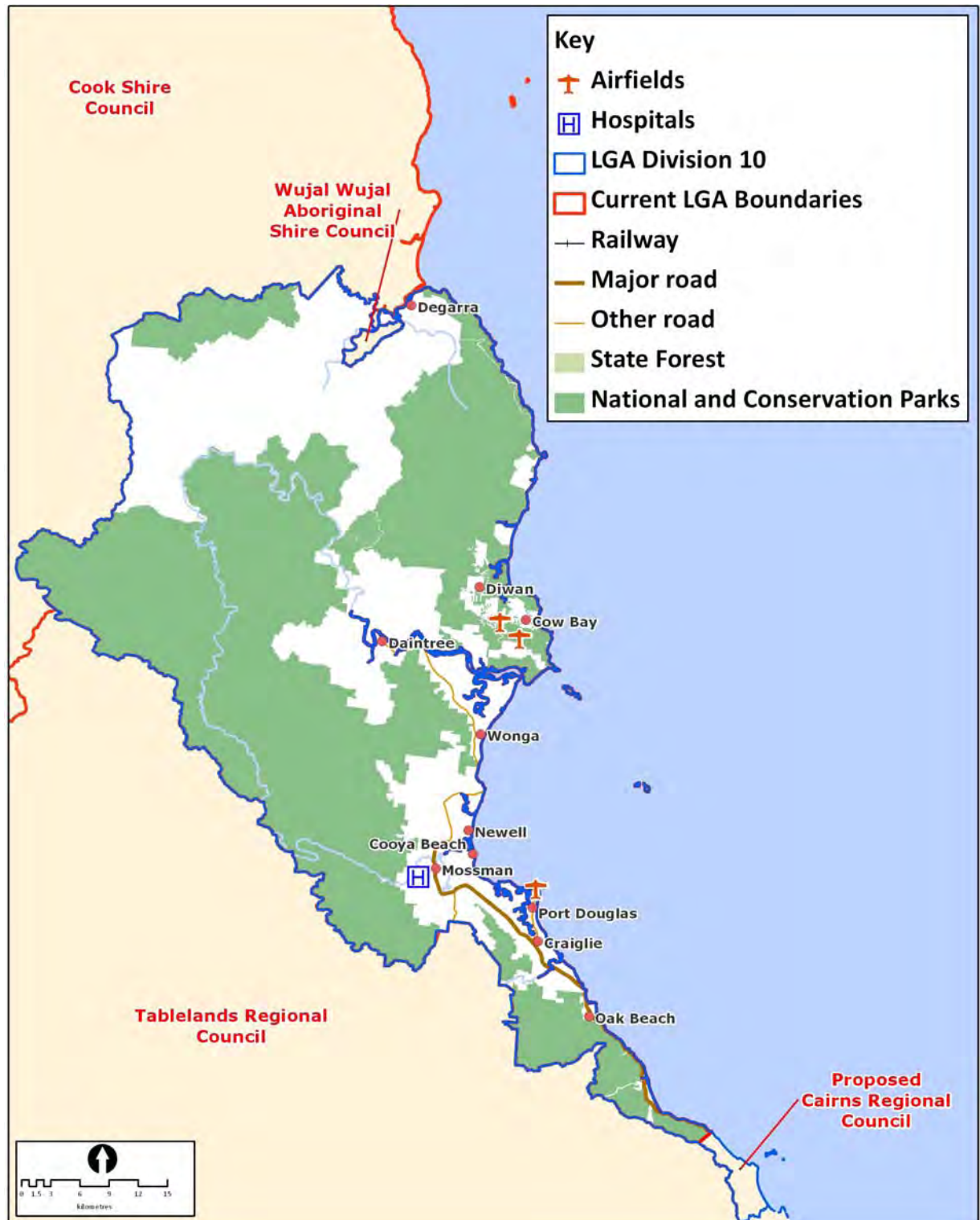
A possible de-amalgamation would have a detrimental effect on levels of service to tourism and levels of service in general which would affect the attraction of the region to tourists.



## Map ~ current Cairns Regional Council area

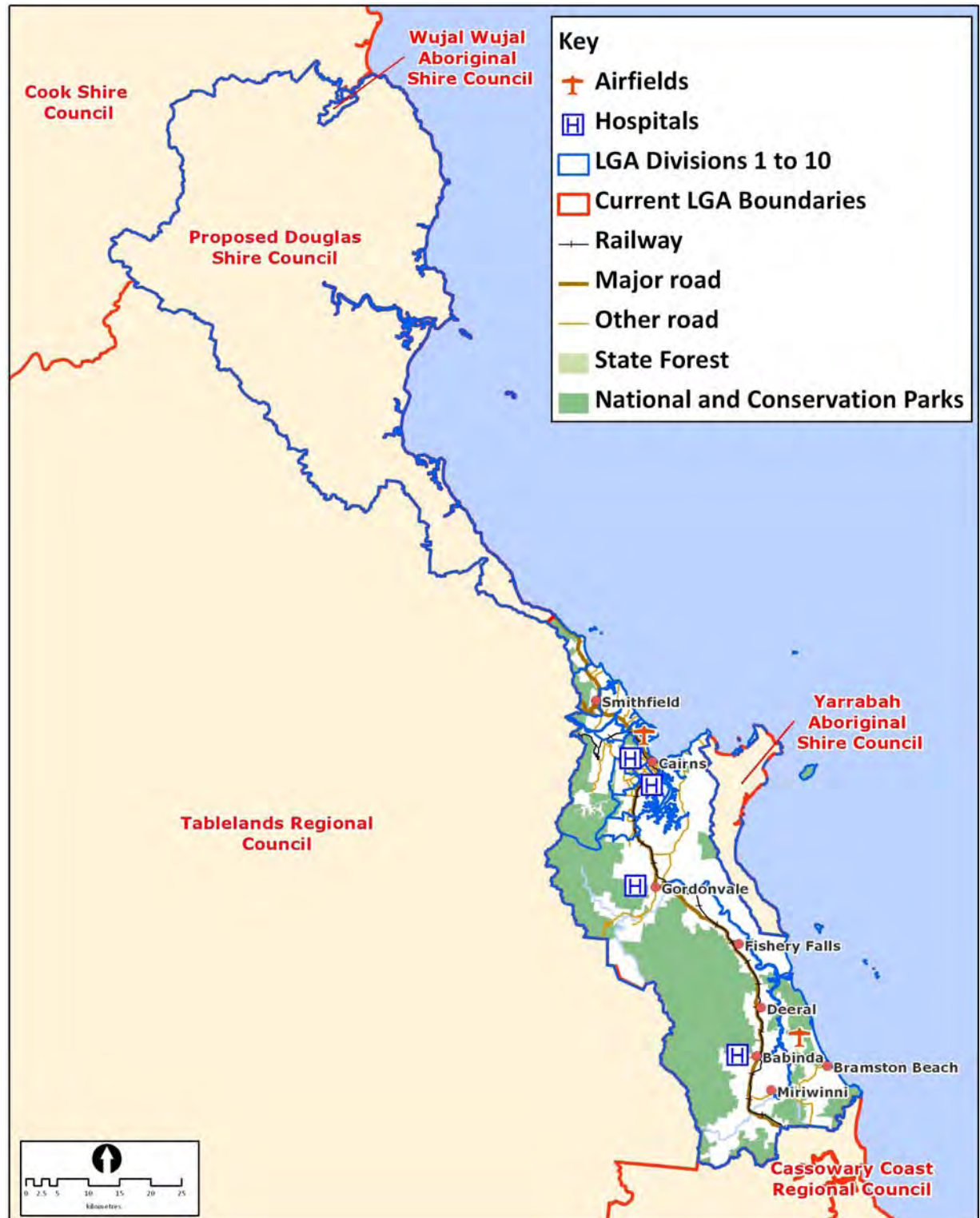


# Map ~ former Douglas Shire Council area





## Map ~ remaining Cairns Regional Council area







**Title of Report: 2025 Special Holidays**

**Agenda Item: 12.3**

**Classification: For Decision**

**Author Chief Executive Officer**

**Attachments Attachment A. 2025 Request Letter**

## Officers Recommendation:

### That Council:

- Note the Report
- Authorise the CEO to submit the following as special and show holidays
  - Mabo Day – 3<sup>rd</sup> June
  - NPA Show – 5<sup>th</sup> September
  - NPA Sporting Carnival – 24<sup>th</sup> October

## PURPOSE OF REPORT

Identify special and show holidays for the 2025 Calendar Year

## BACKGROUND AND CONTEXT

The *Holiday's Act 1983* provides for the granting and observance of special holidays which includes show days. Each year local governments are invited to request special and show holidays for the following year.

Historically NPA has had special holidays for Mabo Day, and NPA Sporting Carnival and for the Cultural Festival every 2 years.

Proposed special holidays and show dates are:

- Mabo Day – 3<sup>rd</sup> June
- NPA Show – 5<sup>th</sup> September
- NPA Sporting Carnival – 24<sup>th</sup> October

Additional special holidays for Coming of the Light, NAIDOC, First Councillors Conference and Cairns Show could be considered, but would be an additional cost to Council. Council could also consider community days as gazetted in 2023 due to the lack of Cultural Festival.

## CRITICAL DATES

Dates must be submitted by 12<sup>th</sup> July 2024





## OTHER OPTIONS CONSIDERED

NA

## LEGAL AND LEGISLATION CONSIDERATIONS

*Holiday's Act 1983*

## POLICY CONSIDERATIONS

NA

## CORPORATE AND OPERATIONAL PLAN CONSIDERATIONS

Operational Priority Two - Strong Culture

## FINANCIAL AND RESOURCE CONSIDERATIONS

NA

## CONSULTATION

NA



Queensland  
Government

Office of  
Industrial Relations

Department of State  
Development and  
Infrastructure

24 May 2024

Dear Chief Executive Officer,

As you may be aware, each year in accordance with the *Holidays Act 1983* local governments are invited to request special holidays to be observed during the following year for districts in their area.

If you wish to request special holidays to be observed during 2025 for districts in your local government area, please complete the attached request form and submit via email to [info@oir.qld.gov.au](mailto:info@oir.qld.gov.au) by no later than **Friday, 12 July 2024**.

A local council requested special holiday is a public holiday only if it is in respect of an agricultural, horticultural or industrial show. Under federal industrial relations legislation, on a public holiday employees are, without loss of ordinary pay, entitled to be absent from work or refuse to work in reasonable circumstances. Employees who work on a public holiday are entitled to penalty rates in accordance with their award or agreement.

A special holiday for any other reason is not a public holiday but is a bank holiday only and under the *Trading (Allowable Hours) Act 1990*, is only a holiday for banks and insurance offices and under a directive of the *Public Sector Act 2022*, a holiday for public service employees unless otherwise determined by a chief executive.

Upon receiving Ministerial approval, the holidays will be published in the Queensland Government Gazette. Confirmation of the approved special holidays together with a link to the Queensland Government Gazette will be emailed to your office.

Should you require further information regarding this process, please contact Patricia Faulkner, Office of Industrial Relations on (07) 3406 9845 or email [patricia.faulkner@oir.qld.gov.au](mailto:patricia.faulkner@oir.qld.gov.au).

Yours sincerely

**Shane Donovan**

A / Executive Director, Industrial Relations  
Office of Industrial Relations

1 William Street Brisbane  
Queensland 4000 Australia  
GPO Box 69 Brisbane  
Queensland 4001 Australia  
**Telephone 13 QGOV (13 74 68)**  
**WorkSafe** 1300 362 128  
**Website** [www.worksafe.qld.gov.au](http://www.worksafe.qld.gov.au)  
[www.business.qld.gov.au](http://www.business.qld.gov.au) **199**  
ABN 94 496 188 983

**Title of Report: Amendment of 2022-26 Corporate Plan**

**Agenda Item: 12.4**

**Classification: For decision**

**Author Chief Executive Officer**

**Attachments Updated 2022-26 Corporate Plan**

## Officers Recommendation:

### That Council:

- Note the Report
- Amend the 2022-2026 Corporate Plan as attached

## PURPOSE OF REPORT

Provide a report follow Corporate Planning Workshop.

## BACKGROUND AND CONTEXT

Council has held a series of workshops regarding corporate planning to review and update the Corporate Plan following LG elections. A local government, may, by resolution, amend its 5-year corporate plan at any time. It is proposed there is the following amendments to the Corporate Plan being additional deliverables; as aligned to focus areas and objectives.

### FOCUS AREA ONE: STRONG GOVERNANCE – INNOVATIVE, EFFICIENT AND SUSTAINABLE

- We embrace technology and strive to reach our constituents, stakeholders, partners and funders through all leading mediums
  - Telecommunication improvements to suit modern technology
- We effectively fulfil our responsibilities as DOGIT Trustee
  - Establish Trustee policy to document individual community decision making processes for trust change proposals
- We have a comprehensive and compliant governance framework
  - Demonstrate value to individual communities of Council operations

### FOCUS AREA TWO: STRONG CULTURE – CULTURE IS RESPECTED AND CELEBRATED

- We are a culturally-inclusive and equal opportunity employer
  - Promote the cultural safety of our staff
- We are a unified community
  - Develop community and region community value statements
  - Investigate alternative governance structures for individual communities outside of amalgamated councils
- We aid in the preservation and protection of our cultural heritage and history
  - Recognise the history of each community through development of historical sites

**FOCUS AREA THREE: STRONG ECONOMY - AN ECONOMICALLY VIBRANT AND GROWING COMMUNITY**

- We support and facilitate Indigenous and local employment and business opportunities
  - Provide additional opportunities of divestment to community enterprises
  - Create opportunities for further traditional owner involvement in tourism partnerships
  - Scope potential divestment of the Jardine River Ferry
  - Explore opportunities for IEOPs to have return investment to individual communities
  - Council obtaining federal accreditation for large jobs to provided skilled opportunities
  - Ensuring privatisation of business has return on investment to council for job creation
  - Support local business with access to Council's professional development to succession plan their staff
- We have a full-enabled freight and transport infrastructure
  - Improve access to goods, materials and services and ensuring appropriate freight pricing to assist with cost of living pressures
  - Explore opportunities for privatization through taxi and private transport services

**FOCUS AREA FOUR: STRONG PEOPLE - AN EMPOWERING AND ENGAGING COUNCIL**

- We engage regularly and effectively with our People
  - Scoping of alternative spaces for community meetings
- We proactively manage community expectations and advocate effectively on its behalf
  - Provide opportunities for community control of social housing
- We pride ourselves in being an Employer of Choice. Our people have pride in their workplace and enjoy working with us
  - Provide opportunities for staff to provide exposure to local government across Queensland
- We prioritise the Health, Wellbeing and Safety of our people
  - Develop a robust wellbeing program to support the psychosocial needs of our staff

**FOCUS AREA FIVE: HEALTHY ENVIRONMENT – A PRISTINE AND SAFE PHYSICAL ENVIRONMENT**

- We take pride in our community's amenity, natural beauty and functionality
  - Rehabilitation of pre-NPARC sand and gravel pits to preserve and rehabilitate country
- We operate an environmentally sustainable business – we are leaders in the conservation of the unique wild flora and fauna of the NPA
  - Mitigate the impact of the climate on our region
  - Review waste management strategies for traditional practices and hunting to minimise impact on the community
- We have a safe community able to be enjoyed by all
  - Support development of Community Gardens inclusive of fruit trees

In addition, the mayor message has been amended.

The amended Corporate Plan is attached to this report.

## **CRITICAL DATES**

The Corporate Plan should be amended prior to adoption of the 24-25 Operational Plan and Budget, as they reflect the amended Corporate Plan.

## OTHER OPTIONS CONSIDERED

NA

## LEGAL AND LEGISLATION CONSIDERATIONS

NA

## POLICY CONSIDERATIONS

NA

## CORPORATE AND OPERATIONAL PLAN CONSIDERATIONS

NA

## FINANCIAL AND RESOURCE CONSIDERATIONS

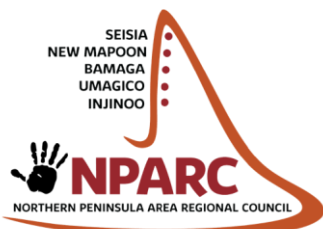
NA

## CONSULTATION

Council

# Northern Peninsula Area Regional Council

**CORPORATE PLAN**  
2022-2026





# ACKNOWLEDGEMENTS

We wish to acknowledge the Traditional Owners of the lands and waters of the Northern Peninsula Area Regional Council Local Government Area and pay our respect to the Elders past and present.

We also wish to acknowledge you, our valued constituents and stakeholders of the NPA, for your engagement in our Corporate Plan 2022-2026 development and in its implementation over the coming years.

Esso.

## FORWARD

Our Corporate Plan guides Council's service delivery and activities over the next five years through a number of objectives under five key areas of focus. These objectives directly address the feedback and biggest Regional issues identified by our community, in developing this plan.

Council is committed to addressing and delivering what's important to our community, including animal control, community safety, community housing management, youth activities, better community amenities, road signage and improved communication from Council.

Our vision for the Northern Peninsula Area is to work together to build a connected community. To achieve this, we must grow opportunities for our Indigenous community and enrich the lives of our people while preserving and protecting the rich culture of our Region.

Strengthening our economy is a key priority for Council to address the challenges we face as a remote community. Council will actively advocate for greater services and improved connection in our community to provide more opportunity for our people.

I thank you for your involvement and feedback in the development of this plan, which will help guide our journey over the next five years and provide a strong foundation for Northern Peninsula Area Regional Council and our community.

**Mayor Robert Poi Poi**



# MESSAGE FROM THE CEO

Council's Corporate Plan year outlines the way Council will budget for programs and services for the next five years, as we work toward a vision of building a strong and vibrant community in the Northern Peninsula Area.

The plan ensures we continue to deliver the programs and services most needed in our community. We will do this by advocating on behalf of our community, to gain access to, and funding for, services needed most, support and facilitate Indigenous and local employment and business opportunities.

Council's communication with the community was identified as an area requiring improvement, as part of our consultation on the Corporate Plan. We will work to achieve more regular and consistent communication and engagement with our community and within Council, providing more opportunities for open communication. This is vital to our ability to work together as a community and a key priority for Council.

Within Council, we will focus on recruiting, developing and retaining Council's team members, so that we can provide a high quality and consistent level of service to our community.

This plan is a commitment to our community to focus on the areas that matter most to you, and we look forward to updating you on our progress.

**Kate Gallaway**

CEO



# EXECUTIVE SUMMARY

Our Five (5) Year Corporate Plan 2022 – 2026 outlines our proposed strategic direction (Vision) for the Region over the next five (5) years and states the performance indicators for measuring our progress. In developing our Corporate Plan, we have engaged with you (our valued constituents), our stakeholders and funders.

You have told us that *Regionally*, the following are the biggest issues requiring our attention over the coming five (5) years (presented in no particular order):



## 1 OPERATIONAL

- Improved Public and Environmental Health
- Local Laws Enforcement
- Community Housing Advocacy
- Economic Development
- Support Local Indigenous Employment
- Community Amenity/ Community Pride Projects/ Beautification
- Council Communication
- Community Safety, comprising:
  - Security
  - Noise
  - Antisocial behavior
- Youth Advocacy
- Community Bus Service
- Staff Development, Retention, and Support



## 2 CAPITAL

1. Community Housing and Housing Maintenance
2. Road Signage
3. Airport
4. Jardine River Bridge
5. Community and Access Roads
6. Wharf and Boat Ramps
7. Staff Accommodation
8. Youth Activities, including:
  - a. Playgrounds (Shaded)
  - b. Waterparks

## STRENGTHS

By harnessing our many strengths as a Region and organisation, we can overcome many of our challenges and realise these new and existing exciting opportunities. Our combined Regional and organisational strengths include:

- Our united and motivated team
- Our capacity for increased community engagement, advocacy and partnerships
- The physical beauty of the Region
- The rich culture of the Region
- Our clear Vision and Mission
- Our awareness of what is working, and what is not working for us, as informed by community
- Our staff engagement
- Our appetite for change

This is by no means an exhaustive list.

## OPPORTUNITIES

Many new and existing exciting opportunities exist for us, some of which are presently underutilised/ unharnessed, including but not limited to:

- Economic development and jobs
- Tourism
- Community engagement, advocacy and partnerships
- Building capacity in community
- The physical beauty of the Region
- The rich culture of the Region

## CHALLENGES

Being a remote Indigenous Regional Council, we face many unique challenges in realising our regional objectives, not least of which include:

- Difficulty accessing community
- Cost of living
- Harsh environmental conditions
- Lack of freight options
- Impacts of climate change
- Financial sustainability due to reliance on Government funding and a lack of own-source revenue opportunities
- Indigenous land management complexity
- Legacy issues in Asset Management including aging infrastructure and no longer fit for purpose
- Communication and Technology including telecommunications and connectivity
- High prevalence of chronic disease
- Legacy issues arising from history of amalgamation and transition to the *Local Government Act*
- Housing
- Limited economic development opportunities
- Lack of public transport

It is acknowledged that many of these challenges equally serve as opportunities and strengths for Council. Accordingly, our Corporate Plan 2022-2026 seeks to embrace these challenges as a reality and innovatively seek improvement through a strengths-based approach.



# OUR APPROACH

To harness our strengths to overcome our challenges and realise these new and existing opportunities for our Region, we need a strategic plan; a Corporate Plan.

## What is a Corporate Plan?

It is a requirement under the Local Government Act 2009 (Qld), that we (as your Local Government) have a system of financial management which includes a 5-year Corporate Plan. A Corporate Plan must be prepared by each Council for each period of five (5) financial years and it must be adopted in sufficient time to allow a budget and Annual Operational Plan, consistent with the Corporate Plan, to be adopted for the first financial year that is covered by the plan.

A 5-year Corporate Plan may be amended at any time by us, but must:

- Contain an outline of the strategic direction of our Council; and
- State the performance indicators for measuring our progress against achieving our Vision for the future of our Region.

Our Corporate Plan 2022-2026 will identify **what** we want to achieve over the next five (5) years, and **how** we intend to get there and how we will measure our success.

# CORPORATE GOVERNANCE FRAMEWORK



Figure 1: Corporate Governance Framework<sup>1</sup>

<sup>1</sup> Acknowledgements to the Cook Shire Council for use of this *Corporate Governance Framework* cited from its *Corporate Plan*



2017-2022 and adapted to suit.

# COMMUNITY ENGAGEMENT

For full details on the community engagement process in developing this 5-year Corporate Plan, please see Schedule 3 – Community Engagement.

## OUR VISION/ MISSION/ VALUES

During Stage 1 (Councillor and Executive Workshop) we developed a proposed new Vision/ Mission/ Values Statement consistent with Councillor/ Mayoral quadrennial election campaigns, testing against the Vision/ Mission/ Values Statement of the former Council.

Our proposed new Vision/ Mission/ Values Statement was then presented to you during Stage 2 (Community Engagement) for your comments. Your comments were considered carefully by us and the following has now been endorsed and forms the basis of our Corporate Plan 2022-2026.



### OUR VISION

#### Where do we want to be in 5 years?

Build a sustainable, culturally vibrant and connected community.



### OUR MISSION

#### How will we achieve our Vision?

By growing Indigenous and local opportunities, enhancing, preserving and protecting our unique physical environment and unique Cultural Heritage, prolonging and enriching the lives of our People, promoting unity and leading multi-generational change.



### OUR VALUES

#### What do we believe in?

1. Community focused
2. Respect and support for environment, culture and our people
3. Transparency and accountability
4. Working with stakeholders to plan and actively share responsibility for improving sustainable, service provision for community
5. Providing a safe and healthy working environment



# OUR STRATEGIC PRIORITIES

Council's priorities over the next five (5) years have been placed into five (5) overarching Focus Areas:



Each Focus Area has multiple key objectives attached to it. Each key objective then has one or more actions/measures attached to it, along with an expected completion year to guide programming.

The Corporate Plan 2022-2026 **Table 1 - Strategic Priorities** is set at a Regional (rather than Divisional level), consistent with Council's budget and provides an overarching strategic plan consistent with the Vision and Mission. However, it is expected that each Annual Operational Plan and Budget will provide for individual Divisional priorities, each of which link to the overarching whole of Council Strategic Priorities.

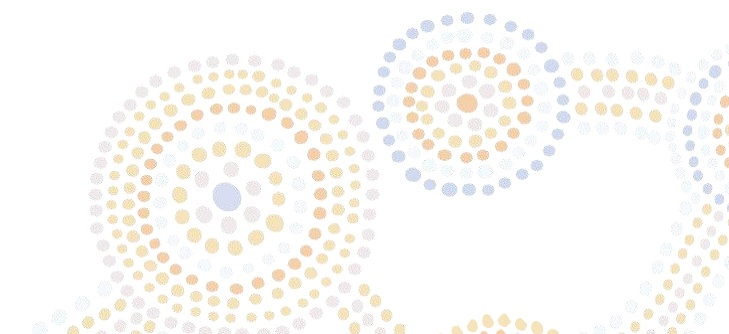
## TABLE 1 - STRATEGIC PRIORITIES

### FOCUS AREA ONE:

STRONG GOVERNANCE – INNOVATIVE, EFFICIENT AND SUSTAINABLE



Key objectives	Key deliverables	2022/23	2023/24	2024/25	2025/26	2026/27
We can demonstrate a pathway to financial sustainability	Improve Asset Management Capability	x	x	x		
	Improve repairs, maintenance and renewal against all aged asset classes	x	x	x	x	x
	Increase available own-source revenue streams	x	x	x	x	x
	Improve Project Delivery Capability	x	x			
	Improve procurement processes for compliance & efficient purchasing of goods and services	x	x			
	Increase revenue through government funding	x	x	x	x	x
We embrace technology and strive to reach our constituents, stakeholders, partners and funders through all leading mediums	Undertake a business system review	x	x			
	Develop an engagement strategy to incorporate preferred communication pathways	x	x			
	Increase social media presence	x				
	Telecommunication improvements to suit modern technology			x	x	x
We effectively fulfil our responsibilities as DOGIT Trustee	Investigate the Freehold Option			x	x	
	Effectively process leasing and licensing	x				
	Establish Trustee policy to document individual community decision making processes for trust change proposals			x	x	
We have a comprehensive and compliant governance framework	Develop a fit for purpose policy and procedure framework	x	x			
	Develop robust internal audit processes	x	x	x		
	Demonstrate value to individual communities of Council operations			x	x	x
We have a clear vision, identity and set of values	Develop a Corporate Plan					x
	Implement corporate planning processes to ensure delivery of corporate plan deliverables	x	x			



## FOCUS AREA TWO:

### STRONG CULTURE – CULTURE IS RESPECTED AND CELEBRATED



Key objective	Key deliverables	2022/23	2023/24	2024/25	2025/26	2026/27
We are a culturally-inclusive and equal opportunity employer	Develop a Cultural Awareness Training Package for Council and stakeholders	x				
	Develop Cultural Protocols policy to ensure Aboriginal and Torres Strait Islander culture is embedded into operations	x	x	x		
	Promote the cultural safety of our staff		x	x		
We are a unified community	Promote NPARC as one	x	x	x	x	x
	Recognise and celebrate the cultural differences of each community	x	x	x	x	x
	Develop community and region community value statements			x	x	x
	Advocate for a review of the impacts and model of amalgamation	x				
	Investigate alternative governance structures for individual communities outside of amalgamated councils			x	x	x
We respect Native Title and Cultural Heritage rights and interests	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	x	x	x	x	x
	Scope DOGIT transfer with the PBC, key community stakeholders and Government		x	x		
	Renegotiate the current ILUA with the PBC	x	x			
We aid in the preservation and protection of our cultural heritage and history	Continue cultural festivals every 2 years in the NPA		x		x	
	Support to open and operate a Cultural Centre	x	x			
	Develop a historical village and esplanade development (Injinoo)	x	x	x		
	Recognise the history of each community through development of historical sites			x	x	x



## FOCUS AREA THREE:

STRONG ECONOMY - AN ECONOMICALLY VIBRANT AND GROWING COMMUNITY



Key objectives	Key deliverables	2022/23	2023/24	2024/25	2025/26	2026/27
We support and facilitate Indigenous and local employment and business opportunities	Complete existing Council Enterprise Divestment	x				
	Investigate opportunities for profitable new Council Enterprise Investment		x			
	Review and improve profitability of existing Council Enterprises	x				
	Support new and existing local Indigenous Business to capitalize on business development opportunities	x	x	x	x	x
	Build capacity of new and existing local Indigenous Businesses by supporting business entrepreneurship workshops	x	x	x	x	x
	Review and enhance our Local Indigenous Procurement Policy & Procedure	x	x	x	x	x
	Mandate Indigenous Employment Opportunities Plans on all capital works projects	x				
	Form and maintain partnerships with tourism peak bodies (TTNQ / Tourism Qld / Chamber of Commerce)	x	x	x	x	x
	Leverage national partnerships on geopolitical issues to address emerging risks impacting on local business development	x	x	x	x	x
	Community infrastructure is maintained and developed to support business development	x	x	x	x	x
	Scope Jardine Ferry to be a roadhouse (with accommodation) and services to community		x			
	Provide additional opportunities of divestment to community enterprises			x	x	x
	Create opportunities for further traditional owner involvement in tourism partnerships			x	x	x
	Scope potential divestment of the Jardine River Ferry			x	x	
	Explore opportunities for IEOPs to have return investment to individual communities			x	x	x
	Council obtaining federal accreditation for large jobs to provided skilled opportunities			x	x	x
	Ensuring privatisation of business has return on investment to council for job creation			x	x	x
	Support local business with access to Council's professional development to succession plan their staff			x		
We have a full-enabled freight and transport infrastructure	Scope and develop public transport options for community	x	x			
	Improve access to goods, materials and services and ensuring appropriate freight pricing to assist with cost of living pressures	x	x	x	x	x

	Actively seek funds for necessary upgrades to NPA Airport to ensure operability	x	x	x	x	x
	Advocate for the implementation of the NPA Marine Hub Master Plan	x	x			
	Resolve irregularities in land tenure and local government boundaries for the Airport, Pajinka, Punsand Bay and Jacky Jacky	x		x		
	Secure investment to seal road from Jardine River to Injinoo	x	x	x	x	x
	Explore opportunities for privatization through taxi and private transport services			x	x	
We facilitate homeownership opportunities in our community	Promote and process 99 years leases and engagement with the PBC regarding Native Title	x	x			
	Advocate for homeownership and social housing needs.	x	x	x	x	x

## FOCUS AREA FOUR:

### STRONG PEOPLE - AN EMPOWERING AND ENGAGING COUNCIL



Key objectives	Key deliverables	2022/23	2023/24	2024/25	2025/26	2026/27
We engage regularly and effectively with our People	Improve internal communications with staff	x	x	x	x	x
	Improve external communications with our community and stakeholders	x	x	x	x	x
	Work collaboratively with State Government and community to explore opportunities for community input into decision making	x				
	Regular Divisional / Mayoral community meetings	x	x	x	x	x
	Improve inter-agency collaboration and engagement	x	x	x	x	x
	Scoping of alternative spaces for community meetings			x	x	x
We proactively manage community expectations and advocate effectively on its behalf	Review of delivery mechanisms and models for service delivery to community	x	x	x	x	x
	Our leaders undertake regular advocacy with all levels of Government	x	x	x	x	x
	Advocate for the continuation of the Local Fare Scheme			x		
	Advocate for increase services for vulnerable groups	x	x	x	x	x
	Support to open and operate a Youth Centre	x	x			
	Support to operate an Elders Centre and HACC	x	x	x	x	x
	Advocating for specially targeted programs	x	x	x	x	x
	Ensure activities for all segments of the Community including youth and elderly	x	x	x	x	x
	Assert Council as the lead change-facilitator in NPA	x	x	x	x	x
	Our elected leaders embrace their role as Civic Leaders supported by Management	x	x	x	x	x
	Increase the number of social houses available for allocation in the NPA	x	x	x	x	x
	Provide opportunities for community control of social housing			x	x	x
We empower our people and invest in their futures	Establish a Succession Plan and Skills Transfer Program		x	x		
	Provide tailored training opportunities for career progression			x	x	x
We pride ourselves in being an Employer of Choice. Our people have pride in their workplace and enjoy working with us	Review working conditions to better suit the EBA	x			x	
	Improve the quality and quantity of staff housing to attract and retain staff	x	x	x	x	x
	Development of talent attraction and retention measures		x	x		
	Increased attendance rate in the workplace	x	x	x	x	x

	Provide opportunities for staff to provide exposure to local government across Queensland			x	x	x
We prioritise the Health, Wellbeing and Safety of our people	Workplace Health and Safety Policies are complete, effective and implemented	x	x	x	x	x
	Toolbox talks implemented at each workplace	x				
	Develop a robust wellbeing program to support the psychosocial needs of our staff			x	x	x

## FOCUS AREA FIVE:

### HEALTHY ENVIRONMENT – A PRISTINE AND SAFE PHYSICAL ENVIRONMENT



Key objectives	Key deliverables	2022/23	2023/24	2024/25	2025/26	2026/27
We take pride in our community's amenity, natural beauty and functionality	Develop a formal community beautification program and checklist	x				
	Provide education and awareness program regarding community contribution to community amenity (community pride campaign)	x	x	x	x	X
	Support Master Planning – Jardine River/ Spatial Plans	x	x			
	Improve community signage / directions	x	x			
	Ensure community policy and infrastructure support families during sorry business		x	x		
	Rehabilitation of pre-NPARC sand and gravel pits to preserve and rehabilitate country			x	x	X
We operate an environmentally sustainable business – we are leaders in the conservation of the unique wild flora and fauna of the NPA	Improve organisational energy efficiency and workforce awareness	x	x	x	x	x
	Invest in renewable energy			x	x	x
	Implement a waste strategy incl Recycling	x	x	x	x	x
	Compactor to be introduced to the transfer station			x	x	x
	Improve waste management practices / strategy	x	x	x	x	x
	Increase the number of public bins with surrounds	x				
	Provide a reliable rubbish collection service and community awareness	x	x			
	Review opportunities regarding regional waste strategy	x	x	x	x	x
	Mitigate the impact of the climate on our region			x	x	X
We are prepared for Disaster Management – we are a resilient Community, competently led by Council in the event of disaster	Review waste management strategies for traditional practices and hunting to minimise impact on the community			x	x	X
	Lead the regular engaging of LDMG	x	x	x	x	x
	Development and regular updates of Disaster Management Policies and Procedures	x	x	x	x	x
	Advocating for improved SES / Rural Fire response	x	x	x	x	x
We have a safe community able to be enjoyed by all	Leak detection project for water supply	x				
	Alcohol Management Plan to be reviewed	x				
	Community Safety Plan to be developed and actions implemented	x	x	x	x	x
	Improved street lighting	x	x			
	Improved Sport and Recreational Programs and Infrastructure including playgrounds	x	x	x	x	x
	Implement Animal Management Strategy for dogs, horses and crocodiles	x	x	x	x	x

	Work with stakeholders to improve community security	x	x	x	x	x
	Work with stakeholders to address noise and antisocial behaviour within community	x	x	x	x	x
	Support development of Community Gardens inclusive of fruit trees			x	x	x



**Northern Peninsula Area Regional Council**

**180 Adidi Street, Bamaga QLD 4876**

**Phone: 07 4090 4100**

**[www.nparc.qld.gov.au](http://www.nparc.qld.gov.au)**





## ORDINARY COUNCIL MEETING # 3

### Agenda Item 12.5

Tuesday 18<sup>th</sup> June 2024

Bamaga Boardroom

#### 12.5 In Camera – Gravel Pits

This matter is considered to be confidential under s.254J(3)(e) and (g) of the *Local Government Regulations 2012*, and the Council is satisfied that the discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with legal advice obtained by the local government, including legal proceedings that may be taken by or against the local government, and negotiations relating to a commercial matter involving the local government for which a public discussion would be likely to prejudice the interests of the local government.

An overview of what is to be discussed while the meeting is closed is the ongoing utilisation of gravel pits in the Northern Peninsula Area, including the validation of Native Title associated with such uses.



**AGENDA ITEM 13-14**  
**ORDINARY COUNCIL MEETING #3**  
**Tuesday 18<sup>th</sup> June 2024**  
**Bamaga Boardroom**

**13. General Discussion**

**14. Close of Meeting**