

## **MEETING BOOK**

**Northern Peninsula Area Regional Council**

**Ordinary Council Meeting #7**

**To commence at 8:30am**

**On**

**Thursday 31<sup>st</sup> October 2024**

**Seisia IKC**

## AGENDA

1. Welcome and Opening of Meeting
2. Acknowledgement of Traditional Land Owners
3. Present
4. Apologies
5. Declarations of Conflict of Interest
6. Confirmation of Minutes of Previous Meeting
  - Ordinary Council Meeting on 24/09/2024
  - Special Council Meeting on 29/08/2024
  - Special Council Meeting on 10/10/2024
  - Special Council Meeting on 14/10/2024
7. Business Arising from Previous Meeting
8. Other Business
  - 8.1 Report back from Audit Committee Meeting
  - 8.2 Review of Audit Committee Policy & Charter
  - 8.3 Adoption of 2021-22 Annual Report
  - 8.4 Appointment of Representative to Torres Model of Primary Care Health Summit working group
  - 8.5 Report back from LTC Meeting
  - 8.6 2024 Fleet Disposal Tender
  - 8.7 2024-25 Operational Plan Q1 Update
  - 8.8 Adoption of Regional Infrastructure Advisory Committee Terms of Reference
  - 8.9 Management Arrangements for Rumble in the Jungle
  - 8.10 Community Housing Project Phase 2
9. Finance Reports
  - 9.1 September 2024 Financial Report
  - 9.2 Update from Financial Controller
10. Manager Reports
  - 10.1 Operational Update on Aged & Community Care
  - 10.2 Operational Update on Airport
  - 10.3 Operational Update on Fleet & Workshop
11. Mayor Report
12. CEO Report
13. Presentation from Advisor
14. Executive Report
  - 14.1 Executive Manager Operations Report

- 14.2 Executive Manager Community & Regulatory Services Report
- 14.3 Executive Manager Building & Infrastructure Report
- 14.4 Executive Manager Corporate & Finance Services Report
- 15. General Discussion
- 16. Close of Meeting



**AGENDA ITEM 1- 5**  
**ORDINARY COUNCIL MEETING #7**  
**Thursday 31<sup>st</sup> October 2024**  
**Seisia IKC**

- 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 #6  
Tuesday 24<sup>th</sup> September 2024  
New Mapoon Boardroom

## **Northern Peninsula Area Regional Council**

### **Ordinary Council Meeting #6**

**To commence at 8.30am**

**On**

**Tuesday 24<sup>th</sup> September 2024**

**New Mapoon Boardroom**



## UNCONFIRMED

Meeting Minutes  
ORDINARY COUNCIL MEETING #6  
Tuesday 24<sup>th</sup> September 2024  
New Mapoon Boardroom

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

Mayor Poi Poi welcomed attendees and opened the meeting at 8.49am 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	Arrived at 10.34am
Cr Bradford Elu	Division 5	

#### Other Attendees

Kate Galloway	CEO
Gus Yates	Executive Manager Operations
Yanetta Nadredre	Executive Manager Community & Regulatory Services
Brett de Chastel	Advisor
Benjamin Schierhuber	Financial Controller
Elimau Blarrey	Senior Executive Assistant (Minute Taker)

Cr Gebadi has requested to join the meeting by videoconference. A resolution is required.

#### Resolution

##### That Council:

Accepts Cr Gebadi to join the meeting by videoconference

Moved: Cr Yoelu

Vote: 4/0

Seconded: Cr Byrne

Resolution: C3-24092024

CARRIED





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Tuesday 24<sup>th</sup> September 2024  
New Mapoon Boardroom

Moved: Cr Elu

Second: Cr Byrne

2/0

Mayor Poipoi and D/Mayor Yoelu did not vote in the matter.

*Councillor Kitty Gebadi advised the meeting that she had a declarable conflict of interest in the matter to be dealt with in agenda items 8.1 'Tender Award – Supply of Trade Services' and 8.2 'Tender Award – Plant Machinery Hire (Civil & Building Work).'*

*Councillor Gebadi stated that the award of the tender was a declarable conflict of interest, and disclosed that a close associate of Cr Gebadi is a family relative of a director a one of the tenderer's for the work being considered.*

*Councillor Gebadi stated that she would handle her declarable conflict of interest by requesting to remain in the meeting and unconflicted councillors making decision regarding her participation in the matter. Councillor Gebadi noted that her close associate did not stand to gain a benefit as a result of the decision and that it would not impact her decision making process.*

*Councillor Gebadi 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.*

*The remaining unconflicted councillors discussed the participation of Cr Gebadi in the agenda item 8.1 'Tender Award – Supply of Trade Services'.*

*The remaining councillors felt Cr Gebadi could participate in the discussion of the matters and vote on the matters as the nature of her relationship with the close associate was not any significantly greater than a member of community and it is not significantly close to influence her decision making in this matter.*

Moved: Cr Elu

Second: Cr Byrne

4/0

*The remaining unconflicted councillors discussed the participation of Cr Gebadi in the agenda item 8.2 'Tender Award – Plant Machinery Hire (Civil & Building Work).'*

*The remaining councillors felt Cr Gebadi could participate in the discussion of the matters and vote on the matters as the nature of her relationship with the close associate was not any significantly greater than a member of community and it is not significantly close to influence her decision making in this matter.*

Moved: Cr Byrne

Second: Cr Elu

2/0

Mayor Poipoi and D/Mayor Yoelu did not vote on the matter.



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ORDINARY COUNCIL MEETING #6  
Tuesday 24<sup>th</sup> September 2024  
New Mapoon Boardroom

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

#### Resolution

##### That Council:

Notes and confirms the minutes from the Special Council Meeting held Monday 9<sup>th</sup> September 2024.

Moved: Cr Byrne

Vote: 4/0

Seconded: Cr Elu

Resolution: C6.1.1224092024

CARRIED

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

Action items were discussed as per the Action Task List

### Agenda Item 8. Reports

#### Agenda Item 8.3. DOGIT Transfer Process and options

#### Resolution

##### That Council:

1. Note the report
2. Request Department of Resources to attend the Northern Peninsula Area to consult further with Council and provide update on the Injinoo DOGIT non-township lands transfer
3. Request Department of Resources to confirm the financial support to be provided to NPARC to facilitate this process

Moved: Mayor Poipoi

Vote: 4/0

Seconded: Cr Elu

Resolution: C8.3-24092024

CARRIED

### Agenda Item 8.4. Adoption of updated Model Meeting Procedures

#### Resolution

##### That Council:

1. Adopt the Model Meeting Procedures as attached to this report

Moved: Cr Yoelu

Vote: 4/0

Seconded: Cr Elu

Resolution: C8.4-24092024

CARRIED



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Meeting Minutes  
ORDINARY COUNCIL MEETING #6  
Tuesday 24<sup>th</sup> September 2024  
New Mapoon Boardroom

### Agenda Item 8.5. Adoption of updated NPARC Standing Orders

#### Resolution

##### That Council:

1. Adopt the Northern Peninsula Area Regional Council standing orders for local government and standing committee meetings as attached to this report

Moved: Cr Elu

Vote: 4/0

Seconded: Cr Byrne

Resolution: C8.5-24092024

CARRIED

### Agenda Item 8.6. Concession Policies

#### Resolution

##### That Council approve the following policies as attached to this report:

1. Financial Assistance to Community Members Policy
2. Financial Assistance to Not for Profit Organisations Policy
3. Funeral Assistance Policy

Moved: Cr Yoelu

Vote: 4/0

Seconded: Cr Elu

Resolution: C8.6-24092024

CARRIED

### Agenda Item 8.7. Management Arrangements for Rumble in the Jungle

#### Resolution

##### That Council:

1. Defer the matter to the October Council Meeting noting that a decision to progress the matter will be made at the October Council Meeting.

Moved: Cr Elu

Vote: 4/0

Seconded: Cr Yoelu

Resolution: C8.7-24092024

CARRIED

Meeting paused morning tea break at 10:10am

Meeting resumed from morning tea break at 10.33am

Cr Gebadi joined the meeting at 10.34am



## UNCONFIRMED

Meeting Minutes  
ORDINARY COUNCIL MEETING #6  
Tuesday 24<sup>th</sup> September 2024  
New Mapoon Boardroom

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

#### Resolution

#### That Council:

Notes and confirms the minutes from the Council Meeting held Tuesday 27<sup>th</sup> August 2024.

Moved: Cr Yoelu

Seconded: Cr Elu

Vote: 5/0

Resolution: C6.1.1-24092024

CARRIED

### Agenda Item 8.1. Tender Award – Supply of Trade Services

#### Resolution

#### That Council:

1. Endorse the empanelling of the following contractors: *ACA Northern Enterprises (Kean Construction)*, *Austek Pty Ltd*, *Cameron Herbert Construction Pty Ltd*, *Cape York Building & Maintenance Pty Ltd*, *Far North Plumbing Contractors*, *Francis Freight*, *HCCM PTY LTD*, *MAC Remote Services*, *Mindorenio Pty Ltd*, *Nadredre & Co Pty Ltd*, *Northern Peninsula Area Electrics*, *NPA Carpentry*, *NQ Builders*, *NQ Staff Services Pty Ltd*, *Positive Concrete & Construction*, *R&A Enterprises (QLD) Pty Ltd*, *Rungooma Pty Ltd*, *Sensortronic Weighing and Inspection Australasia*, *TCL Security*, *Top End Mobile Contracting*, *NPA Earthmoving Pty Ltd*, *B&B Electrical*, *Creepy Critters Pest Control*, *Far North Plumbing Contractors*, *R & C Davi Builders*, *Ronald Nona Carpentry*, *Stephen McConnell Painting*, *Top End Plumbing Pty Ltd*, *Torres Strait Tree Management*, *Western Cape Plumbing & ZK Construction Pty Ltd*.
2. Approve the use of all empanelled contractors on submission on any outstanding requirements to ensure all tenders align with NPARC's procurement criteria.

Moved: Cr Yoelu

Seconded: Cr Byrne

Vote: 5/0

Resolution: C8.1-24092024

CARRIED



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### Agenda Item 8.2. Tender Award – Plant Machinery Hire (Civil & Building Work)

Having declared an interest for this agenda item, Mayor Poipoi left the meeting at 11:01am.

Deputy Mayor Yoelu chaired in his absence.

#### Resolution

##### That Council:

1. Endorse the empanelling of the following contractors: Advanced Civil Earthworks Pty Ltd, Cape York Building and Maintenance Pty Ltd, Creepy Critters Pest, **DanTam & Sons Pty Ltd, Durack Civil Pty Ltd**, Gulf Civil, NPA Carpentry, NPA Earthmoving Yusia, **R & C Davi Builders**, Rob's Earthmoving Hire Pty Ltd, & **Sherrin Rentals Pty Ltd**
2. Approve the use of all empanelled contractors on submission on any outstanding requirements to ensure all tenders align with NPARC's procurement criteria.

Moved: Cr Elu

Vote: 3/0

Seconded: Cr Byrne

Resolution: C8.2-24092024

CARRIED

D/Mayor Yoelu - did not vote

Cr Elu - for

Cr Byrne - for

Cr Gebadi - for

Mayor Poipoi returned to the meeting at 11:09am.

Cr Yoelu left the room at 11:10am

Cr Yoelu returned into the room at 11:13am

### Agenda Item 8.8. Capital Budget Amendment – Injinoo Councillor Office

#### Resolution

##### That Council:

1. Amend the 2024 – 2025 operational budget for 1912-2180 Stores cleaning cost by reducing it by the amount it cost to complete maintenance works at the Injinoo Council Office necessary to implement option 3 as detailed in this report
2. Increase the 2024 -2025 operational budget for Injinoo Office repairs and maintenance by the amount necessary to implement option 3 as detailed in this report
3. Adopt option 3 as the preferred option

Moved: Cr Byrne

Vote: 4/1

Seconded: Cr Elu

Resolution: C8.8-24092024

CARRIED

D/Mayor Yoelu requested the minutes show she voted against this resolution.



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### Agenda Item 8.9. Capital Budget Amendment 122 Williams Crescent

#### Resolution

##### That Council:

1. Amend the 2024 – 2025 Capital and Operational budget by reducing the relevant budget lines as detailed in this report
2. Amend the 2024-2025 Capital Budget by \$75,000.00 (ex GST) to include the construction of the proposed disability modification to 122 Williams Crescent.
3. Request that the Chief Executive Officer and Executive Manager of Building and Infrastructure, engage a suitably qualified contractor to deliver the works in accordance with Council Procurement Policy.

Moved: Cr Gebadi

Vote: 5/0

Seconded: Cr Byrne

Resolution: C8.9-24092024

CARRIED

### Agenda Item 8.10. Sewer Strategy and Sewer Audit Report

#### Resolution

##### That Council:

1. Adopt the NPARC Asset Management Sewer Operational Plan and NPARC Asset Management Sewer Strategy
2. Delegate to the Chief Executive Officer in lieu of Executive Manager Corporate and Finance Services and the Executive Manager Operations to secure capital funding for works identified within the NPARC Asset Management Sewer Operational Plan

Moved: Cr Byrne

Vote: 5/0

Seconded: Cr Elu

Resolution: C8.10-24092024

CARRIED

### Agenda Item 8.11. Draft NPA Community Capacity Statement

#### Resolution

##### That Council:

1. Adopt the NPA Community Capacity Statement
2. Delegate to the Chief Executive Officer and Executive Manager Operations to make minor changes to the NPA Community Capacity Statement as required

Moved: Cr Gebadi

Vote: 5/0

Seconded: Cr Elu

Resolution: C8.11-24092024

CARRIED



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### Agenda Item 8.12. Report back from NPA Interim LDMB

#### Resolution

##### That Council:

1. Note and endorse the minutes and all recommendations of the NPA Interim Local Decision Making Board
2. Undertake an EOI to obtain interest from Umagico residents for interested community members to be the community representative for Umagico community

Moved: Cr Yoelu

Vote: 5/0

Seconded: Cr Byrne

Resolution: C8.12-24092024

CARRIED

### Agenda Item 8.13. Tender Assessment Report – Project Number QBFNQ0764

#### Resolution

##### That Council:

1. Authorise the Chief Executive Officer and Executive Manager Building & Infrastructure to accept the tender submitted by HCCM PTY LTD T/A H.C BUILDING & CONSTRUCTION for \$389 315.30 incl GST and enter into a contract with HCCM to undertake these works

Moved: Cr Byrne

Vote: 5/0

Seconded: Cr Yoelu

Resolution: C8.13-24092024

CARRIED

Council meeting break for lunch at 12:47pm

Moved: Cr Elu

Second: Cr Byrne

5/0

Council meeting open from lunch at 1:15pm

Moved: Cr Yoelu

Second: Cr Byrne

4/0



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### Agenda Item 9. Financial Reports

#### Agenda Item 9.1. August 2024 Financial Report

Cr Gebadi joined the meeting 1:39pm

##### Resolution

##### That Council:

Note and accept the Finance report for the period ending 31 August 2024

Moved: Cr Byrne

Vote: 5/0

Seconded: Cr Elu

Resolution: C9.1-24092024

CARRIED

### Agenda Item 9.2.

#### Update from Financial Controller

##### Resolution

##### That Council:

- Note the verbal update from the financial controller from Tuesday 24<sup>th</sup> September 2024

Moved: Cr Byrne

Vote: 5/0

Seconded: Cr Elu

Resolution: C9.2-24092024

CARRIED

### Agenda Item 14.

#### Presentation from Advisor

##### Resolution

##### That Council:

- Note the verbal presentation from the advisor from Tuesday 24<sup>th</sup> September 2024

Moved: Cr Yoelu

Vote: 5/0

Seconded: Cr Byrne

Resolution: C14-24092024

CARRIED



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New Mapoon Boardroom

- Agenda Item 10. Notice of Motion  
Agenda Item 10.1. Acceptable Request Guidelines

### Resolution

That Council requests that Council Advisor review the Councillor Acceptable Request policy including facilitating a workshop with Council for an amended policy to be brought to a future Council meeting.

Moved: Cr Byrne  
Vote: 5/0

Seconded: Cr Elu  
Resolution: C10.1-24092024

CARRIED

Cr Gebadi left the meeting at 2:48pm

- Agenda Item 11. Manager Reports  
Agenda Item 11.1 Operational Update on Finance

### Resolution

That Council:

- Note the report

Moved: Cr Byrne  
Vote: 4/0

Seconded: Cr Yoelu  
Resolution: C11.1-24092024

CARRIED

- Agenda Item 11.2 Operational Update on Aged & Community Care

### Resolution

That Council:

- Defer the matter to the October Council meeting.

Moved: Cr Yoelu  
Vote: 4/0

Seconded: Cr Elu  
Resolution: C11.2-24092024

CARRIED



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New Mapoon Boardroom

### Agenda Item 12.

### Mayor Report

#### October Council & Trustee Meeting

- As we discussed at our first post-election meeting, there is a delegation that exists with myself and the CEO to make minor amendments to meeting dates as necessary
- I wish to let the full council know that I have proposed to amend the October Council Meeting date from 29<sup>th</sup> October to 31<sup>st</sup> October and October Trustee Meeting date from 28<sup>th</sup> October to 1<sup>st</sup> November due to conflicts with the planned Sarpeye Ball

#### Torres and Cape HHS Investigation

- I have continued to work collaboratively with the chair of TSRA and mayors of TSIRC and Torres Shire Council with advocacy regarding the poor outcomes of the Torres and Cape HHS Investigation and ongoing poor health outcomes faced by our people
- Unfortunately despite multiple attempts, we have not been able to secure an appointment with Minister Fentiman to discuss. I will travel to Thursday Island to discuss this issue with Minister Enoch on Friday. The TSRA Chair, other mayors and I will also discuss a proposed strategy following the election to ensure traction on the issue

#### TCICA Meeting

- I attended the TCICA Meeting in Cairns in early September.
- At the meeting we discussed important topics including
  - o TCICA Business and priorities discussion
  - o NIAA Department Overview and program opportunities
  - o Update on the Share Services Hub proposed by Department of Local Government
  - o QWRAP Program which is an industry-led initiative to investigate regional collaboration on water and sewerage services in regional Queensland.
  - o AFL House and boarding school options

#### TS&NPA ROC Meeting

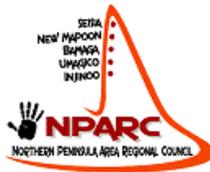
- While in Cairns for the TCICA Meeting, there was opportunity to also hold a ROC meeting to regroup and look at options moving forward
- At this meeting, I reiterated the need to engage with the full Council and proposed a joint meeting between the full councils of TSIRC and Torres Shire Council to discuss the purpose and intent of the TS&NPA ROC as well as what it means for individual councils and relationship with TCICA
- We are looking at combining this with the November TSIRC Meeting in Cairns
- I also stressed the importance of finalising the development of the 15 point plan that includes the priorities of each of the individual councils and how we can advocate on these from a regional perspective to ensure we have a strong base to work from as well as a physical document to share with community

#### Public Health Meeting

- Thank you to all the councillors who attended the meeting with Public Health regarding the upcoming public health strategy
- I look forward to progressing the development of a public health strategy to support our advocacy but also support advocacy in other areas such as housing

#### Seisia Community Meeting

- Thank you to all the councillors and community members who attended the Seisia Community Meeting
- I would note we still have the New Mapoon meeting to be held



## UNCONFIRMED

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ORDINARY COUNCIL MEETING #6  
Tuesday 24<sup>th</sup> September 2024  
New Mapoon Boardroom

- Following our workshop with the advisor, I would also like to propose that we have a further workshop to discuss how we will do the next round of community engagements
- I would ask all councillors to follow up with your communities for feedback to help inform this workshop

### SeaSwift Meeting

- Thank you to Chris Pearce for attending community to meet with Council as well as Small Businesses
- There was a lot of frustrations that were shared as well as some agreed paths forward for advocacy
- We are continuing to engage with SeaSwift to look at the matters that were raised but also how to move forward to address this issue

### Health Equity Review

- Some councillors may have received an email from TCHHS regarding the health Equity Strategy. I have asked the CEO to source information on what has actually been achieved under the Health Equity Strategy to inform our engagement moving forward

### Fighting in Community

- Following the concerns raised last week by Cr Gebadi, it became evident that the fighting was an escalation following previous fights at Dan Ropeyarn Cup and in Weipa
- I met with the Deputy Mayor of Napranum Aboriginal Shire Council to look at how this issue can be addressed considering the upcoming sorry business
- Both councils have agreed to speak to the families involved to look at what is causing the problems and to resolve this issue moving forward. We have strong ties between our community and Napranum and we cannot let this impact our community relationship

#### Resolution

##### That Council:

- Note the Mayor's verbal report from Tuesday 24<sup>th</sup> September 2024
- Note the amendment to the October Ordinary Council and Trustee Meeting Dates

Moved: Cr Byrne

Seconded: Cr Yoelu

Vote: 4/0

Resolution: C12-24092024

CARRIED

#### Agenda Item 10.

#### CEO Report

#### Resolution

##### That Council:

- Note the Report

Moved: Cr Byrne

Seconded: Cr Elu

Vote: 4/0

Resolution: C13-24092024

CARRIED



## UNCONFIRMED

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Meeting paused for afternoon tea break at 3:22pm  
Meeting resumed from afternoon tea at 3.35pm

**Agenda Item 15. Executive Reports**  
**Agenda Item 15.1. Executive Manager Operations Report**

**Resolution**

**That Council:**

- Note the report.

**Moved: Cr Byrne**

**Vote: 4/0**

**Seconded: Cr Elu**

**Resolution: C15.1-24092024**

**CARRIED**

**Agenda Item 15.2. Executive Manager Community & Regulatory Services Report**

**Resolution**

**That Council:**

- Note the report.

**Moved: Cr Yoelu**

**Vote: 4/0**

**Seconded: Cr Byrne**

**Resolution: C15.2-24092024**

**CARRIED**

**Agenda Item 15.3. Executive Manager Building & Infrastructure Report**

**Resolution**

**That Council:**

- Note the report.

**Moved: Cr Byrne**

**Vote: 4/0**

**Seconded: Cr Elu**

**Resolution: C15.3-24092024**

**CARRIED**



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### Agenda Item 15.4. Executive Manager Finance & Corporate Services Report

#### Resolution

#### That Council:

- Note the report.

Moved: Cr Yoelu

Vote: 4/0

Seconded: Cr Byrne

Resolution: C15.4-24092024

**CARRIED**

### Agenda Item 16. General Discussion

### Agenda Item 17. Close of Meeting

Meeting closed at 4:40pm with a prayer by Cr Yoelu.

DRAFT



**UNCONFIRMED**

**Meeting Minutes  
SPECIAL COUNCIL MEETING  
Thursday 29<sup>th</sup> August 2024  
Bamaga Boardroom**

## **Northern Peninsula Area Regional Council**

### **Special Council Meeting**

**To commence at 12.00pm**

**On**

**Thursday 29<sup>th</sup> August 2024**

**Bamaga Boardroom**



## UNCONFIRMED

Meeting Minutes  
SPECIAL COUNCIL MEETING  
Thursday 29<sup>th</sup> August 2024  
Bamaga Boardroom

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

Mayor Poi Poi welcomed attendees and opened the meeting at 12:16pm 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.

Council observed a minute silence out of respect to sorry business within the communities.

### Agenda Item 3. Present

#### Mayor & Councillors

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

#### Other Attendees

Kate Gallaway	Chief Executive Officer
Gus Yates	Executive Manager Operations
Gerhard Visser	QLD Gov (DTATSIPCA)
Brett de Chastel	Advisor
Elimau Blarrey	Senior Executive Assistant (Minute Taker)

### Agenda Item 4. Apologies

#### Resolution

#### That Council:

Grants a leave of absence to Cr Bond who is absent on study leave.

Moved: Cr Yoelu

Vote: 5/0

Seconded: Cr Elu

Resolution: C4-29082024

CARRIED

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

Nil

**Agenda Item 6. Other Business**

**Agenda Item 6.2 DA 2023\_038 Elu Street Subdivision Minor Change to Decision Notice DA2011\_022**

**Resolution**

**That Council Approve:**

- a. Minor Change:
  - i. to the Decision Notice for Reconfiguration of a Lot approval granted on 4 May 2011, DA2011\_022.
  - ii. a revised development Plan
  - iii. a revised staged development of the approved DA2011\_022 (4/05/2011)
  - iv. to conditions of the approved DA2011\_022 (4/05/2011).

Subject to the below conditions and to be read with the Decision Notice DA2011\_002 dated 4 May 2011.

CONDITIONS OF APPROVAL	TIMING
<p><b>1. Administration</b></p> <p>1.1. The developer is responsible to carry out the approved development and comply with relevant requirements in accordance with:</p> <p>1.1.1. The specifications, facts and circumstances as set out in the application submitted to Council, including recommendations and findings confirmed within relevant technical reports;</p> <p>1.1.2. The development must, unless stated, be designed, constructed and maintained in accordance with relevant Council policies, guidelines and standards and with the relevant design guidelines in the Far North Queensland Regional Organisation of Councils (FNQROC) Development Manual;</p> <p>1.1.3. The conditions of approval, the requirements of Council's Planning Scheme and best practice engineering.</p> <p>1.1.4. Department of Environment and Resource Management Advice Agency Advice dated: 4 May 2011 (Advice Only - no conditions).</p> <p>1.1.5. Assessment Manager Advice</p> <ul style="list-style-type: none"> <li>i) <del>This approval, granted under the provisions of the Sustainable Planning Act 2009, shall lapse 4 years from the day the approval takes effect in accordance with the provisions of the Sustainable Planning Act 2009</del></li> <li>ii) <del>All building site managers must take all action necessary to ensure building materials and / or machinery on construction sites are secured immediately following the first cyclone watch and that relevant emergency telephone contacts are provided to Council Officers, prior to commencement of works.</del></li> <li>iii) In carrying out the activity the applicant must take all reasonable and practicable measures to ensure that no harm is done to Aboriginal cultural heritage (the "cultural heritage duty of care"). The applicant will comply with eth</li> </ul>	<p>At all times</p>

<p>cultural heritage duty of care if the applicant acts in accordance with gazetted cultural heritage duty of care guidelines. An assessment of the proposed activity against the duty of care guidelines will determine whether or to what extent Aboriginal cultural heritage may be harmed by the activity. Further information on cultural heritage, together with a copy of the duty of care guidelines and cultural heritage search forms, may be obtained from <a href="http://www.nrw.qld.gov.au">www.nrw.qld.gov.au</a></p> <p>iv) Further approvals which may be required: a) Development Permit for Operational Works</p>																																									
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<p><b>3. Approved Site Drawings/Plans</b> 3.1. The development of the site is to be generally in accordance with the following plans that are to be the approved Plans of Development, except as altered by any other condition of this approval:</p> <table border="1" data-bbox="233 1077 1134 2022"> <thead> <tr> <th>Plan / Document Name</th> <th>Drawing Number</th> <th>Sheet No / Ref.</th> <th>Date/DWG</th> </tr> </thead> <tbody> <tr> <td><del>MIP 4B Bamaga Subdivision Concept Plan prepared by RPS Australia East Pty Ltd</del></td> <td><del>PR101857-10</del></td> <td><del>A</del></td> <td><del>10/02/2011</del></td> </tr> <tr> <td><del>Workscope Plan Roadworks and Stormwater prepared by Cardno Pty Ltd</del></td> <td><del>Q104027</del></td> <td><del>-</del></td> <td><del>March 2011</del></td> </tr> <tr> <td><del>Workscope Plan Sewer and Water Reticulation</del></td> <td><del>Q104027</del></td> <td><del>-</del></td> <td><del>March 2011</del></td> </tr> <tr> <td><del>Workscope Plan Stage 4</del></td> <td><del>Q104027</del></td> <td><del>-</del></td> <td><del>March 2011</del></td> </tr> <tr> <td>Bamaga Residential Development - Stage 4b-4c Lots 431-450 Proposed ROL (20 lots)</td> <td>AU015113-1</td> <td>B</td> <td>11 July 2024</td> </tr> <tr> <td>Workscope Plan Roadworks and Stormwater prepared by Cardno Pty Ltd</td> <td>Q104027</td> <td>-</td> <td>March 2011</td> </tr> <tr> <td>Workscope Plan Sewer and Water Reticulation</td> <td>Q104027</td> <td>-</td> <td>March 2011</td> </tr> <tr> <td>Workscope Plan Stage 4</td> <td>Q104027</td> <td>-</td> <td>March 2011</td> </tr> <tr> <td>BAMAGA STAGE 4B/4C CONSTRUCTION COST ESTIMATE DESIGN / QUANTITIES LAYOUT</td> <td>SKETCH 8251-1</td> <td><u>A</u></td> <td>31 May 2024</td> </tr> </tbody> </table>	Plan / Document Name	Drawing Number	Sheet No / Ref.	Date/DWG	<del>MIP 4B Bamaga Subdivision Concept Plan prepared by RPS Australia East Pty Ltd</del>	<del>PR101857-10</del>	<del>A</del>	<del>10/02/2011</del>	<del>Workscope Plan Roadworks and Stormwater prepared by Cardno Pty Ltd</del>	<del>Q104027</del>	<del>-</del>	<del>March 2011</del>	<del>Workscope Plan Sewer and Water Reticulation</del>	<del>Q104027</del>	<del>-</del>	<del>March 2011</del>	<del>Workscope Plan Stage 4</del>	<del>Q104027</del>	<del>-</del>	<del>March 2011</del>	Bamaga Residential Development - Stage 4b-4c Lots 431-450 Proposed ROL (20 lots)	AU015113-1	B	11 July 2024	Workscope Plan Roadworks and Stormwater prepared by Cardno Pty Ltd	Q104027	-	March 2011	Workscope Plan Sewer and Water Reticulation	Q104027	-	March 2011	Workscope Plan Stage 4	Q104027	-	March 2011	BAMAGA STAGE 4B/4C CONSTRUCTION COST ESTIMATE DESIGN / QUANTITIES LAYOUT	SKETCH 8251-1	<u>A</u>	31 May 2024	At all times
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<p><b>4. <del>Street Layout and Design</del></b></p> <p><del>4.1. The street layout and design must to comply with Queensland Streets and FNQROC Development Manual, to the satisfaction of the Chief Executive Officer, subject to any alterations:</del></p> <p><del>a) found necessary by the Council's delegated officer at the time of examination of the engineering plans or during construction of the development because of particular engineering requirements;</del></p> <p><del>4.2. Details of the works, including copy of a plan of the works, must be endorsed by the Chief Executive Officer prior to the commencement of works.</del></p> <p><del>4.3. All works must be carried out in accordance with the approved plans, to the requirements and satisfaction of the Chief Executive Officer prior to the approval and dating of the Plan of Survey.</del></p>	
<p><b>5. Construction</b></p> <p>5.1. Any construction work associated with this development shall be carried out in accordance with sound engineering practice.</p> <p>5.2. No nuisance is to be caused to adjoining properties by way of smoke, dust, stormwater discharge or siltation of drains, at any time, including non-working hours.</p> <p>5.3. Where material is to be carted to or from the site, loads are to be covered to prevent dust or spillage.</p> <p>5.4. Where material is spilled or carried on to existing roads or shared paths, it is to be removed forthwith so as to restrict dust nuisance and ensure traffic safety.</p> <p>5.5. Stormwater will be managed during construction in accordance with FNQROC Development Manual standards and a Soil and Erosion Management Plan.</p> <p>5.6. A Traffic Management Plan is to be completed prior to commencement of construction and to the satisfaction of the Chief Executive Officer.</p>	<p>At all times</p> <p>Prior to commencement of construction.</p>
<p><b>6. Damage to Infrastructure</b></p> <p>6.1. In the event that any part of Council's infrastructure is damaged as a result of work associated with the development, Council must be notified immediately of the affected infrastructure and have it repaired or replaced, at no cost to Council.</p>	<p>At all times</p>
<p><b>7. <del>Lawful Point of Discharge Drainage</del></b></p> <p><del>7.1. The applicant/owner must ensure that the flow of all external stormwater from the proposed lots is directed to a lawful point of discharge such that it does not adversely affect surrounding properties or properties downstream from the development, all to the requirements and satisfaction of the Chief Executive Officer.</del></p>	<p>At all times</p> <p>Prior to commencement of work</p>

<p>7.2. The surface drainage must be catered for in a manner that lessens possible impacts in receiving areas.</p> <p>7.3. A Drainage Management Plan must be provided, compliant with FNQROC Development Manual standards, Council’s standard engineering specifications and to the satisfaction of the Chief Executive Officer.</p> <p>7.4. The proposed development must not create ponding nuisances and/or a concentration of stormwater flows to adjoining properties.</p> <p>7.5. All stormwater from the property must be directed to a lawful point of discharge such that it does not adversely affect surrounding properties or properties downstream, in accordance with the Queensland Urban Drainage Manual.</p>	<p>At all times</p>
<p><b>8. Infrastructure Services</b></p> <p><del>4. The proposed subdivision is required to be adequately serviced by provision of water, sewerage disposal, stormwater drainage, electricity supply, telecommunications connection and sealed road access. Any infrastructure requirement costs are to be borne by the applicant/owner.</del></p> <p><del>All the above works must be designed and constructed in accordance with the FNQROC Development Manual. Details of the works, including copy of a plan of the works, must be endorsed by the Chief Executive Officer prior to the commencement of works.</del></p> <p><del>All works must be carried out in accordance with the approved plans, to the requirements and satisfaction of the Chief Executive Officer prior to approval and dating of the Plan of Survey.</del></p> <p><del>5. Services (excluding sewerage) must be contained within the Road Reserve. Each Proposed Lot must be serviced with separate services for water supply, sewer connection, road access, electricity and telecommunications. In any instance where services to one lot are required to be contained within or traverse another lot, registration of necessary easements over the services will be required to the satisfaction of the Chief Executive Officer.</del></p> <p>8.1. All works are to be provided in accordance with FNQROC Development Manual standards and sound engineering practice.</p> <p>8.2. Water Supply connection or suitable alternative adequate water supply must be provided to site/s in accordance with FNQROC Development Manual standards or demonstrate that such is already in existence.</p> <p>8.3. Sewer connection or suitable alternative on-site treatment in accordance with FNQROC Development Manual standards must be provided to sites or demonstrate that such is already in existence.</p> <p>8.4. Electricity provision certificate must be provided to the Local Authority.</p> <p>8.5. Street lighting is to be provided in accordance with FNQROC Development Manual standards and sound engineering practice.</p> <p>8.6. Telecommunications provision certificate or declaration of exemption must be provided to the Local Authority.</p>	<p>At all times</p> <p>Prior to the commencement of the use</p>
<p><b>9. Fire Hydrants, Fire Management and Emergency Access</b></p>	

<p>9.1. Fire Hydrants are to be installed and located to enable fire services to access water safely, effectively, and efficiently or demonstrate that such is already in existence.</p> <p>9.2. Road widths, and construction within the development are to be adequate for fire emergency vehicles to gain access to a safe working area.</p> <p>9.3. Fire Hydrants are to be suitably identified so that fire services can locate them at all hours.</p> <p>9.4. Fire Services are to be provided in accordance with FNQROC Development Manual standards and the water supply must be reliable and have sufficient flow and pressure requirements for fire-fighting purposes.</p>	<p>Prior to Commencement of use</p> <p>At all times</p>
<p><b>10. Fill Requirements</b></p> <p>10.1. Details of Fill Requirements, including copy of a plan of the works, <u>must be designed and undertaken in accordance with FNQROC Development Manual standards and sound engineering practice</u> and must be endorsed by the Chief Executive Officer prior to the commencement of works. All works must be carried out in accordance with the approved plans, to the requirements and satisfaction of the Chief Executive Officer prior to approval and <del>dating</del> of the Plan of Survey.</p>	<p>As per condition</p>
<p><b>11. Acid Sulfate Soils</b></p> <p>11.1. Due care must be taken to ensure that the development will manage to not disturb or minimise the release of acid or metal contaminants.</p> <p>11.2. Dispose of acid or metal contaminants compliant to legislation and provide relevant disposal documentation to Council.</p>	<p>Prior to the commencement of the use.</p>

**Reasons for Decision:**

As discussed within this report, the proposed development is considered to be consistent with the following relevant overall outcomes.

The overall intent and configuration of the development does not change.

The proposed changes are minor and provide a layout design that aligns with current infrastructure and development.

**Moved: Cr Gebadi**

**Vote: 5/0**

**Seconded: Cr Yoelu**

**Resolution: C6.2-29082024**

**CARRIED**



## UNCONFIRMED

Meeting Minutes  
SPECIAL COUNCIL MEETING  
Thursday 29<sup>th</sup> August 2024  
Bamaga Boardroom

**Agenda Item 6.1      DA2024\_0013    Material Change of Use, Operational Works & Siting  
Dispensations**

Cr Yoelu left the room at 1:02pm

Cr Yoelu returned into the room at 1:03pm

**Resolution**

**A. That Council Approve:**

- a. Material Change of Use
  - i. for a business development consisting of
  - ii. a shop, food & drink outlet and office.
- b. Operational Works
  - i. Cut & Fill
- c. Siting dispensation
  - i. Adidi St 3m to 0m
  - ii. Mosby St 3m to 0m
  - iii. Eastern boundary 2m to 0m

Subject to the below conditions.

CONDITIONS OF APPROVAL	TIMING																
<p><b>1. Administration</b></p> <p>1.1. The developer is responsible to carry out the approved development and comply with relevant requirements in accordance with:</p> <p>1.1.1. The specifications, facts and circumstances as set out in the application submitted to Council, including recommendations and findings confirmed within relevant technical reports;</p> <p>1.1.2. The development must, unless stated, be designed, constructed and maintained in accordance with relevant Council policies, guidelines and standards and with the relevant design guidelines in the Far North Queensland Regional Organisation of Councils (FNQROC) Development Manual;</p> <p>1.1.3. The conditions of approval, the requirements of Council's Planning Scheme and best practice engineering.</p>	At all times																
<p><b>2. Currency Period</b></p> <p>2.1. The applicable currency periods are:</p> <p>2.1.1. Material Change of Use <b>6 Years</b></p>	As per condition																
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Proposed shop, office, food & drink outlet	1870-SK-03	B	28/05/2024	
Proposed shop, office, food & drink outlet	1870-SK-04	E	08/05/2024	
Proposed shop, office, food & drink outlet	1870-SK-05	B	08/05/2024	
<p>3.2. Where there is any conflict between the conditions of this approval and the details shown on the approved plans and documents, the conditions of approval must prevail.</p> <p>3.3. Where conditions require the above plans or documents to be amended, the revised document(s) must be submitted for endorsement by Council.</p>				
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<p><b>6. Access and Parking</b></p> <p>6.1. Access provision to the development must be provided/constructed in accordance with FNQROC specifications and to the satisfaction of the Chief Executive Officer or demonstrate that such is already in existence.</p> <p>6.2. Details of the works, including copy of a plan of the works, must be endorsed by the Chief Executive Officer prior to the commencement of works.</p> <p>6.3. All works must be carried out in accordance with the approved plans, to the requirements and satisfaction of the Chief Executive Officer prior to the approval.</p>				Prior to the commencement of the use
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<p>7.2. A Drainage Management Plan must be provided, compliant with FNQROC Development Manual standards, Council’s standard engineering specifications and to the satisfaction of the Chief Executive Officer.</p> <p>7.3. The proposed development must not create ponding nuisances and/or a concentration of stormwater flows to adjoining properties.</p> <p>7.4. All stormwater from the property must be directed to a lawful point of discharge such that it does not adversely affect surrounding properties or properties downstream, in accordance with the Queensland Urban Drainage Manual.</p>	<p>Prior to commencement of work  At all times</p>
<p><b>8. Infrastructure Services</b></p> <p>8.1. All works are to be provided in accordance with FNQROC Development Manual standards and sound engineering practice.</p> <p>8.2. Water Supply connection or suitable alternative adequate water supply must be provided to site/s in accordance with FNQROC Development Manual standards or demonstrate that such is already in existence.</p> <p>8.3. Sewer connection or suitable alternative on-site treatment in accordance with FNQROC Development Manual standards must be provided to sites or demonstrate that such is already in existence.</p> <p>8.4. Electricity provision certificate must be provided to the Local Authority.</p> <p>8.5. Street lighting is to be provided in accordance with FNQROC Development Manual standards and sound engineering practice.</p> <p>8.6. Telecommunications provision certificate or declaration of exemption must be provided to the Local Authority.</p>	<p>At all times</p> <p>Prior to the commencement of the use</p>
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<p><b>10. Operational Work Requirements</b></p> <p>10.1. Details of Cut/Fill Requirements, including copy of a plan of the works, must be designed and undertaken in accordance with FNQROC Development Manual standards and sound engineering practice and must be endorsed by the Chief Executive Officer prior to the commencement of works.</p>	<p>As per condition</p>

<p>10.2. All works must be carried out in accordance with the approved plans, to the requirements and satisfaction of the Chief Executive Officer.</p>	<p>Prior to the commencement of the use.</p>
<p><b>11. Acid Sulfate Soils</b></p> <p>11.1. Due care must be taken to ensure that the development will manage to not disturb or minimise the release of acid or metal contaminants.</p> <p>11.2. Dispose of acid or metal contaminants compliant to legislation and provide relevant disposal documentation to Council.</p>	<p>Prior to the commencement of the use.</p>
<p><b>12. Landscaping and Fencing</b></p> <p>12.1. Landscaping and fencing to be erected to enhance the appearance of the site to the road and provide a buffer to adjoining sites.</p> <p>12.2. The landscaping and fencing must be maintained to an appropriate standard.</p>	<p>Prior to the commencement of the use. At all times</p>
<p><b>13. Siting Dispensation</b></p> <p>13.1. The refuse area to be located in the southeastern corner of Lot 155</p> <p>13.2. The refuse area be managed to limit smells, pests and spillage of fluids and waste products.</p> <p>13.3. The two storage containers on the eastern boundary be painted a neutral colour on the façade nearest to lot 166.</p> <p>13.4. The containers not to be provided with air-conditioning that could impact on the livability of Lot 166.</p>	<p>At all times</p>
<p><b>14. Cultural Heritage</b></p> <p>14.1. In carrying out the activity the applicant must take all reasonable and practicable measures to ensure that no harm is done to Aboriginal cultural heritage (the “cultural heritage duty of care”). The applicant will comply with eth cultural heritage duty of care if the applicant acts in accordance with gazetted cultural heritage duty of care guidelines. An assessment of the proposed activity against the duty of care guidelines will determine whether or to what extent Aboriginal cultural heritage may be harmed by the activity. Further information on cultural heritage, together with a copy of the duty of care guidelines and cultural heritage search forms, may be obtained from <a href="http://www.nrw.qld.gov.au">www.nrw.qld.gov.au</a></p>	<p>As per condition</p>

**Advice:**

1. The Mosby Street verge to be treated / developed by the applicant providing a hardened edge including a landscaped area adjacent to the proposed development
2. A Road Permit application, supported by a design plan to be submitted for approval.

**Reasons for Decision:**

As discussed within this report, the proposed development is considered to be consistent with the following relevant overall outcomes.

- The development is within the Township Zone
- The development area is reflected in the Master Plan for Business Development.
- The development will link to existing infrastructure.
- The proposed setbacks are considered appropriate given the physical context of the site and the nature of the development



Plan / Document Nam	Drawing Number	Sheet / Ref	Date/DWG	
Injinoo Social Housing Development Plan	0998-001	A	28/04/2023	
Injinoo Social Housing Development Road Surrender Plan	0998-RS-001	A	28/04/2023	
Relevant Purpose Determination Plan	RPDP 2023/004287	Area A	25/03/2024	
DoR response and conditions	2023/004287	700 SP273363	25/03/2024	
<p>3.2. Where there is any conflict between the conditions of this approval and the details shown on the approved plans and documents, the conditions of approval must prevail.</p> <p>3.3. Where conditions require the above plans or documents to be amended, the revised document(s) must be submitted for endorsement by Council.</p>				
<p><b>4. Construction</b></p> <p>4.1. Any construction work associated with this development shall be carried out in accordance with sound engineering practice.</p> <p>4.2. No nuisance is to be caused to adjoining properties by way of smoke, dust, stormwater discharge or siltation of drains, at any time, including non-working hours.</p> <p>4.3. Where material is to be carted to or from the site, loads are to be covered to prevent dust or spillage.</p> <p>4.4. Where material is spilled or carried on to existing roads or shared paths, it is to be removed forthwith so as to restrict dust nuisance and ensure traffic safety.</p> <p>4.5. Stormwater will be managed during construction in accordance with FNQROC Development Manual standards and a Soil and Erosion Management Plan to be completed prior to commencement of construction and to the satisfaction of the Chief Executive Officer.</p> <p>4.6. A Traffic Management Plan is to be completed prior to commencement of construction and to the satisfaction of the Chief Executive Officer.</p>				<p>At all times</p> <p>Prior to commencement of construction.</p> <p>Prior to commencement of construction.</p>
<p><b>5. Damage to Infrastructure</b></p> <p>5.1. In the event that any part of Council's infrastructure is damaged as a result of work associated with the development, Council must be notified immediately of the affected infrastructure and have it repaired or replaced, at no cost to Council.</p> <p>5.2. All works must be completed prior to the issue of a Compliance Certificate, Building Act.</p>				<p>At all times</p> <p>As per condition</p>
<p><b>6. Drainage</b></p> <p>6.1. The surface drainage must be catered for in a manner that lessens possible impacts in receiving areas.</p> <p>6.2. Any works as a result of development must not interfere with natural stormwater flow over or through the land.</p> <p>6.3. A Drainage Management Plan must be provided, compliant with FNQROC Development Manual standards, Council's standard</p>				<p>At all times</p> <p>Prior to the start of any</p>

<p>engineering specifications and to the satisfaction of the Chief Executive Officer.</p> <p>6.4. An appropriate Stormwater Quality Management Plan (SQMP) must be developed for the site that provides for achievable stormwater quality treatment measures in accordance with FNQROC Design Standards or Council’s standard engineering specifications and to the satisfaction of the Chief Executive Officer.</p>	<p>works on the site.</p> <p>Prior to the start of any works on the site.</p>
<p><b>7. Access</b></p> <p>7.1. Access provision to the development (lots) must be provided/constructed in accordance with FNQROC specifications and to the satisfaction of the Chief Executive Officer or demonstrate that such is already in existence.</p>	<p>Prior to the commencement of the use.</p>
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<p><b>11. Vegetation Clearance</b></p> <p>11.1. Vegetation clearance will require a protected plant survey as per the Flora Survey Guidelines prior to clearing work being undertaken at the development site. The document(s) must be submitted for endorsement to Council.</p>	<p>Prior to clearing works being undertaken.</p>

**Reasons for Decision:**

As discussed within this report, the proposed development is considered to be generally in accordance with the following relevant overall outcomes.

The development:

- Is located generally in accordance with the urban footprint.
- Is located outside the Hazard impact areas.
- Is of a size that is adhering to the planning scheme.
- Existing urban infrastructure is available near the site, thus allowing development to proceed in an efficient, sustainable and cost-effective manner.
- Will assist in the reducing overcrowding, providing alternative dwelling types and increase the availability of residential land.

**Moved: Cr Byrne**

**Vote: 5/0**

**Seconded: Cr Gebadi**

**Resolution: C6.4-29082024**



**UNCONFIRMED**

**Meeting Minutes  
SPECIAL COUNCIL MEETING  
Thursday 29<sup>th</sup> August 2024  
Bamaga Boardroom**

**CARRIED**

**DRAFT**



# UNCONFIRMED

Meeting Minutes  
SPECIAL COUNCIL MEETING  
Thursday 29<sup>th</sup> August 2024  
Bamaga Boardroom

## Agenda Item 6.5

## DA 2023\_001 Parry Street Subdivision Material Change of Use

### Resolution

#### That Council:

Approve a Development Permit Enabling a Staged Residential Development at Parry Street, New Mapoon:

- i) Preliminary Approval for a Material Change of Use to Vary the effect of the Planning Instrument (from Township and Environmental Management & Conservation zone to Township Zone, Residential Precinct and Community Use) for a residential & community use purposes development.
- ii) Reconfiguring a Lot (Subdivision) (1 Lot Into 6 Lots) in stages over part of Lot 206 on SP273365.

Subject to the below conditions:

CONDITIONS OF APPROVAL	TIMING								
<p><b>1. Administration</b></p> <p>1.1. The developer is responsible to carry out the approved development and comply with relevant requirements in accordance with:</p> <p>1.1.1. The specifications, facts and circumstances as set out in the application submitted to Council, including recommendations and findings confirmed within relevant technical reports;</p> <p>1.1.2. The development must, unless stated, be designed, constructed and maintained in accordance with relevant Council policies, guidelines and standards and with the relevant design guidelines in the Far North Queensland Regional Organisation of Councils (FNQROC) Development Manual;</p> <p>1.1.3. The conditions of approval, the requirements of Council's Planning Scheme and best practice engineering.</p> <p>1.1.4. The SARA response and conditions reference 2404-40195 SRA dated 6 June 2024</p>	At all times								
<p><b>2. Currency Period</b></p> <p>2.1. The applicable currency periods are:</p> <p>2.1.1. Preliminary Approval for a Material Change of Use to Vary the effect of the Planning Instrument – <b>6 Years</b></p> <p>2.1.2. Reconfiguring a Lot - <b>6 Years</b></p>	As per condition								
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New Mapoon Social Housing Development Parry Street. Road Surrender Plan Parry	0970-PA-001	A	15/06/2024	
Vegetation Management Plan	2404-40195	SRA	6-06-2024	
SARA response and conditions	2404-40195	SRA	6-06-2024	
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## UNCONFIRMED

**Meeting Minutes**  
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<p><b>Reasons for Decision:</b></p> <p>As discussed within this report, the proposed development is considered to be generally in accordance with the following relevant overall outcomes.</p> <p>The development:</p> <ul style="list-style-type: none"> <li>• Is located generally in accordance with the urban footprint.</li> <li>• Is of a size that is adhering to the planning scheme.</li> <li>• Existing urban infrastructure is available near the site, thus allowing development to proceed in an efficient, sustainable and cost-effective manner.</li> <li>• Will enable the development of community uses that could support the community needs.</li> <li>• Will assist in the reducing overcrowding, providing alternative dwelling types and increase the availability of residential land.</li> </ul>	
<p><b>Moved: Cr Gebadi</b> <b>Vote: 5/0</b></p>	<p><b>Seconded: Cr Byrne</b> <b>Resolution: C6.5-29082024</b></p>
<p><b>CARRIED</b></p>	

**Agenda Item 6.6**

**DA 2023\_0023 Mooka Street Umagico Material Change of Use**

**Resolution**

**That Council:**

Approve a Development Permit Enabling a Residential Development at Namok Road, Umagico:

- i) Reconfiguring a Lot (Subdivision) (1 Lot Into 9 Lots) over part of Lot 58 SP323446.
- ii) Creating a New Road

Subject to the below conditions:

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<p><b>1. Administration</b></p> <p>1.1. The developer is responsible to carry out the approved development and comply with relevant requirements in accordance with:</p> <p>1.1.1. The specifications, facts and circumstances as set out in the application submitted to Council, including recommendations and findings confirmed within relevant technical reports;</p> <p>1.1.2. The development must, unless stated, be designed, constructed and maintained in accordance with relevant Council policies, guidelines and standards and with the relevant design guidelines in the Far North Queensland Regional Organisation of Councils (FNQROC) Development Manual;</p> <p>1.1.3. The conditions of approval, the requirements of Council's Planning Scheme and best practice engineering.</p>	At all times												
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<p><b>8. Infrastructure Services</b></p> <p>8.1. Road and shared paths are to be provided in accordance with FNQROC Development Manual standards and sound engineering practice.</p> <p>8.2. Water Supply connection or suitable alternative adequate water supply must be provided to site/s in accordance with FNQROC Development Manual standards or demonstrate that such is already in existence.</p>	<p>Prior to the commencement of the use</p>

<p>8.3. Sewer connection or suitable alternative on-site treatment in accordance with FNQROC Development Manual standards must be provided to sites or demonstrate that such is already in existence.</p> <p>8.4. Electricity provision certificate must be provided to the Local Authority.</p> <p>8.5. Lighting is to be provided in accordance with FNQROC Development Manual standards and sound engineering practice and to the satisfaction of the Chief Executive Officer.</p> <p>8.6. Telecommunications provision certificate or declaration of exemption must be provided to the Local Authority.</p> <p>8.7. Operational Works application(s) is required for the construction of the development is to be undertaken.</p>	<p>As per condition</p>
<p><b>9. Fire Hydrants, Fire Management and Emergency Access</b></p> <p>9.1. Fire Hydrants are to be installed and located to enable fire services to access water safely, effectively, and efficiently or demonstrate that such is already in existence, or an alternative provided to FNQROC Design Standards or Council's standard engineering specifications and to the satisfaction of the Chief Executive Officer.</p> <p>9.2. Fire Hydrants are to be suitably identified so that fire services can locate them at all hours.</p> <p>9.3. Fire Services are to be provided in accordance with FNQROC Development Manual standards and the water supply must be reliable and have sufficient flow and pressure requirements for fire-fighting purposes.</p> <p>9.4. Water supply to ensure adequate and accessible water supply for firefighting purposes must be provided to the Local Authority or demonstrate that such is already in existence.</p>	<p>Prior to the commencement of the use</p> <p>At all times</p>
<p><b>10. Acid Sulfate Soils</b></p> <p>10.1. Due care must be taken to ensure that the development will manage to not disturb or minimise the release of acid or metal contaminants.</p> <p>10.2. Dispose of acid or metal contaminants compliant to legislation and provide relevant disposal documentation to Council.</p>	<p>Prior to the commencement of the use.</p>
<p><b>11. Bushfire Management</b></p> <p>11.1. Structures must be designed to the required Bushfire Attack Level (BAL) requirements.</p>	<p>At all times</p>

**Reasons for Decision:**

As discussed within this report, the proposed development is considered to be generally in accordance with the following relevant overall outcomes.

The development:

- Is located generally in accordance with the urban footprint.
- Is located outside the Hazard impact areas.
- Is of a size that is adhering to the planning scheme.
- Existing urban infrastructure is available near the site, thus allowing development to proceed in an efficient, sustainable and cost-effective manner.
- Will assist in the reducing overcrowding, providing alternative dwelling types and increase the availability of residential land.



**UNCONFIRMED**

**Meeting Minutes  
SPECIAL COUNCIL MEETING  
Thursday 29<sup>th</sup> August 2024  
Bamaga Boardroom**

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

**Seconded: Cr Elu  
Resolution: C6.6-29082024**

**CARRIED**

**Agenda Item 7. Close of Meeting**

Meeting closed at 2:26pm with a prayer by Cr Yoelu.

**DRAFT**



**UNCONFIRMED**

Meeting Minutes  
SPECIAL COUNCIL MEETING  
Thursday 10<sup>th</sup> October 2024  
Bamaga Boardroom

## **Northern Peninsula Area Regional Council**

### **Special Council Meeting**

**To commence at 2.30pm**

**On**

**Thursday 10<sup>th</sup> October 2024**

**Bamaga Boardroom**



## UNCONFIRMED

Meeting Minutes  
SPECIAL COUNCIL MEETING  
Thursday 10<sup>th</sup> October 2024  
Bamaga Boardroom

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

Mayor Poi Poi welcomed attendees and opened the meeting at 2:48pm with a pray by Cr Gebadi.

### 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 communities.

### Agenda Item 3. Present

#### Mayor & Councillors

Mayor Robert Poi Poi	Mayor
Cr Kitty Gebadi	Division 3
Cr Bradford Elu	Division 5

#### Other Attendees

Kate Gallaway	Chief Executive Officer
Brett de Chastel	Advisor (via TEAMS)
Elimau Blarrey	Senior Executive Assistant (Minute Taker)

### Agenda Item 4. Apologies

#### Resolution

##### That Council:

Grants a leave of absence for Cr Bond who is away on sorry business and Grants a leave of absence for Cr Yoelu who is away on carers leave and Grants a leave of absence for Cr Byrne who is absent.

Moved: Cr Elu

Vote: 3/0

Seconded: Cr Gebadi

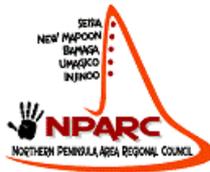
Resolution: C4-10102024

**CARRIED**

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

Mayor Robert Poi Poi advised the meeting that he had a prescribed conflict of interest in the matter to be dealt with in agenda item 6.3 'Tender Assessment Report and Award Tender No. NPARC 09SEISIA/2024 Concrete Roads Project – Stage 1-Seisia'.

Pursuant to section 150EL of the Local Government Act 2009 (LGA), Mayor Poi Poi stated that the award of the tender was a prescribed conflict of interest. He is a director of Rob's Earth Moving, one of the organisations that is subject of this agenda item.



## UNCONFIRMED

Meeting Minutes  
SPECIAL COUNCIL MEETING  
Thursday 10<sup>th</sup> October 2024  
Bamaga Boardroom

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

Consistently with section 150EL of the LG Act, Mayor Poi Poi stated that he had provided information about his prescribed conflict of interest to Council's CEO via a written notice at the Council Meeting after becoming aware of it.

Councillor Kitty Gebadi advised the meeting that she had a declarable conflict of interest in the matter to be dealt with in agenda item 6.3 'Tender Assessment Report and Award Tender No. NPARC 09SEISIA/2024 Concrete Roads Project – Stage 1-Seisia'.

Councillor Gebadi stated that the award of the tender was a declarable conflict of interest, and disclosed that a close associate of Cr Gebadi is a family relative of a director a one of the tenderer's for the work being considered.

Councillor Gebadi stated that she would handle her declarable conflict of interest by requesting to remain in the meeting and unconflicted councillors making decision regarding her participation in the matter. Councillor Gebadi noted that her close associate did not stand to gain a benefit as a result of the decision and that it would not impact her decision making process.

Councillor Gebadi 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.

The remaining unconflicted councillors discussed the participation of Cr Gebadi in the agenda item.

The remaining councillors felt Cr Gebadi could participate in the discussion of the matters and vote on the matters as the nature of her relationship with the close associate was not any significantly greater than a member of community and it is not significantly close to influence her decision making in this matter.

Moved: Cr Elu  
1/0

Agenda Item 6.                      Other Business  
Agenda Item 6.1                  Tender Assessment Report MI175581

### Resolution

#### That Council notes this report and the tender assessment report and

1. Authorise the Chief Executive Officer and Executive Manager Building and Infrastructure to award to Carry out Home Modifications at 192 Wasiu St Bamaga to Cape York Building & Maintenance Pty Ltd for a value of \$266,200 (excl GST)

Moved: Cr Gebadi  
Vote: 3/0

Seconded: Cr Elu  
Resolution: C6.1-10102024

**CARRIED**



## UNCONFIRMED

Meeting Minutes  
SPECIAL COUNCIL MEETING  
Thursday 10<sup>th</sup> October 2024  
Bamaga Boardroom

### Agenda Item 6.2 Tender Assessment Report MI175576

Cr Gebadi left the room at 3.20pm. Meeting paused due to loss of quorum  
Cr Gebadi returned to the room and meeting resumed at 3.22pm

#### Resolution

**That Council notes this report and the tender assessment report and**

1. Authorise the Chief Executive Officer and Executive Manager Building and Infrastructure to award to Carry out Home Modifications at 9 Wilson St Umagico to HC Building & Construction Pty Ltd for a value of \$232,171 (excl GST)

**Moved: Cr Elu**

**Vote: 3/0**

**Seconded: Cr Gebadi**

**Resolution: C6.2-10102024**

**CARRIED**

### Agenda Item 6.3 Tender Assessment Report and Award Tender No. NPARC 08S2024

Having declared an interest for this agenda item, Mayor Poi Poi left the room at 3:34pm.

Councillor Elu was delegated by Mayor Poi Poi to chair the meeting in his absence.

#### Resolution

**That Council defers the matter to a Special Council meeting.**

**Moved: Cr Gebadi**

**Vote: 2/0**

**Seconded: Cr Elu**

**Resolution: C6.3-10102024**

**CARRIED**

**Cr Gebadi – For**

**Cr Elu – For**

Mayor Poi Poi returned to the meeting at 3:46pm

### Agenda Item 7. Close of Meeting

Meeting closed at 3:47pm with a prayer by Cr Gebadi.



**UNCONFIRMED**

**Meeting Minutes  
SPECIAL COUNCIL MEETING  
Monday 14<sup>th</sup> October 2024  
TEAMS**

## **Northern Peninsula Area Regional Council**

### **Special Council Meeting**

**To commence at 12.00pm**

**On**

**Monday 14<sup>th</sup> October 2024**

**TEAMS**



## UNCONFIRMED

Meeting Minutes  
SPECIAL COUNCIL MEETING  
Monday 14<sup>th</sup> October 2024  
TEAMS

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

Mayor Poi Poi welcomed attendees and opened the meeting at 12:40pm 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 communities.

#### Resolution

##### That Council:

Adjourns this meeting in accordance with the standing orders to Tuesday 15<sup>th</sup> October at 8:30am.

Moved: Cr Byrne

Vote: 3/0

Seconded: Cr Yoelu

Resolution: C2-14102024

CARRIED

Meeting resumed Tuesday 15<sup>th</sup> October at 8.30am

#### Resolution

##### That Council:

Adjourns this meeting in accordance with the standing orders to Thursday 17<sup>th</sup> October at 8:30am.

Moved: Cr Elu

Vote: 4/0

Seconded: Cr Byrne

Resolution: C2.1-14102024

CARRIED

Meeting resumed Thursday 17<sup>th</sup> October at 8.56am

### 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 Brad Elu	Division 5

#### Other Attendees

Kate Gallaway	Chief Executive Officer
Gus Yates	Executive Manager Operations



## UNCONFIRMED

Meeting Minutes  
SPECIAL COUNCIL MEETING  
Monday 14<sup>th</sup> October 2024  
TEAMS

Brett de Chastel

Advisor

### Agenda Item 4. Apologies

#### Resolution

#### That Council:

Grants a leave of absence for Cr Bond who is away on sorry business.

Moved: Cr Gebadi

Vote: 5/0

Seconded: Cr Yoelu

Resolution: C4-14102024

**CARRIED**

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

Mayor Robert Poi Poi advised the meeting that he had a prescribed conflict of interest in the matter to be dealt with in agenda item 6.1 'Tender Assessment Report and Award Tender No. NPARC 09SEISIA/2024 Concrete Roads Project – Stage 1-Seisia'.

Pursuant to section 150EL of the Local Government Act 2009 (LGA), Mayor Poi Poi stated that the award of the tender was a prescribed conflict of interest. He is a director of Rob's Earth Moving, one of the organisations that is subject of this agenda item.

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

Consistently with section 150EL of the LG Act, Mayor Poi Poi stated that he had provided information about his prescribed conflict of interest to Council's CEO via a written notice at the Council Meeting after becoming aware of it.

Councillor Mary Yoelu advised the meeting that she had a declarable conflict of interest in the matter to be dealt with in agenda item 6.1 'Tender Assessment Report and Award Tender No. NPARC 09SEISIA/2024 Concrete Roads Project – Stage 1-Seisia'.

Councillor Yoelu stated that the award of the tender was a declarable conflict of interest. A close associate is a part-time employee of one of the tenderer's for the work being considered.

Councillor Yoelu stated that she would handle her declarable conflict of interest by requesting to remain in the meeting and unconflicted councillors making decision regarding her participation in the matter. Councillor Yoelu noted that her close associate did not stand to gain a benefit as a result of the decision and that it would not impact her decision making process.

Councillor 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.

The remaining unconflicted councillors discussed the participation of Cr Yoelu in the agenda items.



## UNCONFIRMED

Meeting Minutes  
SPECIAL COUNCIL MEETING  
Monday 14<sup>th</sup> October 2024  
TEAMS

*The remaining councillors felt Cr Yoelu could participate in the discussion of the matter but not vote on the matter as her close associate did not stand to obtain any financial benefit from the matter being discussed.*

Moved: Cr Elu

Second: Cr Byrne

2/0

Mayor Poipoi, D/Mayor Yoelu and Cr Gebadi did not vote in the matter.

*Councillor Kitty Gebadi advised the meeting that she had a declarable conflict of interest in the matter to be dealt with in agenda item 6.1 'Tender Assessment Report and Award Tender No. NPARC 09SEISIA/2024 Concrete Roads Project – Stage 1-Seisia'.*

*Councillor Gebadi stated that the award of the tender was a declarable conflict of interest, and disclosed that a close associate of Cr Gebadi is a family relative of a director a one of the tenderer's for the work being considered.*

*Councillor Gebadi stated that she would handle her declarable conflict of interest by requesting to remain in the meeting and unconflicted councillors making decision regarding her participation in the matter. Councillor Gebadi noted that her close associate did not stand to gain a benefit as a result of the decision and that it would not impact her decision making process.*

*Councillor Gebadi 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.*

*The remaining unconflicted councillors discussed the participation of Cr Gebadi in the agenda item.*

*The remaining councillors felt Cr Gebadi could participate in the discussion of the matters and vote on the matters as the nature of her relationship with the close associate was not any significantly greater than a member of community and it is not significantly close to influence her decision making in this matter.*

Moved: Cr Byrne

Seconded: Cr Elu

2/0

Mayor Poipoi, D/Mayor Yoelu and Cr Gebadi did not vote in the matter.



## UNCONFIRMED

Meeting Minutes  
SPECIAL COUNCIL MEETING  
Monday 14<sup>th</sup> October 2024  
TEAMS

### Agenda Item 6. Other Business

#### Agenda Item 6.1 Tender Assessment Report and Award Tender No. NPARC 08S2024

Having declared an interest for this agenda item, Mayor Poi Poi left the room at 9:00am.

Deputy Mayor Yoelu chaired the meeting in his absence.

#### Resolution

That Council notes the Tender Assessment Report and

1. Authorise the Chief Executive Officer and Executive Manager Operations to accept the NPA Earthmoving Yusia submitted prices of \$208,560.00 (in GST) and to liaise with NPA Earthmoving Yusia for a final program of works.
2. Approve an overall budget of \$460,000.00 (ex GST) as per the approved QRA Submission Value.

Moved: Cr Byrne

Vote: 3/0

Seconded: Cr Gebadi

Resolution: C6.1-14102024

CARRIED

Cr Gebadi – For

Cr Elu – For

Cr Byrne – For

Cr Yoelu – Did not vote

Mayor Poi Poi returned to the meeting at 9:27am

#### Agenda Item 7. Close of Meeting

Meeting closed at 9.27am with a prayer by Cr Yoelu.

### Council Ordinary Monthly Meeting Action Register

Action	Updated	Update	Person Responsible	Date of Meeting
F/up CEQ r.e. Injinoo Shop	17.02.2023	Meeting held with CEQ and visit occurring late Feb from CEQ to progress	CEO-EMCRS	25.01.2023
	16/03/2023	CEQ has visited the sites to progress		
	18/04/2023	Cost is about \$500-600k. Internal communications at CEQ about how to support		
	23.05.2023	Meeting held with CEQ on 19/05/2023 with various options to assist. To be discussed further and capital funds sourced		
	29.08.2023	Preferred option identified by Cr Nona. Email sent to CEQ to progress.		
	26/09/2023	Fit out works commenced. Waiting on Give Back assistance confirmation from CEQ		
	24/10/2023	Scoping works completed in October to progress		
	16/11/2023	Update requested following October visit		
	19/12/2023	Preliminary works progressing. CEQ support through give-back		
	15/01/24	CEQ progressing works		
	27/02/2024	Meeting held with CEQ on 14/02. Equipment has been dispatched to NPA and quote requested for toilet works		
	06/03/2024	Met with CEQ rep and finalised shop fittings and equipment.		
	13/04/2024	Equipment ready to be shipped. Dependent on Seaswift capability		
	30/05/24	CEQ has organised shipping with SeaSwift.		
	11/06/2024	No further updates		
16/07/2024	Shelving has arrived, planning is underway with CEQ to put up shelving as per new floor plans.			
21/8/24	Andrew replied on the 1/08/2024 he won't be available to assist with facilitating the setup of with shelving instalment and layout at the Injinoo Service station, will be up to the NPARC to set up the shelving. Layout plan has been provided to NPARC and requesting new display fridge and freezer at the Service Station.			
18/09/2024	Carpentry team are installing the new shelving.			
18/10/2024	<a href="#">Delays have occurred due to sorry business, soft shop opening scheduled for November.</a>			
F/up with Harbour Master regarding management of the Wharf Light by Seaswift <b>Lighting at Wharf Toilets</b>	23/08/2023	Lights have been inspected. Power cables were removed as part of wharf upgrade works in 2019- 2020	CEO, EMO	25.07.2023
	20/09/2023	A quote to replace small solar lights will be provided to TMR in September		
	18/10/2023	Quote is being prepared to be supplied to TMR for consideration.		
	10/11/2023	Quote on hold electrician has been busy on oval lights		
	13/12/2023	No Action in October		
	13/12/2023	Awaiting quote for repairs so that a request can be put into TMR		

Action	Updated	Update	Person Responsible	Date of Meeting
	08/01/2024  22/02/2024  07/03/2024  17/04/2024  27/05/2024 14/06/2024  14/07/2024 12/08/2024  12/09/2024 18/10/2024	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 to Seaswift. Yet to arrive in the NPA. Waiting on delivery Pole and light has arrived in Seisia Quote requested for install Still awaiting Quote from Local electricians PO has been raised and works are being programmed Contractor to commence when time allows <a href="#">Task Complete</a> <a href="#">Solar light has been installed at the wharf head</a>		
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 11/06/2024 17/07/2024 21/8/24 18/09/2024  18/10/2024	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 Still pending weather Delays due to resignation of RSM Provided to a/RSM New RSM has commenced work, task assigned to him to follow up. <a href="#">RSM is seeking compliance/legal advise from Present Law to assist with this task.</a>	EMCRS	24.10.2023
Speed bumps in new Injinoo Subdivision	13/12/2023  08/01/2024  22/02/2024	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	EMO	21.11.2023

Action	Updated	Update	Person Responsible	Date of Meeting
	07/03/2024 17/04/2024 24/05/2024 14/06/2024 14/07/2024 12/08/2024 12/09/2024 23/10/2024	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 Quotes for speed bump signs are being requested. Once signs have arrived in the NPA the speed bumps and signs will be installed. Still awaiting signs Signs are being reordered Waiting cold mix bags and additional signs to arrive. Some materials have arrived. <a href="#">Signs Have been reordered</a> <a href="#">Cold Mic Bags have arrived</a>		
Road closures for illegal dumping	14/07/2024      12/08/2024 12/09/2024 23/10/2024	Roads on Road reserve need to go through a more formal process to temporarily or permanently close them.  Roads off road reserve (DOGIT) can be closed more informally by Council. It is recommended that reasons are advertised.  Suggested next steps is for reg services to identify roads that they would like closed and if they are on or off road reserve. And a report be brought to council requesting the temporary closure of the roads off road reserve. Awaiting New Reg services manager to commence and provide list of roads As Above <a href="#">EMO to follow up with Reg Services</a>	EMO	18.06.2024
Drain broken/needs to be cleaned: Langie Draha near Quarry Height Sign; Injinoo Church before PK Creek; Paii st drain; Wasiu st drain	14/07/2024 12/08/2024  12/09/2024  23/10/2024	Contractors were engaged for Langie Scopes to be confirmed in late August with relevant managers Langie-Draha (N/Maps) – Scope agreed (Drain and park) works to commence week beginning 16 <sup>th</sup> Sept. Injinoo Church before Pk Creek – Completed. Paii Street /Wasiu Street (Bam) Drain – works scheduled for week beginning 16 <sup>th</sup> September. <a href="#">Identified works will be completed by Council meeting day</a>	EMO	18.06.2024
Tree over growing from Anu St onto alley way	14/07/2024 12/08/2024 12/09/2024 23/10/2024	Trees reported to Qbuild to be trimmed Awaiting QBuild As above <a href="#">Trimming has not occurred by QBuild contractors. P&amp;G to trim trees week beginning 28<sup>th</sup> October</a>	EMO	18.06.2024
Line marking at Injinoo Service Station due to driver confusion	12/08/2024 12/09/2024 23/10/2024	No action in August Still to be scheduled with Airport Staff	EMO	23.07.2024

Action	Updated	Update	Person Responsible	Date of Meeting
Query r.e. waterpoint for Caravans refilling	12/08/2024 12/09/2024  23/10/2024	No action in August NPARC plumber will order parts and install a water point in the Same area as the RV dump point during sept / October. Due to staff shortages works have been delayed to the end of October.	EMO	23.07.2024
Concerns regarding vacant house at Umagico with ALT	5/8/2024 24/09/2024	P&L sending letters to tenants who owns cars out front yard to remove As above. P&L working with new RSM	EMBI	23.07.2024
Details on apprentice numbers	24/09/2024  23/10/2024	Information to be included in October HR report due to information system issues associated with extracting this information from PCS Details included within this month's report	CEO	27.08.2024
General Connectivity and IT Issues for councillors	23/10/2024	Further details within EMCFS report	EMCFS	24.09.2024
Vehicle concerns regarding logbooks and after hours use	23/10/2024	Matter discussed at Managers meeting	CEO	24.09.2024

## Resolutions

Resolution	Updated	Update	Person Responsible	Date of Meeting
Tender Award – Supply of Trade Services	23/10/2024	Letters of award to new suppliers and update to existing suppliers that have amended their rates were being drafted at the time of drafting this update.	EMO	24.09.2024
Tender Award – Plant Machinery Hire (Civil & Building Work)	23/10/2024	Letters of award to new suppliers and update to existing suppliers that have amended their rates were being drafted at the time of drafting this update.	EMO	24.09.2024
DOGIT Transfer Process and options	23/10/2024	Advice provided to DoR. Waiting on response	CEO	24.09.2024
Adoption of updated Model Meeting Procedures	23/10/2024	Updated MMP published on website	CEO	24.09.2024
Adoption of updated NPARC Standing Orders	23/10/2024	Updated standing orders published on website	CEO	24.09.2024
Concessions Policies	23/10/2024	Policies update and on website	EMCFS	24.09.2024
Budget Amendment – Capital Budget Amendment – Injinoo Councillor Office	23/10/2024	Works are being progressed. Due to be completed soon	EMBI	24.09.2024
Sewer Strategy and Sewer Audit Report	23/10/2024	Published	EMCFS	24.09.2024
Draft NPA Community Capacity Statement	23/10/2024	Proposed minor changes have been forwarded to DSDSATSIP. As well as the suppliers that have registered interest through the trade and plant services tender with Council	EMO	24.09.2024
Report Back from August LTC Meeting	23/10/2024	EOI created and published	CEO	24.09.2024
Tender Assessment Report – Project Number QBFNQ0764	23/10/2024	Purchase orders raised awaiting approval	EMBI	24.09.2024
Management Arrangements for Rumble in the Jungle	24/09/2024	Matter deferred to this meeting	CEO	27.08.2024
Capital Budget Amendment 122 Williams Crescent	24/09/2024 23/10/2024	Matter deferred to special meeting with further report to this meeting Works have commenced	EMBI	27.08.2024
NPARC Tender Assessment Report Contract BLD S240521C	21/8/24 23/10/2024	Advice has been provided pending W4Q project announcement W4Q project schedule finalised 23/10. Purchase order to be raised and approved	EMBI	23.07.2024

**Title of Report:** Report back from NPA Internal Audit Committee

**Agenda Item:** 8.1

**Classification:** For endorsement

**Author:** Chief Executive Officer

**Attachments:** 17.10.2024 Draft Internal Audit Committee Minutes  
24-25 Audit Work Plan

## Officers Recommendation:

### That Council:

- Note and endorse the minutes of the NPARC Internal Audit Committee

## PURPOSE OF REPORT

Provide Council with a report back from the NPARC Internal Audit Committee.

## BACKGROUND AND CONTEXT

An internal audit committee meeting was held on 17.10.2024. At this meeting, a number of reports were discussed including

- Audit Charter Review
- Audit Committee work plan
- Officers' Reports
  - External audit update & audit plan
    - Closed Session with Auditors
  - Monthly financial report
  - Statement of estimated financial position
  - Disaster Management update including business continuity plans
  - Internal audit progress report
    - Review internal audit progress reports
    - Review of the sustainability framework
    - Accounting issues paper
  - Governance and risk including cyber risk update
  - Legal Report
  - Capital works progress report
  - Update on asset management strategy and plans
  - Draft Annual Budget Project Plan and Timelines
  - Management responses to audit recommendations
  - CEO update



Unfortunately, the external members did not attend. The CEO and Advisor are working on obtaining EOIs from other interested parties for consideration of Council at the next meeting. The Audit Work Plan is also attached to this report.

Also, due to this, a number of matters were deferred.

The minutes are tabled for noting and endorsement.

## CRITICAL DATES

N/A.

## OTHER OPTIONS CONSIDERED

N/A.

## LEGAL AND LEGISLATION CONSIDERATIONS

Nil

## POLICY CONSIDERATIONS

N/A.

## CORPORATE AND OPERATIONAL PLAN CONSIDERATIONS

N/A.

## FINANCIAL AND RESOURCE CONSIDERATIONS

N/A.

## CONSULTATION

NA

# Northern Peninsula Area Regional Council

## Audit Committee

## Minutes

## 17 October 2024



## **Audit Committee Minutes**

1. Welcome
2. Attendance and Apologies
3. Confirmation of Minutes
4. Declaration of Conflicts of Interest by Members of the Audit Committee and Observers
5. Matters from previous meetings
6. Audit Committee Charter Review
7. Audit Committee work plan
8. Officers' Reports
9. Other Business
10. Next Meeting
11. Meeting Close

## 1. Welcome

Cr Gebadi welcomed everyone and opened the meeting in prayer by Cr Yoelu at 9.42am.

## 2. Attendance and apologies

### Attendance

#### Committee Members

Chair	Cr Kitty Gebadi
Councillor	Cr Mary Yoelu – Deputy Mayor
Mayor	Cr Robert Poi Poi - Observer
Councillor	Cr Brad Elu - Observer
External Member	Heather Kelly - apology
External Member	Harish Nair - apology

#### Officers

Chief Executive Officer	Kate Gallaway
Executive Manager Operations	Gus Yates
Finance Manager	Gavin Herbst

#### Advisors

Governance	Brett de Chastel
Financial	Benjamin Schierhuber

#### Invited external representatives

QAO	Sri Narasimhan – apology
Grant Thornton	Andrew Cornes & Eden Clarket
Altius Advisors	Eve Jacks
Preston Law	Marina Dunstan
MetteConsulting	Mette Nordling

## 3. Confirmation of previous minutes

Committee Decision:

That the minutes of Northern Peninsula Area Regional Council Audit Committee meeting held 17 June 2024 be confirmed.

**Moved:** Cr Yoelu

**Seconded:** Cr Gebadi

#### **4. Declaration of conflict of interest by members of the Audit Committee and observers**

Cr Yoelu declared a conflict of interest at agenda item 8.7 regarding negotiations with GYAC

#### **5. Matters from previous meeting**

Nil

#### **6. Audit Committee Policy and Charter**

##### **That the Audit Committee:**

Note the Report and:-

1. Endorse the proposed changes to the Audit Committee Policy and Audit and Risk Committee Charter and refer those documents to the Council for formal adoption; and
2. Note the Queensland Audit Office suggested annual program for Audit and Risk Committees and structure future meetings of the Committee based on that timetable.

**Moved:** Cr Yoelu

**Seconded:** Cr Gebadi

#### **7. Audit Committee Workplan**

##### **That the Audit Committee:**

Adopt the workplan for 24-25

**Moved:** Cr Yoelu

**Seconded:** Cr Gebadi

#### **8. Officer's reports**

- External audit update and audit plan
  - GT gave update and the audit plan was discussed
  - A closed session was held at the conclusion of the meeting

##### **That the Audit Committee:**

Note the update

**Moved:** Cr Yoelu

**Seconded:** Cr Gebadi

- Monthly financial report
  - As there were no external members, this matter was deferred
- Statement of Estimated Financial Position
  - As there were no external members, this matter was deferred
- Disaster Management update including Business Continuity Plans
  - As there were no external members, this matter was deferred
- Internal audit progress report

- The internal auditor discussed the progress reporty

The Committee noted the report.

- Governance and risk including cyber risk update
  - As there were no external members, this matter was deferred
- Legal
  - Preston Law presented the Legal update including general risks and specific risks relating to file matters.
  - Cr Yoelu declared an interest for the risk relating to GYAC

**That the Audit Committee:**

Note the update

**Moved:** Cr Yoelu

**Seconded:** Cr Gebadi

- Capital works progress report
  - As there were no external members, this matter was deferred
- Update on Asset Management
  - As there were no external members, this matter was deferred
- Draft Annual Budget Project Plan
  - The draft annual budget project plan was discussed by the finance manager

**That the Audit Committee:**

Note the update

**Moved:** Cr Yoelu

**Seconded:** Cr Gebadi

- Management Responses to audit recommendations
  - As there were no external members, this matter was deferred
- CEO update
  - As there were no external members, this matter was deferred

## 9. Other business

## 10. Meeting close

Meeting closed in prayer by Cr Yoelu.

# Northern Peninsula Area Regional Council

## Audit Committee

## Work Program

## 2024-2025



## Executive Summary

The Northern Peninsula Area Regional Council's Audit Committee has been established to monitor and review Council operations and assist the organisation to achieve industry best practice across all work areas.

The Audit Committee has been established to meet all legislative requirements under the *Local Government Act 2009* and the *Local Government Regulation 2012*, and provides an independent forum where representatives of Council, independent specialists, and management work together to fulfil specific governance responsibilities as set out in the adopted Charter.

This work plan aims to enable the Audit Committee Members to understand how they are fulfilling their responsibilities under legislation and Council's Audit & Risk Committee Charter.

## Objectives

The Audit Committee is one key component of Northern Peninsula Area Regional Council's (Council) governance framework.

In addition to key management controls and the organisation-wide risk assessment process, the Audit Committee provides the organisation's stakeholders with a level of assurance that business processes are operating appropriately and effectively in accordance with organisational and legislative requirements.

The Audit Committee examines, assess, and evaluates the operational and financial control measures that Council has adopted, or plans to adopt, to manage business risks that have the potential to impact the achievement of the corporate objectives.

The main objectives of the Audit Committee are to:

1. Assist Council in the governance of the organisation, and exercise due care, diligence, and skill in relation to:
  - 1.1. the integrity of financial reporting and information;
  - 1.2. application of accounting standards and policies;
  - 1.3. financial management;
  - 1.4. accountability and internal controls;
  - 1.5. enterprise risk management practices and procedures;
  - 1.6. policies and procedures;

## Local Government Act 2009

Section 105 (4) of the *Local Government Act 2009* states that an Audit Committee is a committee that:

- a) monitors and reviews -
  - i. the integrity of financial documents; and
  - ii. the internal audit function; and
  - iii. the effectiveness and objectivity of the local government's internal auditors; and
- b) makes recommendations to the local government about any matters that the audit committee considers need action or improvement.

## Local Government Regulation 2012

Section 211 of the *Local Government Regulation 2012* further defines the requirements of an audit committee and in particular section (1) which has been fully extracted below:

- 1) The audit committee of a local government must—
  - a) meet at least twice each financial year; and
  - b) review each of the following matters—
    - i. the internal audit plan for the internal audit for the current financial year;
    - ii. the internal audit progress report for the internal audit for the preceding financial year including the recommendations in the report and actions to which the recommendations relate;
    - iii. a draft of the local governments' financial statements for the preceding financial year before the statements are certified and given to the auditor general under section 212;
    - iv. the auditor-general's audit report and auditor-general's observation report about the local government's financial statements for the preceding financial year; and
  - c) as soon as practicable after a meeting of the committee, give the local government a written report about the matters reviewed at the meeting and the committee's recommendations about the matters.

### Purpose of workplan

It is generally recognised as industry best practice for audit committees to consider, develop and implement an appropriate work plan on an annual basis.

There are many benefits to this approach which include, but are not limited to:

- clearly establish the subject matter to be presented to the Committee for consideration over the course of the year; and
- generates efficiencies and effectiveness with Council Executive being aware of agenda requirements for each meeting; and
- it provides a checklist to ensure all statutory requirements are being achieved.

### Structure of workplan

The work plan has been developed with applicable references to the Audit Committee Charter and Queensland Local Government Legislation, to enable Committee Members to understand the relevance of reports and why these reports are being presented to the Committee.

It should also be acknowledged that the report subject matter contained within the work plan meets minimum requirements and additional reports may be submitted if deemed appropriate or requested by the Committee.

<i>Local Government Act 2009</i>	<i>Local Government Reg 2012</i>	Description	Meeting 1 October 2024	Meeting 2 December 2024	Meeting 3	Meeting 4
		Review and assess applications for appointment of internal audit – <b>first half of 2025</b>			x	
105(4)(a)(ii) 105(4)(a)(iii)	211(1)(b)(i)	Review Internal audit plan for the internal audit for current financial year and the 3-year strategic audit plan	x			
	211(1)(b)(ii)	Review internal audit progress report for the preceding financial year including recommendations and actions	x			
105(4)(a)(i)	211(1)(b)(iii)	Review draft Financial Statements for preceding financial year	x			
105(4)(a)(i)	211(1)(b)(iv)	Review Auditor-General’s audit report and Auditor-General’s management report for preceding year	x			
		Annual Budget project plan and timelines		x		
	211(1)(a)	Schedule of Audit Committee meeting dates				x
105(4)(a) 211(1)(a) & (b)	105(4)(a) 211(1)(a) & (b)	Endorsement of Audit Committee work plan	x			
105	211	Biannual Review of Audit Committee Charter			x	

<i>Local Government Act 2009</i>	<i>Local Government Reg 2012</i>	Description	Meeting 1 October 2024	Meeting 2 December 2024	Meeting 3	Meeting 4
105(4)(a)(i)		External Audit Plan 2024/25		x		
105(4)(a)(i)		Asset valuation timetable and annual asset valuation methodology		x		
105(4)(a)(i)		Review of accounting issues papers	x	x		x
105(4)(a)(i)		Update on asset management strategy and plans	x	x	x	x
		Disaster management update including business continuity plans	x	x	x	x
105(4)(a)(i)		Review final audited Financial Statements – will depend on previous years statements				
		Review of draft annual report before release – will depend on Financial statements				
		Audit Committee self-assessment				x
		Auditors and Audit Committee Members only session	x	x	x	x
105(4)(a)(i)		Latest available monthly financial report	x	x	x	x
		Cyber security update	x	x	x	x

<i>Local Government Act 2009</i>	<i>Local Government Reg 2012</i>	Description	Meeting 1 October 2024	Meeting 2 December 2024	Meeting 3	Meeting 4
		Corporate governance status report – including policy update	x	x	x	x
		Review of compliance matters and registers	x	x	x	x
		Risk and legal overview and update	x	x	x	x
		Review of Risk Management Framework and Policy	x		x	
		Review of fraud control arrangements	x	x	x	x
		Review risk and probity in relation to significant procurement activities and major projects	x	x	x	x
105(4)(a)(ii) 105(4)(a)(iii)	211(1)(b)(i)	Internal audit reports - completed projects (when available)				
		Review of external audit plan	x	x		x
105(4)(a)(ii) 105(4)(a)(iii)	211(1)(b)(ii)	Review external and internal audit matters status report	x	x	x	x
		Review external auditors briefing papers (when available)	x			

<i>Local Government Act 2009</i>	<i>Local Government Reg 2012</i>	Description	Meeting 1 October 2024	Meeting 2 December 2024	Meeting 3	Meeting 4
		Review management's responses to audit recommendations (when available)				
		Chief Executive Officer's update (written or verbal report)	x	x	x	x

DRAFT

**Title of Report:** Review of Audit Committee Policy and Charter

**Agenda Item:** 8.2

**Classification:** For Decision

**Author** CEO and Council Advisor

**Attachments** Attachment A - Draft Audit Policy

Attachment B- Draft Audit and Risk Committee Charter

Attachment C - QAO recommended annual program for Audit and Risk Committees.

## Officers Recommendation:

### That Council:

Note the Report and:-

1. Adopt the Audit Committee Policy and Audit and Risk Committee Charter as attached to this report.

## PURPOSE OF REPORT

To provide Council with suggested changes to the Audit Committee Policy and Charter following consideration and feedback from the Audit Committee.

## BACKGROUND AND CONTEXT

At the Audit Committee Meeting held on 17/10/2024, proposed changes to the Audit Committee Policy and Charter were tabled for the review and consideration of the committee. There was an extensive discussion held regarding the documents.

Recently, the Council has had an Adviser appointed by the State government pursuant to section 117 of the Local Government Act. One of the roles of the Adviser is to provide support and advice in relation to governance matters to improve how our Council manages these issues.

The Adviser has undertaken a review of the Council's Audit Policy and Charter and has made some suggestions to improve the current approach. The Adviser will be available at the Audit Committee meeting to provide advice and answer any questions from the Audit Committee members in relation to the suggested changes.

The Council has a significant number of financial and other challenges to address. A successful Audit Committee will assist the Council in improving these issues over time and play an important role in monitoring financial and other risks.

## PROPOSED CHANGES TO POLICY AND CHARTER

The key changes proposed are consistent with best practice Audit and Risk Committee processes. The changes proposed are as follows:-

- Changing the name of the committee to the Audit and Risk Committee. This better reflects the role and functions of the committee set out in the Charter and is consistent with best practice at other councils.
- Clarifying the term of appointment for members. Councillors are appointed for the duration of the Council term (unless their term ends sooner e.g. resignation) while the external members are appointed for a three-year term with the availability of a further three-year extension. All appointments are made by the Council.
- Clarifying that the chairperson of the Audit and Risk Committee must be one of the external members, not a Councillor. The Chairperson is appointed by the Council. Further, one of the members of the committee must have expertise in local government matters and another must have expertise in financial matters.
- Including a new provision which specifies that if a member of the committee is absent for 3 consecutive meetings, they automatically cease to be a member of the committee and Council will appoint a replacement member. This is to assist in the committee having a quorum for each meeting and to provide a mechanism to address any consistent non-attendance by any member. Just to clarify, the Charter does not provide for the ability of the Council to remove a member for other reason ensuring that the independence of the committee to provide frank and fearless advice is maintained.
- Specifying that the Audit and Risk Committee must hold 4 meetings per year. This is consistent with the recommendations by the QAO in relation to local government Audit and Risk Committees and what each committee should look at during their 4 meetings. Most other Council Audit and Risk Committees will meet a minimum of 4 times annually. A copy of the QAO recommended scope for the 4 committee meetings is attached for information. It provides a logical timetable for key issues to come before the committee for consideration and advice.
- Clarification that the purpose of the committee is not to make decisions per se but to provide advice, have oversight, review issues and make recommendations to both management and Council.
- Other minor procedural changes to improve wording and to give effect to the changes above.

Once the Audit and Risk Committee has reviewed the proposed changes, they will be referred to the Council for formal adoption.

## **CRITICAL DATES**

Nil

## **OTHER OPTIONS CONSIDERED**

Council can retain the Audit Committee in the current function but may not provided the maximum benefit to Council.



## LEGAL AND LEGISLATION CONSIDERATIONS

Local Government Regulations 2012

QTC Audit Committee Guidelines

## POLICY CONSIDERATIONS

Audit Committee Policy

## CORPORATE AND OPERATIONAL PLAN CONSIDERATIONS

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

- Develop robust internal audit processes

## FINANCIAL AND RESOURCE CONSIDERATIONS

Nil

## CONSULTATION

- Audit Committee
- Chief Executive Officer
- Council Advisor



NORTHERN PENINSULA AREA REGIONAL COUNCIL  
AUDIT COMMITTEE POLICY NUMBER FIN-103

<b>Policy Title</b>	AUDIT <u>AND RISK</u> COMMITTEE POLICY
<b>Policy Number</b>	FIN-103
<b>Business Unit</b>	FINANCE
<b>Date of Adoption</b>	<u>25/07/2023</u>
<b>Resolution Number</b>	<u>C10-1-25072023</u>
<b>Review Date</b>	25/07/2024
<b>Date Repealed</b>	

**1. Policy objectives**

The purpose of this policy is to establish and maintain a policy for the creation and operation of an Audit and Risk Committee and the ongoing overview and review of Northern Peninsula Area Regional Council's Audit and Risk Committee Charter.

**2. Policy Scope**

This policy applies to Council, its Audit and Risk Committee, its Internal Auditor, and staff subject to or responsible for the various function of Council's corporate governance activities.

**3. Related legislation**

- *Local Government Act 2009.*
- *Local Government Regulation 2012.*

**4. Provisions**

Council will appoint an independent Audit and Risk Committee consisting of three to six members. The members will consist of at least two qualified independent members and ~~one or up to~~ two Councillors for a term of up to three years.

The external independent members (~~external and/or non-councillors~~) may be extended for a further three-year term.

The Councillor members' term will end if the Councillor ceases to be a Councillor before the end of the ~~three-year~~ Council term and also at the end of the Council term.

Council may from time to time alter the membership of this committee if required.

The Audit and Risk Committee will develop and maintain with the approval of Council, an Audit and Risk Committee Charter (attached) setting out how the Audit and Risk Committee will operate including how it will fulfil the obligations imposed by the laws, regulations, and standards relating to Audit and Risk Committees.

**5. Reporting**

The Audit and Risk Committee will report to Council following each meeting and will provide a report of the annual review outcomes to Council each year.

**6. Review mechanism**



**NORTHERN PENINSULA AREA REGIONAL COUNCIL  
AUDIT COMMITTEE POLICY NUMBER FIN-103**

This Policy and associated Audit [and Risk](#) Committee Charter will be reviewed as determined by Council and/or the Audit [and Risk](#) Committee.

**7. AMENDMENTS**

<b>Document History</b>	<b>Date</b>	<b>Council Resolution Number</b>	<b>Notes (including the prior policy number, details of change/s, etc)</b>
Original	25/07/2023	C10.1-25072023	

KATE GALLAWAY

CHIEF EXECUTIVE OFFICER

[25/07/2023XXXXX](#)



## NORTHERN PENINSULA AREA REGIONAL COUNCIL AUDIT AND RISK COMMITTEE CHARTER

### THE CHARTER

This document, to be known as the Audit and Risk Committee Charter (the "charter") of Northern Peninsula Area Regional Council (NPARC) has been approved by ~~the Chief Executive Officer as the accountable officer of the Local Government and adopted by~~ the Council.

The purpose of this charter is to outline the role, responsibilities, composition and operating guidelines of the Audit and Risk Committee (the "committee") in accordance with the *Local Government Regulation 2012*.

### AUTHORITY AND INDEPENDENCE

The committee has no executive powers, ~~unless delegated to it by the Council~~.

The committee is a ~~sub~~-committee of the Council and is directly responsible to the Council. In discharging its responsibilities the committee has the authority to:

- Conduct or authorise investigations into matters within its scope of responsibility.
- Access information, records and personnel of NPARC for such purposes.
- Request the attendance of any employee, including executive staff, at committee meetings.
- Conduct meetings with NPARC's internal and external auditors, as required.
- Seek advice from external parties, as required.

### ROLE

The role of the committee is to provide assistance to the Council on responsibilities including, but not limited to:

#### Risk management

- Monitor whether management has in place a current and comprehensive enterprise risk management framework and associated procedures for effective identification, assessment and management of key business and financial risks, including fraud risks.
- Determine whether a sound and effective approach has been followed in managing key risks including those associated with major projects, programs, services and activities.
- Consider reports on changes in the Council's risk profile, including consideration of emerging risk areas.

- Determine whether a sound and effective approach has been followed in establishing business continuity planning and disaster management arrangements, including whether business continuity and disaster recovery plans have been periodically updated and tested.
- Monitor the process of developing and implementing fraud control arrangements including mechanisms in place to prevent, detect and effectively respond to fraud and corruption.
- Consider reports on fraud that outline any identified allegations of fraud, the status of any ongoing investigations and any changes to identified fraud risk profile.
- Consider risk and probity matters associated with significant procurement activities.

#### **Internal control**

- Monitor whether management's approach to maintaining an effective internal control framework, including over external parties such as contractors and advisers, is sound and effective.
- Consider how management identifies any required changes to the design or implementation of key internal controls.
- Monitor whether management has taken steps to embed a culture that promotes the proper use of NPARC resources and is committed to ethical and lawful behaviour.
- Understand the scope of internal and external auditors' review of internal controls, and obtain reports on significant findings and recommendations, together with management's responses.
- Periodically consider NPARC's governance arrangements or elements of the arrangements and suggest improvements, where appropriate, to the Chief Executive Officer.

#### **Legislative and policy compliance**

- Consider whether management has in place relevant policies and procedures, and that these are periodically reviewed and updated regularly.
- Monitor the effectiveness of the system for monitoring compliance with laws and regulations.
- Review the findings of any examinations by external regulatory agencies and monitor management's implementation of improvement recommendations.
- Monitor the process for communicating the code of conduct to personnel, and for monitoring compliance therewith.
- Obtain regular updates from management and legal counsel regarding compliance matters.
- Determine whether management has appropriately considered legal and compliance risks as part of the Council's enterprise risk management plan.
- Monitor compliance with relevant regulations.

#### **Internal audit**

- Review and ~~endorse~~ [make recommendations to the Council on](#) the risk-based annual Internal Audit Plan and 3 year strategic audit plan prepared by the Internal Auditors, and monitor implementation of the Internal Audit Plan.
- Monitor the activities, capabilities and independence of the Internal Auditors.
- Review internal audit progress reports for preceding financial years and monitor management's progress in addressing internal audit recommendations and agreed actions.
- Audit ~~and Risk~~ Committee members shall review the tenders for the appointment of the Internal Auditor when the existing Internal Auditor's contract ceases and ~~determine~~ [recommend to Council](#) the appropriate Internal Auditor based on suitable criteria.
- As required, meet separately with the Internal Auditors to discuss any matters that the committee or Internal Audit believes should be discussed.
- Review internal audit reports and provide advice to the Chief Executive Officer on significant issues identified in audit reports and action to be taken, including identification and dissemination of good practice.

#### **External audit**

- Review the external auditor's proposed audit scope, approach and client strategy for the ensuing year, including coordination with internal audit.
- Review the Auditor-General's audit report and management reports relating to NPARC's interim and final audit, including management's responses to external audit recommendations.
- Provide input and feedback on financial statement and performance audit coverage proposed by external audit, and provide feedback on the audit services provided.
- As required, meet separately with the external auditors to discuss any matters that the committee or external auditors believe should be discussed.
- Monitor and review the effectiveness, independence and objectivity of Council's external auditors, being the Queensland Audit Office or its nominated contractors.
- Provide advice to the Chief Executive Officer on action to be taken on significant issues raised in relevant external audit reports or better practice guides.
- Monitor sector wide Auditor-General reports, including management's response to those with relevant observations and recommendation for Council.

#### **Financial statements and other reporting**

- Monitor progress against agreed financial statement preparation and auditing milestones.
- Review Council's draft annual financial statements prior to their provision to the external auditors.
- Review significant accounting and reporting issues, including complex or unusual transactions and highly judgmental areas, and recent professional and regulatory pronouncements, and understand their impact on the financial statements.
- Discuss with management and the external auditors any significant adjustments or changes between draft and final financial statements.
- Review Council's final draft financial statements and the External Auditor's closing report and provide advice to the Chief Executive Officer on whether appropriate action has been taken in response to audit recommendations and adjustments.
- Recommend the signing of the draft financial statements by the Mayor and Chief Executive Officer.
- Review with management and the external auditors all matters required to be communicated to the committee under Australian Auditing ~~S-standards~~ Standards.
- Satisfy itself about the adequacy of key internal controls supporting the timeliness and integrity of NPARC's financial statement preparation process.
- Consider management representations made in relation to each financial year's audit.
- Review the draft annual report before release and consider the consistency of financial information being reported.
- Review, evaluate and provide advice on NPARC's significant accounting and financial management policies including any substantive changes to these policies.

The committee does not replace or replicate established management responsibilities and/or delegations, the responsibilities of other executive management groups within the Council or the reporting lines and responsibilities of either internal audit or external audit functions. The committee will provide prompt and constructive reports on its findings directly to the CEO who is responsible to convey those findings to the Council.

#### **RESPONSIBILITIES**

The committee is directly responsible and accountable to the Council for the exercise of its duties and responsibilities. In carrying out its duties and responsibilities, the committee must at all times recognise that primary responsibility for governance of ~~NPARC rests~~ NPARC rests with the Council.

#### **MEMBERSHIP AND MEETINGS**

## Membership

- Members, including the Chair, are appointed by the Council.
- Membership of the committee will consist of a minimum of three and a maximum of six persons under the requirements of the *Local Government Regulation 2012*.
- The committee will comprise of at least one, but no more than two councillors.
- At least one member will have significant experience and skills in financial matters.
- At least one member will have expertise in ~~the industry in which the agency operates~~the local government sector.
- The term of appointment for any external ~~and non-councillor internal~~ committee members is for a period of three years and can be extended for a further term subject to the composition and skill requirements of the committee.
- The term of appointment for ~~audit a~~ committee members who ~~are is a~~ councillor is ~~for a period of three years for the duration of the Council term provided the individual continues in his/her position as a councillor. Should the individual's term as a councillor cease following a local government election, that individual's appointment as an audit committee member will cease at the conclusion of their term as a councillor.~~ Should the individual's term as a councillor cease for any other reason, that individual's appointment as an ~~audit~~ committee member will cease immediately. In ~~all that~~ instances, ~~a suitable replacement member will be appointed~~the Council will appoint another Councillor as a member of the committee within a reasonable timeframe pursuant to the requirements of the *Local Government Regulation 2012*.
- Members are appointed on the basis of personal qualities and skills and proxies are not permitted if the member is unable to attend meetings. ~~except if the member is a Councillor~~.
- The chief executive officer cannot be a member of the committee but can attend committee meetings.
- Member terms and conditions are to be ~~disclosed specified~~ in ~~a their~~ letter of appointment.
- External committee members will be remunerated in recognition of the time commitment and responsibilities of the member's respective role.
- ~~If a member of the committee is absent from 3 consecutive meetings for any reason whatsoever, that member automatically ceases to be a member of the committee and the Council will appoint a replacement member as soon as practical.~~

## Chair

- The Chair will be ~~external one of the external members of the committee. A Councillor cannot be the chair of the committee. to the agency, or if internal to the agency will be a person independent of the areas within the committee's scope of review and independent of line management and day to day operations of the Local Government.~~
- The Chair will possess sound communication and strong leadership skills.

## Secretary

- A secretary/secretariat function will be performed by the ~~Chief Executive Officer~~Governance Officer of NPARC to facilitate the committee's meetings and reporting duties.
- The secretary, in consultation with the Chair, will prepare and send notices of meetings and agendas and accurately transcribe all decisions of the committee.
- The secretary will table all correspondence, reports and other information relevant to the committee's activities and operations.

## Ethical practices

Members are required to declare any interests that could constitute a real, potential or apparent conflict of interest with respect to participation on the committee. The declaration must be made on appointment to the committee and in relation to specific agenda items at the outset of each committee meeting. Declarations must be updated as necessary.

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#### **Meetings and attendance**

- The committee will meet at least ~~three~~four times per year and the schedule of meetings will be agreed in advance.
- A quorum will consist of at least half of the members of the committee, one of whom must be an independent member.

#### **Meeting Agenda**

- The committee should determine its own agenda for each committee meeting, ensuring appropriate consultation to include emerging issues and emphasis on the most significant risks ~~and threats~~.
- The agenda and relevant papers will be distributed to members within a reasonable timeframe prior to the meeting.

#### **RELATIONSHIPS**

##### **Internal Audit**

The committee will act as a forum for internal audit and oversee its planning, monitoring and reporting processes. This process will form part of the governance processes that ensure that the Internal Auditors operate effectively, efficiently and economically.

1. The internal auditor will have a standing invitation to attend committee meetings.
2. The Chair may hold executive sessions with Internal Audit if required.

##### **External Audit**

The committee has no power of direction over external audit or the manner in which the external audit is planned or undertaken, but will act as a forum for the consideration of external audit findings and will ensure that they are balanced with the views of management.

1. The external auditor will have a standing invitation to attend committee meetings.
2. The Chair may hold executive sessions with external audit if required.

##### **Other Executive Management committees**

The ~~audit~~ committee shall liaise with any other committees of ~~NPARC as~~NPARC as required to ensure:

- That its statutory and operational responsibilities are met.
- That there is no material overlaps between the functions and duties of the groups.
- Frank and meaningful interchange of information.

#### **EVALUATION OF COMMITTEE ACTIVITIES**

- The committee will undertake an annual self-assessment of its performance for the previous twelve months at the last meeting each calendar year.
- The committee will provide a report of the annual review outcomes to the Council.

#### **REVIEW OF THE CHARTER**

- The charter will be reviewed at least annually by the committee to ensure it remains consistent with the committee's authority, objectives and responsibilities as well as

- ~~prevailing current~~ legislation.
- All amendments to the charter will be ~~discussed~~reviewed and approved by the Council.

#### APPROVAL OF THE CHARTER

Northern Peninsula Area Regional Council ~~audit-Audit and Rosk e~~Committee charter ~~is endorsed-~~  
~~by the Chair of the committee and~~ approved by the Council.

~~Chairperson Audit-~~  
~~Committee~~Mayor

Kate Gallaway  
~~A~~Chief Executive Officer

Document version	Date approved
Version 1	26 November 2018
Version 2	19 May 2020
Version 3	20 July 2022
<u>Version 4</u>	<u>August</u> <del>October</del> 2024



## Annual Audit Timetable for an Audit and Risk Committee – QAO Guide

Key responsibilities	Considerations	Meeting 1 (February)	Meeting 2 (April/May)	Meeting 3 (August/ September)	Meeting 4 (September/October)
Financial reporting (including annual financial statements)	Review of financial reports	✓	✓	✓	✓
			Shell financial statements prepared for audit committee consideration/feedback prior to providing to audit	Draft financial statements (including current year financial sustainability statement) for audit committee clearance prior to providing to audit	Final financial statements (including current year financial sustainability statement) External auditor provides closing report and audit clearance Audit committee recommends clearance for mayor/CEO certification of financial statements.
	Review significant accounting and reporting issues.	<i>discussion and clearance on proposed annual infrastructure valuation timing and methodology</i>	<i>Review of infrastructure valuation reports</i>		Accounting and reporting issues included in QAO closing report

## Annual Audit Timetable for Cherbourg Aboriginal Shire Council Audit and Risk Committee

Key responsibilities	Considerations	Meeting 1 (February)	Meeting 2 (April/May)	Meeting 3 (August/ September)	Meeting 4 (September/October)
External audit (EA)	Request briefing from QAO on emerging issues, results of audits and follow-up with management.	✓	✓	✓	✓
	Review QAO audit reports for council.	✓	✓	✓	✓
	Review QAO external audit plan including audit timetable, staffing and audit fee.	✓			
Internal audit (IA)					
	Review status of annual internal audit plan, including resourcing and budget.	✓		✓	
	Review IA reports for council (including extent of internal control reviews).		✓		✓
	Review and endorse proposed IA strategic plan (proposed for next three years) and annual audit plan (for next 12 months); ensure there is no material overlap between internal and external audit functions.	✓			
	Review/confirm IA charter.				✓
Audit recommendations	Review responses provided by management to ensure they are in line with council's risk management framework.		✓	✓	✓
	Monitor implementation of EA/IA recommendations.		✓	✓	✓

## Annual Audit Timetable for Cherbourg Aboriginal Shire Council Audit and Risk Committee

Key responsibilities	Considerations	Meeting 1 (February)	Meeting 2 (April/May)	Meeting 3 (August/ September)	Meeting 4 (September/October)
Risk management	Review risk management framework.				✓
	Consider report on risk management, including review of risk registers.		✓		✓
	Review fraud and corruption control prevention plan.		✓		
Performance management	Review council's compliance with the Local Government Act and Regulations, and performance management systems/reporting requirements.				✓
	Review council's annual report.				✓
Effectiveness of audit committee	Review committee and member performance.				✓
	Review/confirm audit committee charter.				✓
Reporting	Provide council with a written report about matters reviewed and recommendations made.	✓	✓	✓	✓



**Title of Report:** Adoption of 2021-22 Annual Report  
**Agenda Item:** 8.3  
**Classification:** For decision  
**Author:** CEO  
**Attachments:** Attachment A – 2021-22 Annual Report  
Attachment B – Annual Report Checklist

### Officers Recommendation:

**That Council:**

Adopt the 2021-22 Annual Report as attached to this report

### PURPOSE OF REPORT

To seek Council endorsement for the adoption of the 2021-22 Annual Report.

### BACKGROUND AND CONTEXT

In accordance with the Local Government Act, the local government must prepare an annual report for each financial year, This annual report must be published on the council's website within two weeks of adoption.

Due to the late signing of the 2021-22 Financial Statements and staff movements, there have been some challenges obtaining necessary information for the development of the Annual Report and preparation of Community Financial Statements. This process has now been completed and the annual report was tabled at the Audit Committee Meeting. Unfortunately there was no external member attendance at the Audit Committee Meeting, which meant the document was not considered. However, feedback was provided following the meeting by the Council Advisor and Grant Thornton (who also consulted with QAO). These comments were incorporated and the draft Annual Report is tabled for adoption by council.

For information of council, the relevant information was collated for the 2023 & 2024 financial years at the same time to allow quick production once financial statements are finalised.

Recognising a number of councillors may not have been through the process of the adoption of an annual report, a copy of the Department of Local Government's Checklist is also attached to this report. A reference to the page number for the requirements is included to assist with the comprehension of the report.

### CRITICAL DATES

N/A.



## OTHER OPTIONS CONSIDERED

N/A.

## LEGAL AND LEGISLATION CONSIDERATIONS

Local Government Act

## POLICY CONSIDERATIONS

NA

## CORPORATE AND OPERATIONAL PLAN CONSIDERATIONS

NA

## FINANCIAL AND RESOURCE CONSIDERATIONS

NA

## CONSULTATION

- Audit Committee
- Grant Thornton / QAO
- Council Advisor



# NORTHERN PENINSULA AREA REGIONAL COUNCIL



ANNUAL REPORT 2021-22

## Acknowledgement

Northern Peninsula Area Regional Council acknowledges Native Title Holders, Elders past and present, and all members of the Communities we serve within the Northern Peninsula Area. We recognise their continuing connection to land and sea and the strength of a cultural heritage and belief system that spans past, present, and future generations.



Disclaimer: Torres Strait Islander and Aboriginal peoples should be aware that this publication may contain images or names of people who have since passed away. Council respects the right of families and communities to request the removal from subsequent publications of any image or name that causes distress.

## Welcome to the report

Northern Peninsula Area Regional Council hereby present the annual report for the financial year to 30 June 2022. Our Annual Report is an important component of Council's performance management process. It informs the community on how the Council has performed throughout the financial year and captures the achievements, hopes, aspirations, priorities, and goals of our community.

The 2021-22 financial year was a challenging year for Council emerging from COVID-19 which has continuously impacted on Council in different ways throughout the year.

The goal of this report is to

- Meet our legislative obligations under the *Local Government Act 2009* and the *Local Government Regulation 2012*.
- Communicate our vision, operational direction, and work to the communities we serve.
- Demonstrate our commitment to accountability and transparency.
- Promote the distinctiveness of our region domestically and internationally.

We hope this report helps you understand our operations. Your feedback is appreciated to help us improve our reporting to be even better in the future. For further information and to provide feedback, please contact Council at [info@nparc.qld.gov.au](mailto:info@nparc.qld.gov.au)

As part of our environmental commitment to reducing waste we encourage you to download a copy of this report at [nparc.qld.gov.au](http://nparc.qld.gov.au). You can request a printed copy or provide feedback by contacting Council on (07) 4090 4100 or by email to [info@nparc.qld.gov.au](mailto:info@nparc.qld.gov.au).

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# Strategic Direction

## Our Vision

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

## Our Mission

- To provide unity and cohesion across the Northern Peninsula Area five communities, and
- To establish the unified NPA community as a single point of accountability, with Government and service providers as enablers (not the implementers)

## Our Goals

**Community Ownership:** A unified NPA, leaving a legacy of pride and respect,

**Accountability:** Trust, transparency and confidence in thought, word and behaviour,

**Community Engagement:** Connecting and communicating with everyone, with mutual respect,

**Respect:** For yourself, family, community and culture,

**Working together:** We encourage everyone to be creative and innovative.

## Strategic Themes

- Infrastructure Services
- Community Wellbeing
- Community Economics
- Local Environment
- Leadership

## Strategic Corporate Outcomes

- Organisational Management and Corporate Governance
- Fiscal Management
- Infrastructure Lifestyle
- Community Development
- Environmental
- Land Use Planning
- Quality Assurance

# The Year in Review

## Corporate Services

### ***Property and leasing***

- The Property and Leasing Unit continues to coordinate leasing and tenancy management across commercial leases, land leases, community social housing and staff accommodation. This also involves the provision of maintenance requirements for existing council housing as well as Council controlled buildings.

### ***Apudthama Ranger Operations***

- Council continues to manage the Ranger program in conjunction with support from the Apudthama Land Trust. The areas that are patrolled by the Rangers covers approximately 250,000 hectares including 300km of coastline.
- Fencing was erected and repaired from Pajinka to Somerset again to provide safety barriers to stop any drivers from attempting to gain access to the beach in their vehicles. Fencing also provides protection for our native environment.
- Rangers continue to undertake work activities on country such as checking roads for fallen trees, checking fence lines, putting up signage to identify areas where camping is not allowed, checking campgrounds, patrol for croc sightings, monthly biosecurity activities, turtle monitoring and coastal surveillance collecting data on ghost nets, marine debris on the beach and dugong/dolphin monitoring.
- Rangers conducted the annual beach environmental cleanup at Jardine Beach and Crab Island Beach during August and September. This vital project was necessary to facilitate turtle nesting on those beaches. Rangers collected and removed a minefield of ghost netting, floating logs and an assortment of marine debris, to provide a safer area for the turtles to nest. Rangers took the waste to the local transfer station. Ghost netting and logs were disposed of under controlled burning on the beach

### ***Aged Care Services***

- NPARC continues to provide care services to support the manage the many aged residents in the NPA.
- The Council is looking to reinvigorate the service provided in 2021-22 after a number of years of neglect.

### ***Community Events***

- Despite the ongoing impact of Covid restrictions NPARC supported a range of Community, Cultural and Sporting events throughout the year.
- The number and size of these activities will continue to expand in the coming years.
- The 2021 Annual Dan Ropeyarn Cup Rugby League Competition kicked off under a typically sultry Bamaga sky at the pristine Yusia Ginau Memorial Field. The event held over three days from October 29 to October 31, drew First Nations teams and supporters from all over the NPA and Cape York Peninsula. Cheering crowds swelled to approximately two to three thousand on each day of the competition. The event organised by the Apudthama Injinoos Sporting Indigenous Corporation in collaboration with Council, consisted of junior and senior men's and women's teams. NPARC Mayor, Patricia Yusia, enthusiastically welcomed the participants, supporters, and visitors and acknowledged the efforts of NPARC grounds personnel, and Skytrans, the major event sponsor.

- In collaboration with NPARC, Queensland Health provided a Covid-19 vaccination pop-up clinic on the first day of the event. Some visitors took the opportunity to get vaccinated and receive a free entry pass into the oval, shopping vouchers and a chance to win a REX Airlines return flight from Bamaga to Cairns. After four preliminary daylight rounds, quarter finals and semi-final matches, the Men's Open Final took place under a cool, flood-lit evening between Kulpiyam and Malu Kiwai. A bone-crunching, hard fought match, played in the spirit of indigenous brotherhood saw Kulpiyam overpower their opposition 22 – 6 to earn the Grand Champions title and take home a whopping first prize of \$30,000. Malu Kiai were rewarded for their efforts with a \$7,000 second prize

### ***Economic Development and Tourism***

- NPARC is keen to support investment in the Community which provides opportunities for local employment and business development.
- The Council is looking to continue to expand its support of local business during 2021-22.

### ***Corporate Affairs***

- Services provided by this team includes governance, information technology and Records.
- The Council will continue to invest in suitable technology enhancements to its business operations to provide access to efficient and effective services.

### ***Human Resources***

- Council undertook a reorganisation of its workforce and work practices to ensure that community services are provided in an efficient and effective manner. Council will continue to invest in developing a focused, skilled and dedicated workforce through the implementation of a performance management framework that supports individual development.

### ***Finance***

- Services include: External financial reporting management reporting, grant management, accounts payable, debtors, receipting, banking and investment, procurement and support, budget and payroll.
- Council continues to explore opportunities to improve the timeliness, efficiency and quality of services in support of front-line service delivery.
- Asset management and investment in systems and staff training were key deliverables for the team during 2021-22.

### **Operations**

The NPARC Operations Department provides the following services:

#### ***Water Supply***

- Trility and Council have continued to provide potable water in compliance with drinking water guidelines to the five communities of the NPA.
- The asbestos trunk main replacement project has continued through 2021-22 and will continue into 2022-23.

- When a burst water-main on Sagaukaz Street, at the junction from Bamaga to Umagico and Injinoo, disrupted the water supply to the Bamaga community, Trility and NPARC immediately sprang into action to repair the damage to the road. This was no mean feat, as workers laboured skilfully for several hours to breach the road surface, locate the source of the leak and effect the repairs

### ***Waste and Wastewater***

- The new transfer station facility continues to be working well.
- Abandoned and unwanted cars continue to be collected and transported out of the NPA for disposal.
- Wastewater services have continued to maintain and operate the sewerage system within the NPA.

### ***Roads and Infrastructure***

- Work continued on NDRRA road restoration works projects within the region based on assessments of damage following declared natural disaster events. Council maintains a good cooperative relationship with the Queensland Reconstruction Authority.
- Design works were completed for section of road south and north of the Jardine River Ferry, utilising funds from the Capy York Regional Package Round 2.
- Works including sealing were completed to extend the original Injinoo to Umagico bicycle path and further extension towards Bamaga. The bikeway provides a secure pathway for Injinoo and Umagico residents to cycle or walk between the two communities. Further plans to extend the bikeway to New Mapoon and Seisia are also projected for the future.
- Construction of a new chemical and equipment storage shed at the Bamaga Pool began was completed. The shed provides a safe and secure facility for storing essential pool chemicals, and pool cleaning and maintenance equipment. This new shed form part of the ongoing upgrades planned to improve the entire pool facility. Additional plans include an upgrade to the pool water-pump shed, and refurbishing the male and female changing rooms by installing new partitioning. The new partitions will provide greater privacy for all our regular pool patrons and visitors. The community can look forward to these ongoing current and future upgrades to increase safety, security, and the operation of the Bamaga Pool facility for both patrons and staff.

### ***Parks and Gardens***

- Continued to provide assistance with funerals, maintaining parks and open spaces, litter collection, repair existing fences and install new fences.

### ***Housing and Building***

- Construction was completed on the five new houses funded under the \$2.35 million from the Queensland Government for housing purposes for Indigenous councils.
- Council's building team continued to provide maintenance services to both internal and external customers.

## ***Animal Control***

- Under the guidance of the Veterinary Team and the NPARC Animal Management crew, an excellent start to the reduction in horse numbers and dog management took place in September. The construction of three handling yards at Umagico, Bamaga and New Mapoon, facilitated the ability to treat and brand several horses speedily and efficiently. Over ninety dogs were treated for fleas, ticks, worms and mange, which resulted in the immediate improvement in dog health. For community members, it means a pathway to better health leading to a reduction in infectious diseases, such as rheumatic fever and kidney related problems. This was an important step for NPARC to ensure control of the horse and dog problem once that has been experienced.

## **Enterprises**

Council operates the following services enterprises:

### ***Injinoo Batching Plant***

- Provides concrete for all building and civil projects being undertaken within the NPA.

### ***Injinoo Services Station***

- The Injinoo Services Station provides fuel supplies and basic grocery items for local residents as well as tourists visiting the area.

### ***Jardine River Ferry***

- Planned maintenance was undertaken when the ferry service was closed during the low use season.

### ***Umagico Supermarket***

- The Alau Supermarket continues to provide an essential service to not only the residents of Umagico but the whole of the NPA. The supermarket is operated in conjunction with ALPA from the Northern Territory who provides management and commercial expertise.

### ***NPARC Stores***

- The Stores is an integral component of Council's operations providing materials and supplies for all Council operations. It also provides sales to materials to private contractor and community residents.

### ***Bamaga Post Office***

- An important community services providing mail collection and delivery, parcel collection as well as banking services.

## Statutory Information

The following information provides the details required by the *Local Government Act 2009* (LGA) and the *Local Government Regulation 2012* (LGR).

### **Section 185 LGR – Councillor expenses reimbursement and facilities policy**

Council **did not** pass a resolution to amend the Councillor expenses reimbursement and facilities policy during the financial year.

### **Section 206(2) LGR – Non-current assets**

This process is noted in Council's Procurement Policy which was in place during the financial year.

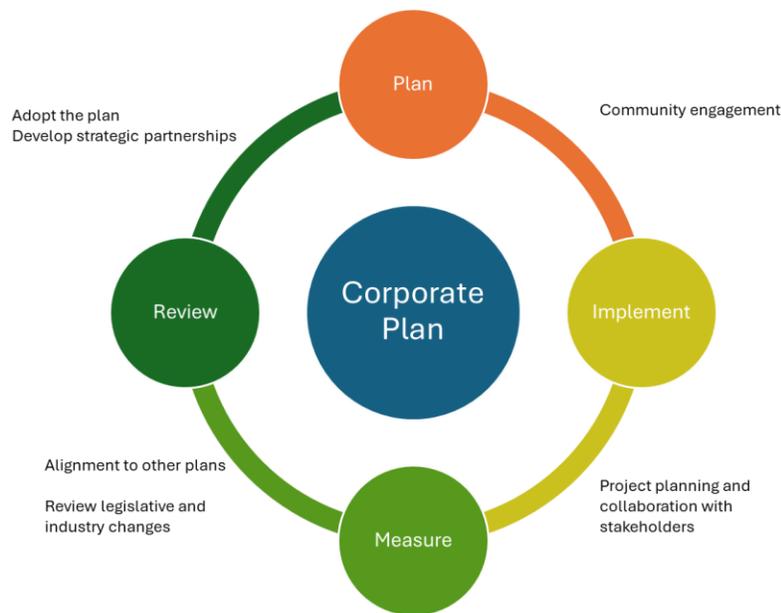
# Corporate Plan

- Community Ownership:** A unified NPA, leaving a legacy of pride and respect,
- Accountability:** Trust, transparency and confidence in thought, word and behaviour,
- Community Engagement:** Connecting and communicating with everyone, with mutual respect,
- Respect:** For yourself, family, community and culture,
- Working together:** We encourage everyone to be creative and innovative.

The below framework outlines how the Annual Report contributes to Council’s wider integrated planning and reporting framework.

## Our planning framework

Progress towards our vision is coordinated and assessed through our integrated planning and reporting framework. The framework consists of our Corporate Plan, our annual Operational Plan, and our reporting requirements, which sit within and contribute to the wider planning process.



## Organisational performance

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*Council develops key performance indicators as part of the annual Operational Plan.*

---

22 objectives were developed for delivery in our Operational Plan for the 2021/22 financial year. These were all drafted based on the outcomes identified in our Corporate Plan. The objectives are actionable targets that move us closer to our vision for Council and our communities.

The process of setting objectives is aligned with the budget process to ensure that each objective has an appropriate budget and other relevant resources allocated to its delivery. Each objective also has a delivery target to ensure performance can be measured.

Quarterly reports on the progress of these objectives are provided to Council to ensure transparent performance updates.



## About our region

Northern Peninsula Area Regional Council local government area includes the communities of Seisia, New Mapoon, Bamaga, Umagico, and Injinoo.

Size	Population*	Average Annual Rainfall	Average Daily Temperature
1,061.1 km <sup>2</sup>	2,781  Bamaga – 1,186 Injinoo – 498 New Mapoon - 412 Seisia – 293 Umagico - 394	1,838	23.5 – 30.2 degree Celsius

\* based on the ABS 2021 Census data

### Facilities

Seisia is the main seaport for the Northern Peninsula Area and Bamaga is the commercial and administrative centre for government services. Community services in Bamaga include hospital, police station, health centre, ambulance services, family resources centre, healing centre, healthy lifestyle centre, home and community care, women’s shelter, crisis shelter, magistrates court services, child safety services and support. The health centre provides primary health care and general nursing services.

Community service facilities found in other communities include Indigenous Knowledge Centres at Seisia, New Mapoon, and Injinoo and a health service in Injinoo.

NPARC has a strong and productive relationship with both the Queensland Government and the Australian Government as well as industry, community, private sector, community and traditional owner groups. In the context of traditional owner groups, the Apudthama Land Trust is the representative body established to act as a custodian for the Injinoo land.

The Land Trust is committed to high quality natural resource management programs which lead to self-sustaining Indigenous-owned enterprises.

Council is directly involved with a significant part of the local economy through providing customary civic services, operating local enterprises, and administering government assistance programs in support of the strategic themes of our region.

The area receives a significant influx of visitors and tourists during the dry season via road, air and sea links which boosts the population by thousands of people and provide a huge economic boost to the region.

## Map

Please insert

## Our divisions

Division 1 – Injinoo

Population: 498\*

Division 2 - Umagico

Population: 394\*

Division 3 - Bamaga

Population: 1,186\*

Division 4 – New Mapoon

Population: 412\*

Division 5 - Seisia

Population: 293\*

\* Data sourced from the 2021 census.



## Regional demographics

Council's local government area is diverse in nature, history, culture and residents.

Male 48.6%

Female 51.4%

Median age 23

Indigenous 82.2%

Weekly household income \$1,331

Weekly rent \$120

Languages other than English 92%

Unemployed 14.0%

Employed 53.7%

\* Data sourced from the 2021 census. Weekly household income and weekly rent amounts are given as the median.



## Services and locations

Possible listing of different services/features at each community

### Bamaga (Head office)

180 Adidi Street  
Bamaga QLD 4876  
4090 4100 or 4090 4120

### Injinoo

54 McDonnell Street  
Injinoo QLD 4876  
4048 6800

### Umagico

6 Charlie Street  
Umagico QLD 4876  
4048 6900

### New Mapoon

80 Brown Street  
New Mapoon QLD 4876  
4048 6600



## The role and functions of Council

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*There are three levels of government in Australia. Each carry out distinct and important roles to provide Australians with the services they need. These services may overlap in some areas.*

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Local government plays an important role in community governance. As a forum for local decision-making, it helps deliver the Queensland Government priorities locally and regionally.

A local government or council provides a wide range of services and activities, and for our Council this is even wider and more important than most.

Councils are part of the economic, social, and cultural development of the local government area it represents and plays an important role in community governance by enforcing various federal, state, and local laws for its communities.

The powers of local governments in Queensland are defined in the *Local Government Act 2009* and the *Local Government Regulation 2012*.

The services Northern Peninsula Area Regional Council provides include the following:

- Maintenance and construction of local roads and infrastructure
- Provision of water and sewerage
- Provision of waste collection
- Provision of animal management
- Provision of planning services
- Management of local laws
- Provision of community facilities such as community halls and Indigenous Knowledge Centres
- Provision of postal services
- Social housing management including repairs, maintenance, and newbuilds

Some of these services differ from your normal local government due to the nature of our location. Often, we are the only organisation in the region able to provide these services.

## Role of Elected Members

Section 12 of the *Local Government Act 2009* states that the role of elected members is to:

- represent the current and future interests of residents in the local government area,
- provide high-quality leadership to the region and Council,
- participate in Council meetings, policy development, and decisions making,
- ensure that the Council acts responsibly, achieves the goals set out in the Corporate Plan, and adheres to all laws that apply to local governments.

The Mayor and Elected Members perform their roles by attending and participating in Council meetings, engaging with residents, and participating in policy development and decision-making processes. The Mayor has additional responsibilities to those listed above, which include chairing Council meetings, leading and advising Council's Chief Executive Officer, and representing Council at ceremonial or civic functions.

Our local government area is the most northerly Council on mainland Australia located at the tip of Cape York. Our region is relatively small and remote and consists of 5 divisions. Mayor and Elected Members are elected democratically by the community to represent the current and future interests of the entire local government area, with each division electing a Councillor and the Mayor elected for the region. One Councillor is elected Deputy Mayor by their fellow Councillors.

The Elected Council conduct monthly Ordinary Meetings to consider and decide on strategic matters regarding Council's local government area and operation. In addition to Ordinary Meetings, Special Meetings are held when required to discuss and decide upon urgent strategic matters.

Council is also the trustee for Deed of Grant in Trust land. As trustee, Council is responsible for managing and protecting the land for its Traditional Owners. Separate meetings are held to deal with matters relating to trust land and Council's role as trustee.



# Our Councillors

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*Elected members of the 4th Northern Peninsula Area Regional Council took their declaration of office in April 2020.*

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Mayor Patricia Yusia



Councillor Gina Nona  
Injinoo, Division 1



Councillor Robert Tamwoy  
Umagico, Division 2



Councillor Kitty Gebadi – Deputy Mayor  
Bamaga, Division 3



Councillor Eric Cottis  
New Mapoon, Division 4



Councillor Mabelene Whap\*  
Seisia, Division 5



Councillor Francis Elu  
Seisia, Division 5



\*Councillor Whap took her declaration of office in December 2021 following a byelection.

## Councillor meeting frequency, attendance and remuneration

Meeting type	Number of meetings
Ordinary meetings	11
Special meetings	0

	Ordinary	Remuneration	Superannuation contribution	Expenses
Mayor Yusia	11	112,384.26	21,491.09	1,295.72
Cr Gebadi (Deputy Mayor)	11	64,836.45	12,398.68	2,124.65
Cr Nona	11	53,994.27	10,670.40	542.40
Cr Tamwoy	7	47,982.03	26,381.75	285.65
Cr Cottis	10	52,491.21	10,520.09	196.20
Cr Elu	0	13,874.30	6,515.62	0
Cr Whap	6*	28,442.38	12,147.60	542.40

\* Councillor Whap took her declaration of office in December 2021 following a byelection.

Facilities provided to Councillors:

Mayor – Vehicle, office space and fittings at Bamaga Deputy

Mayor – Office space and fittings at Bamaga

Councillors – Office space and fittings at office in each division

## Elected Member remuneration

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*The Local Government Remuneration Commission sets the remuneration rates for Elected Members across Queensland each year. Northern Peninsula Area Regional Council's Elected Members are paid in accordance with the levels set by the Commission.*

---

Northern Peninsula Area Regional Council in the 2021/22 financial year were:

- Mayor \$108,222
- Deputy Mayor \$62,435
- Councillor \$54,110

The remuneration for Councillors consists of two apportionments: the base rate and a meeting fee.

In 2021/22 the annual base payment was \$36,073.28 and the meeting fee was \$1,503.06 per calendar month (or fortnightly equivalent). The meeting fee is payable for attendance and participation at scheduled meetings of the Council, subject to certification by the Mayor and/or Chief Executive Officer.

In addition to remuneration, Councillors are entitled to the provision of facilities that enable them to fulfil their duties and responsibilities. Provisions under this entitlement are set out in Council's Councillor Remuneration, Reimbursement and Facilities Provision Policy.

Elected Members are provided with an office in their respective division, a laptop, a mobile phone for Council use, and meeting and administrative support as required. Councillors are also provided travel and accommodation when travelling on Council business, including when travelling to attend conferences, workshops, forums, and other relevant meetings. Councillors are covered by Council's insurance policies.

## Audit Committee

### Audit Committee

Council has an Audit Committee, in accordance with the requirements of the *Local Government Act 2009* and *Local Government Regulation 2012*. Council's Audit Committee meets quarterly to monitor, review, and make recommendations for action or improvement to Council.

To maintain compliance with the legislative requirements, Council's Audit Committee consists of two Councillors and two external members.

The 2021/22 year the Audit Committee members were:

- Cr Cottis,
- Cr Tamwoy
- Shannon Gibbs (external member)

This year the Audit Committee focused on correcting errors from the 2020-21 financial year.

### Internal audit

Council's internal audit function provides independent and objective assurance of organisational operations. It brings a systematic and disciplined approach to the evaluation and management of our risk management controls and governance processes. The internal audit function works collaboratively with Council's executive leadership team and management to recommend improvements to systems, processes, work practices, compliance, and business effectiveness. The internal audit function is outsourced to Altius.

The Internal Audit Plan sets out the objectives for the financial year. The Plan is reviewed annually by Council's executive leadership team and Audit Committee to ensure it continues to align with organisational needs and our Corporate Risk Register.

## Councillor conduct matters

*As per the requirements of the Local Government Act 2009, all Councillor conduct matters raised during the 2021-22 financial year are documented and reported.*

<b>Local Government Act 2009</b>	<b>Number</b>	<b>Details</b>
Orders made by the chairperson to deal with unsuitable meeting conduct (section 150I(2))	0	
Orders made by Council as disciplinary action against a councillor for inappropriate conduct (section 150AH(1))	0	
Decisions, orders and recommendations made by the conduct tribunal against a councillor for misconduct (section 150AR(1))	0	
Councillor conduct complaints referred by Council to the Office of the Independent Assessor (section 150P(2)(a))	0	
Councillor conduct complaints referred by Council to the Crime and Corruption Commission (section 150P(3))	0	
Notices given by Council to the Office of the Independent Assessor about particular conduct that would otherwise be considered inappropriate conduct or misconduct (section 150R(2))	5	
Notices given by Council to the Office of the Independent Assessor about particular conduct amounting to misconduct (section 150S(2)(a))	0	
Decisions made by the Office of the Independent Assessor about councillor conduct (section 150W(1) (a), (b) and (e))	0	
Referrals of councillor conduct matters from the Office of the Independent Assessor to Council (section 150AC(3)(a))	0	
Information (obtained during an investigation of suspected inappropriate conduct) given by Council to the Office of the Independent Assessor that indicates a councillor may have engaged in misconduct (section 150AF(4)(a))	0	
Number of occasions where Council asked another entity to investigate the suspected inappropriate conduct of a councillor (chapter 5A, part 3, division 5)	0	
Number of applications heard by the conduct tribunal about the alleged misconduct of a councillor	0	

## Administrative action complaints

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*Council is committed to dealing fairly with administrative action complaints. The process is managed under Council's Complaint Management Policy and Procedure and Council's Housing Complaint Management Policy.*

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An "administrative action" complaint is a complaint about action taken or failed to be taken by Council (as defined in section 268 of the *Local Government Act 2009*). Council is committed to dealing fairly with every administrative action complaint.

Council has a clear process in place for resolving administrative action complaints. The process is managed under Council's Complaint Management Policy and Procedure.

The Chief Executive Officer reports to Council annually regarding complaint management. This annual review identifies and analyses any complaint trends and significant issues, and any recommendations for improvement, to ensure Council deals with complaints in line with best practice.

<b>Administrative action complaints under section 187 of the <i>Local Government Regulation 2012 (Qld)</i></b>	<b>Number</b>
The number of administrative action complaints made to the local government in 2021/22.	0
The number of administrative action complaints resolved by the local government under the complaints management process in 2021/22.	0
The number of administrative action complaints not resolved by the local government under the complaints management process in 2021/22.	0
The number of administrative action complaints made in previous years that were not resolved by the local government in 2021/22.	0

## Compliance activities

*Council's compliance activities for the 2021/22 year in accordance with the legislative requirements set out in the Local Government Act 2009 and Local Government Regulation 2012.*

### Compliance with section 23

*Public Sector Ethics Act 1994*

Council's commitment to Queensland's public sector ethical principles and the local government principles is reflected in our policies and procedures. Procedures and management practices are drafted in line with the ethical principles, local government principles, and Council's Code of Conduct.

Council's Code of Conduct applies to all employees, Councillors, contractors, consultants, and agents of Council and sets out expected rights, duties, and obligations of all who are subject to it.

All employees appointed to positions with Council are educated about their rights, duties, and obligations under the Code of Conduct via our induction program. The induction for new employees includes training on the local government principles set out in section 4(2) of the *Local Government Act 2009* and the ethical principles set out in section 4(2) of the *Public Sector Ethics Act 1994*. Council employees can also access the Code of Conduct on Council's corporate intranet.

Councillors have received ongoing training throughout the 2021/22 year on conduct matters in response to legislative changes to the Councillor conduct regime.

Registers kept by Council Council's registers provide a source of truth for various subject matters and help ensure efficient, effective, and transparent governance processes. Council kept the following registers during the 2021/22 year:

- Councillor Conduct Register
- Contract register

### Special rates and charges

During the 2021/22 financial year, Council did not levy any special rates or charges.

### Concessions for rates and charges

During the 2021/22 financial year, Council did not make any concessions for rates and charges.

### Invitations to change tender

During the 2021/22 financial year, there was no invitation to change tender under section 228(8) of the *Local Government Regulation 2012*.

### Summary of investigation notices

During the 2021/22 financial year, Council did not receive any Queensland Productivity Commission notices of investigation under section 49 of the *Local Government Regulation 2012*. During the same period, Council did not receive any Queensland Productivity Commission recommendations on any competitive neutrality complaints under section 52(3) of the *Local Government Regulation 2012*.

## Beneficial enterprises

Council did not have any beneficial enterprises in the 2021/22 year.

## Significant business activities

Council did not have any significant business activities in the 2021/22 year.

## Business activities

Council operated the following enterprises during the year however none of these activities were deemed “significant commercial business units” in terms of the Local Government Regulation.

The code of competitive conduct was not applied to any of these business activities.

- Jardine River Ferry
- Injinoo Service Station
- Injinoo Batching Plant
- Umagico Supermarket
- Bamaga Post Office
- Bamaga Stores

## Overseas travel

During the 2021/22 financial year, no overseas travel was undertaken by Councillors or employees of Council in an official capacity.

## Senior management remuneration

Section 201 of the *Local Government Act 2009* requires that a local government’s annual report state the total remuneration packages payable to senior management. Council’s Executive Leadership Team consists of the Chief Executive Officer, Executive Manager Business Enterprises, Executive Manager Operations, and Executive Manager Corporate Services. The following table shows the senior management remuneration packages for the 12-month period from 1 July 2021 to 30 June 2022. The remuneration levels shown are on a cash basis and exclude non-monetary benefits, allowances, and superannuation.

Remuneration Package Band	Number of positions in band
\$100,001 - \$200,000	6*
\$200,001 - \$300,000	1*

\*All were part of the year

## Particular resolutions

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*Section 185 of the Local Government Regulation 2012 requires Council to list in this report any resolutions made under sections 206(2) and 250(1) of the Local Government Regulation 2012.*

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### Section 206(2)

No resolutions were made by Council under section 206(2) in the 2021/22 financial year.

No resolutions were made by Council under section 206(2) in the 2021/22 financial year.



## Procurement

Council procurement is governed by the *Local Government Act 2009*, the *Local Government Regulation 2012*, and Council's own Procurement and Ethical Sourcing Policy and associated procedures.

As set out in section 104(3) of the *Local Government Act 2009*, Council employees must have regard for the sound contracting principles, when conducting procurement activities. These principles are:

1. value for money;
2. open and effective competition;
3. the development of competitive local business and industry;
4. environmental protection;
5. ethical behaviour and fair dealing.

Council is required to publicly tender work that has an expected value of more than \$200,000. Council is not required to publicly tender work of more than \$200,000 where there is an exemption. Exemptions include the use of Localbuy, Council's registers of pre-qualified suppliers, and sole suppliers.

## Major construction contracts awarded

Total contracts awarded over \$200,000: 3

Contracts awarded to suppliers within Council's local government area: 1

Contracts awarded to suppliers within Far North Queensland: 1

Contracts awarded to suppliers in other areas of Queensland: 1

Contracts awarded to interstate suppliers: 0

## Community Grants

Nil community grants awarded under the Community Grants Policy

## Discretionary Funds

Nil funds were budgeted as the local government's discretionary funds.

The prescribed amount available would have been \$nil

## Commitment to Human Rights

Council is committed to protecting and promoting human rights in all the work we do - from the decisions we make to the services we provide.

The *Human Rights Act 2019* protects human rights, including property rights, cultural rights and freedom of expression. All people are afforded the same human rights regardless of background, where we live, what we look like, what we think, or what we believe.

### Human rights / privacy complaints

Council received no privacy / human rights complaint in the year to 30 June 2022.



## Financial overview

*Council's Financial Statements were not completed within the statutory timeframe set out in the Local Government Act 2009 and the Local Government Regulation 2012 due to historical issues needed to be rectified.*

This section of the report provides the Community Financial Report in accordance with the requirements of section 179 of the *Local Government Regulation 2012*. It provides a summary of the Financial Statements to enable readers to easily evaluate Council's financial performance and position.

## The Community Financial Report For 2021-22 financial year

The purpose of the Community Financial Report is to provide residents and interested parties with a better understanding of Council's financial performance and position over the previous financial year.

The financial information that is presented in the Community Financial Report is identical to Council's financial statements however it is presented in a simplified format so that members of the community are able to gain insights into how the Council's financial performance and position measure up at the end of the financial year.

The Community Financial Report uses plain language and pictorial aids such as graphs and tables to give readers an easy to follow summary of the financial statements for the past financial year. In addition, this report includes key financial statistics and ratios that can also be useful indicators of Council's performance and position.

### Financial Statements

The financial statements of Council are audited records of financial performance and position for a financial year (12 months). There are four statements that comprise what is termed "the financial statements", the statements are:

- Statement of Comprehensive Income (sometimes called a Profit and Loss Statement)
- Statement of Financial Position (sometimes called a Balance Sheet)
- Statement of Changes in Equity
- Statement of Cash Flows

## Statement of Comprehensive Income

A statement detailing the income and expenditure of Council. This statement shows what Council has earned (Revenue) and what costs Council has incurred (Expenses) throughout the year. This is presented on an 'accrual' basis, that is it records revenue when it is earned and expenses when they are incurred, regardless of the timing of the receipts or payment of cash.

STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2022	\$
Operating Revenue	
Utility charges	2 433 516
Enterprise revenue	7 617 530
Fees and charges	619 821
Grants, subsidies and contributions	15 958 954
Interest revenue	15 500
Sales revenue	7 976 331
Rental revenue	836 706
Other revenue	3 204 699
<b>Total Operating Revenue</b>	<b>38 663 057</b>

STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2022	\$
Operating Expenses	
Employee benefits	13 894 339
Materials and services	23 763 531
Depreciation and amortisation	10 525 362
Finance costs	423 242
<b>Total Operating Expenses</b>	<b>48 606 474</b>

Operating Result	(9 943 417)
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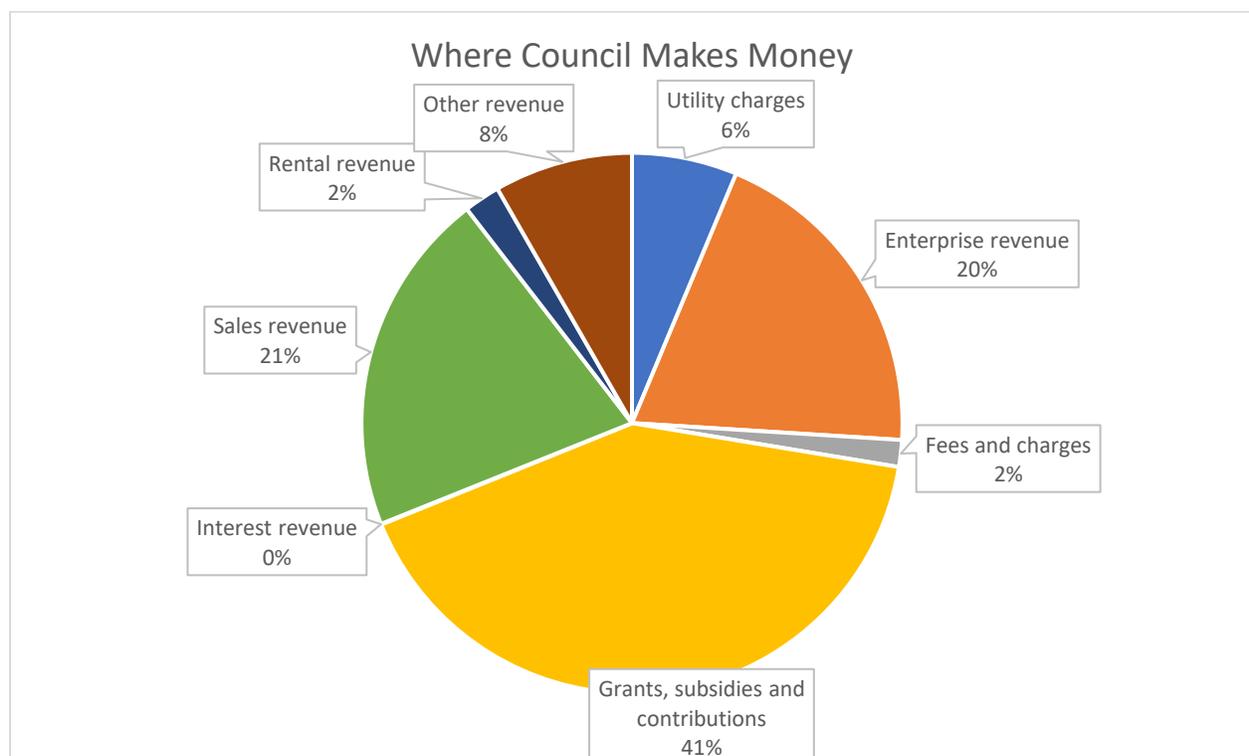
STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2022	\$
Grants, subsidies and contributions	5 591 709
Capital Income	280 290
<b>Capital Result</b>	<b>5 871 999</b>

NET RESULT	\$
Other comprehensive Income	13 102 796
<b>TOTAL COMPREHENSIVE INCOME FOR THE YEAR</b>	<b>9 031 378</b>

## Sourcing our revenue: What it comprises

Key Council's revenue sources include:

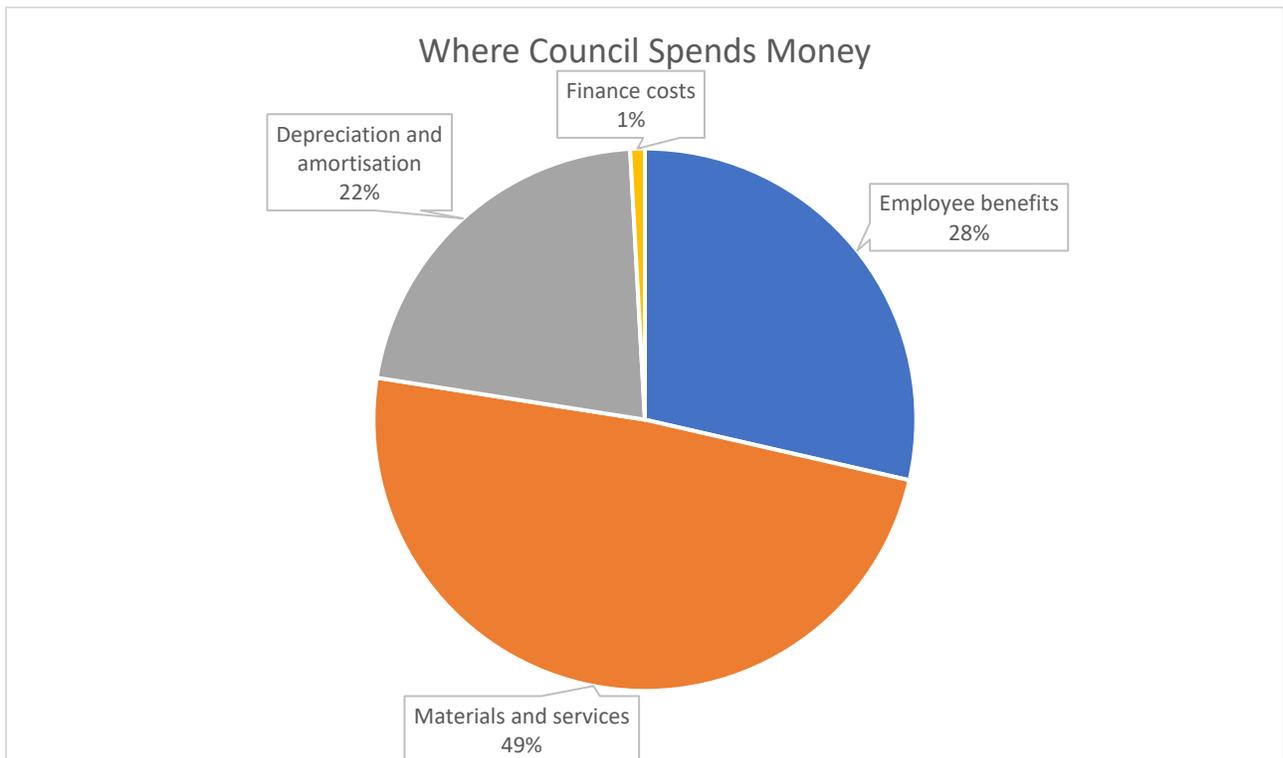
- **Utility Charges** - these are the charges levied on properties within the region for the provision of water, sewerage and garbage services. Council does not levy any rates on properties within the NPA. Each year, as part of the budget process, Council decide the utility charges to be levied in the financial year. The level of utility charges that are charged is at the sole discretion of Council.
- **Fees and Charges** - Council generates a level of income through the charging of fees for services and some goods. The fees can vary from admission to an aquatic facility through to the payment of a hall hire fee. A key function of Council is the administration of a range of regulatory functions. These can vary from administering the development application process through to animal registrations.
- **Grants, Subsidies and Contributions** - Council receives capital and operational grants and subsidies from federal and state governments which can be for general or specific purposes (grants to fund certain projects).
- **Interest Revenue** - revenue earned by Council on term deposits held with banks.
- **Sales Revenue** – this is revenue earned through works completed on social housing
- **Enterprise Revenue** – this is revenue earned through Council Enterprises
- **Other Revenue** - is other miscellaneous forms of revenue.
- **Capital Income** - asset transactions that must be recorded separate to other comprehensive income - This is a non-cash income source.
- **Other Comprehensive Income** - is predominately increases in the value of Council's infrastructure as a result of asset revaluations. This is a non-cash income source.



## Identifying our expenses:

What it comprises Key Council's expenditure sources include:

- Employee Expenses - These represent the total cost of staff employed in the delivery of Council services. The costs are typically inclusive of items such as wages, superannuation, employee leave entitlements, training and other employee related expenses.
- Materials and Services - These are the operating costs incurred for the purchase of materials or other services necessary to deliver Council services.
- Depreciation and Amortisation - Is recognised as a cost to Council and is measured as on estimate in the consumption of Council's asset base. This is a non-cash expense.
- Finance Costs - These are the costs mainly associated with banking fees.



## Statement of Financial Position

A statement detailing the assets and liabilities of Council. The statement measures what Council owns (Assets) and what Council owes (Liabilities). The difference between these two components is the net wealth (Equity) of Council and our community.

STATEMENT OF FINANCIAL POSITION AT 30 JUNE 2022	\$
Assets	
Cash Balance	12 452 017
Other Current Assets	4 207 739
Non-Current Assets	232 151 292
Total Assets	248 811 048

Liabilities	
Current Liabilities	11 789 454
Non-current Liabilities	1 828 266
Total Liabilities	13 617 720
NET COMMUNITY ASSETS	235 193 328

Community Equity	
Retained Surplus	160 083 881
Asset Revaluation Surplus	75 109 447
TOTAL COMMUNITY EQUITY	235 193 328

### Assets: What the community owns

- Assets - Can be current or non-current. Current assets are those that are readily available to meet expenses and mainly include cash and amounts owed by customers. Non-current assets include property, plant and equipment

The value of all assets Council owns totals \$248.8 million as at 30 June 2022.

### Liabilities: What the community owes

- Liabilities - Can be current or non-current. Liabilities mainly consist of amounts owing to suppliers, amounts owing to employees for leave entitlement and future estimates to rehabilitate landfill sites administered by Council. Current liabilities are those amounts that are payable by Council within the next twelve months, and non-current liabilities are payable beyond the twelve month horizon.

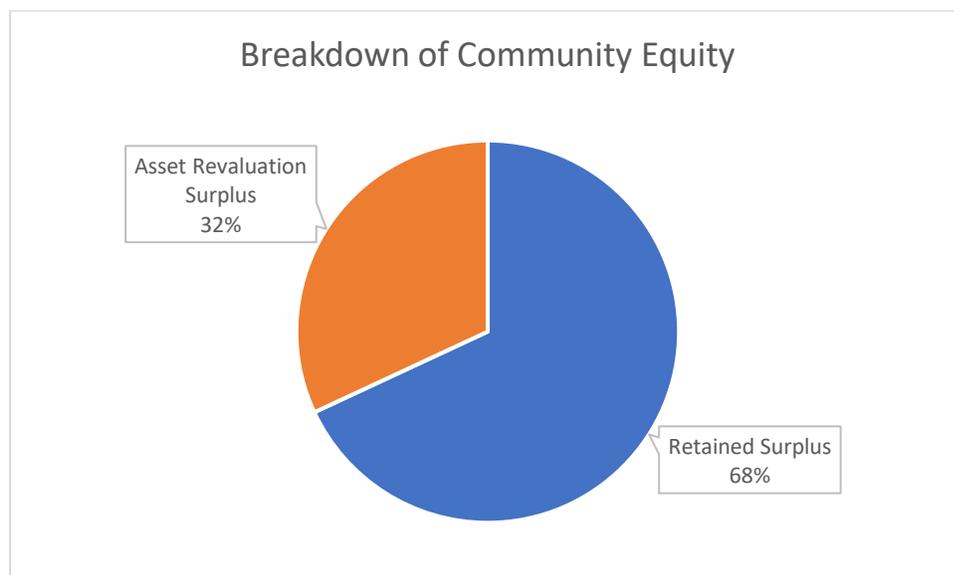
## Statement of Changes in Equity

A statement detailing the changes in equity of Council. This statement details the movement in the net assets (Equity) of Council and shows the overall change in Council's net wealth over the year.

STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 JUNE 2022	\$
Balance as at 1 July 2021	226 161 950
Minus: Net Result	(4 071 418)
Add: Other Comprehensive Income	13 102 796
<b>BALANCE AT 30 JUNE 2022</b>	<b>235 193 328</b>

### Community equity

- Community Equity - Community equity (what the Council is worth) is measured as the net of Council's assets less liabilities. Council's total community equity as at 30 June 2022 is \$235 million. Community equity consists of an asset revaluation surplus and retained surplus.



## Statement of Cash Flows

The statement of cash flows provides information on the cash inflows and outflows of Council, classified by different types of cash flows activities.

STATEMENT OF CASH FLOW FOR THE YEAR ENDED 30 JUNE 2022	\$
Opening Cash Balance	11 255 465
Net cash flows from Operating Activities	(3 245 745)
Net cash flows from Investing Activities	4 442 297
Net cash flows from Financing Activities	-
Net increase in cash held	1 196 552
Cash at the end of financial year	12 452 017

### Cash: what were the major inflows and outflows of cash?

There are three types of activities that have an impact on cash balances:

- Cash flows from operating activities includes cash coming into Council (inflows) and cash going out of Council (outflows) from the day-to-day operations of Council.
- Cash flows from investing activities include outflows of cash when making payments for infrastructure works and the purchase of assets such as land, buildings, vehicles and equipment. Cash inflows can occur from Council selling assets (for example, land, plant and equipment)
- Cash flows from financing activities cash inflows of money Council borrows (loans) and cash outflows when Council repays the loans.

## Responsible Financial Management

In a period of continued growth and expansion, responsible financial management is crucial for Council to provide key services and strike the balance between meeting the needs of the community today and providing a solid financial future for Northern Peninsula Area.

### Measures of Financial Sustainability

This Community Financial Report includes three relevant measures of financial sustainability used to demonstrate that the Council is operating in a prudent financial manner and ensuring the Council's long-term financial sustainability and viability.

	2021-22 Actual	Target
<b>Asset sustainability ratio</b> Demonstrates whether Council is renewing infrastructure assets at the same rate that it is wearing out its overall stock of assets.	22%	Greater than 90%
<b>Net financial liabilities ratio</b> Demonstrates the extent to which the net financial liabilities of Council can be serviced by its operating revenues.	-8%	Not greater than 60%
<b>Operating surplus ratio</b> Demonstrates the extent to which operating revenues cover operating expenses only or are available for capital purposes.	-26%	Between 0% and 10%

## Financial snapshot

The financial snapshot table below compares key financial information at the end of the current reporting period with the previous reporting period.

	2021-22 \$	2020-21 \$
Net utility charge revenue	2.4mil	2.6mil
Grant revenue	16.0mil	12.2mil
Total operating revenue	38.7mil	33.6mil
Operating expenses	48.6mil	43.8mil
Operating result	-9.9mil	-10.2mil
Net result	9.0mil	-1.5mil
Total Assets	248.8mil	238.4mil
Total Liabilities	13.6mil	12.2mil
Total Equity	235.2mil	226.2mil
Cash on hand	12.5mil	11.3mil
Operating surplus ratio	-26%	-28%
Net financial liabilities ratio	-8%	-10%
Asset sustainability ratio	22%	61%

Further detailed information on Council's financial performance and position can be obtained from the financial statements.

## Queensland Treasury debt

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*Queensland Treasury Corporation is the State Government owned lending agency that provides financing to most local government and state agencies within Queensland for infrastructure projects.*

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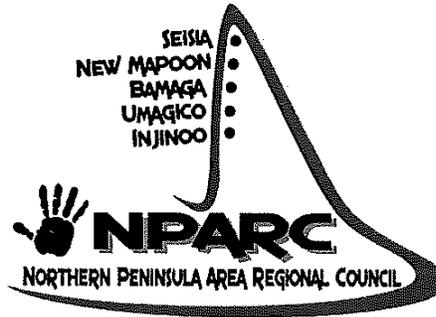
Council did not undertake any new borrowings from the Queensland Treasury Corporation in the 2021/22 financial year and at 30 June 2022 Council had no debt to Queensland Treasury Corporation.

# Signed financials

# **Northern Peninsula Area Regional Council**

## **Financial Statements**

**for the year ended 30 June 2022**



# Northern Peninsula Area Regional Council

## Financial statements

For the year ended 30 June 2022

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**Northern Peninsula Area Regional Council  
Statement of Comprehensive Income  
For the year ended 30 June 2022**

		2022	Restated*
	Note	\$	2021 \$
<b>Income</b>			
<b>Revenue</b>			
<b>Recurrent revenue</b>			
Service charges	3(a)	2,433,516	2,598,930
Enterprise revenue	3(e)	7,617,530	8,326,860
Fees and charges	3(b)	619,821	472,924
Interest received		15,500	29,889
Other revenue	3(f)	3,204,699	1,135,332
Rental income	3(c)	836,706	935,496
Sales revenue	3(d)	7,976,331	7,887,147
Grants, subsidies, contributions and donations	3(g)(i)	15,958,954	12,241,155
<b>Total recurrent revenue</b>		<u>38,663,057</u>	<u>33,627,734</u>
<b>Capital revenue</b>			
Grants, subsidies, contributions and donations	3(g)(ii)	5,591,709	8,594,356
Capital income	6	280,290	-
<b>Total capital revenue</b>		<u>5,871,999</u>	<u>8,594,356</u>
<b>Total income</b>		<u>44,535,056</u>	<u>42,222,090</u>
<b>Expenses</b>			
<b>Recurrent expenses</b>			
Employee benefits	4	(13,894,339)	(12,645,859)
Materials and services	5	(23,763,531)	(20,760,008)
Finance costs	7	(423,242)	82,075
Depreciation and amortisation			
Property plant and equipment	11	(10,525,362)	(10,489,752)
		<u>(48,606,474)</u>	<u>(43,813,544)</u>
<b>Total expenses</b>		<u>(48,606,474)</u>	<u>(43,813,544)</u>
<b>Net result</b>		<u>(4,071,418)</u>	<u>(1,591,454)</u>
<b>Other comprehensive income</b>			
<b>Items that will not be reclassified to net result</b>			
Increase / (decrease) in asset revaluation surplus	17	13,102,796	-
<b>Total other comprehensive income for the year</b>		<u>13,102,796</u>	<u>-</u>
<b>Total comprehensive income for the year</b>		<u>9,031,378</u>	<u>(1,591,454)</u>

*The above statement should be read in conjunction with the accompanying notes and Significant Accounting Policies.*

\* Council has made a retrospective restatement as a consequence of multiple corrections of errors in accordance with AASB 108 and therefore, in accordance with AASB 101 has restated the comparative figures as set out in Note 23.

**Northern Peninsula Area Regional Council  
Statement of Financial Position  
as at 30 June 2022**

		2022	Restated*
	Note	\$	2021 \$
<b>Current assets</b>			
Cash and cash equivalents	8	12,452,017	11,255,465
Receivables	9	2,507,975	1,444,709
Inventories	10	995,436	1,154,258
Contract assets	13	155,982	1,155,719
Lease receivable	14	548,346	524,257
		<u>16,659,756</u>	<u>15,534,408</u>
<b>Total current assets</b>		<u>16,659,756</u>	<u>15,534,408</u>
<b>Non-current assets</b>			
Property, plant and equipment	11	214,729,620	207,507,250
Lease receivable	14	17,421,672	15,367,280
<b>Total non-current assets</b>		<u>232,151,292</u>	<u>222,874,530</u>
<b>Total assets</b>		<u>248,811,048</u>	<u>238,408,938</u>
<b>Current liabilities</b>			
Payables	15	3,095,719	3,252,722
Contract liabilities	13	7,463,480	5,534,848
Provisions	16	1,230,255	1,414,318
<b>Total current liabilities</b>		<u>11,789,454</u>	<u>10,201,888</u>
<b>Non-current liabilities</b>			
Provisions	16	1,828,266	2,045,100
<b>Total non-current liabilities</b>		<u>1,828,266</u>	<u>2,045,100</u>
<b>Total liabilities</b>		<u>13,617,720</u>	<u>12,246,988</u>
<b>Net community assets</b>		<u>235,193,328</u>	<u>226,161,950</u>
<b>Community equity</b>			
Asset revaluation surplus	17	75,109,447	62,006,651
Retained surplus		160,083,881	164,155,299
<b>Total community equity</b>		<u>235,193,328</u>	<u>226,161,950</u>

*The above statement should be read in conjunction with the accompanying notes and Significant Accounting Policies.*

*\* Council has made a retrospective restatement as a consequence of multiple corrections of errors in accordance with AASB 108 and therefore, in accordance with AASB 101 has restated the comparative figures as set out in Note 23.*

**Northern Peninsula Area Regional Council  
Statement of Changes in Equity  
For the year ended 30 June 2022**

	Note	Asset revaluation surplus	Retained Surplus*	Total
		\$	\$	\$
<b>Balance as at 1 July 2021</b>		62,006,651	164,155,299	226,161,950
Net result		-	(4,071,418)	(4,071,418)
Other comprehensive income for the year				
Increase / (decrease) in asset revaluation surplus	17	13,102,796	-	13,102,796
<b>Total comprehensive income for the year</b>		<b>13,102,796</b>	<b>(4,071,418)</b>	<b>9,031,378</b>
<b>Balance as at 30 June 2022</b>		<b>75,109,447</b>	<b>160,083,881</b>	<b>235,193,328</b>
<b>Balance as at 1 July 2020</b>		62,006,651	165,224,050	227,230,701
Effect of correction of error		-	522,703	522,703
<b>Restated balance</b>		<b>62,006,651</b>	<b>165,746,753</b>	<b>227,753,404</b>
Net result		-	(1,591,454)	(1,591,454)
<b>Balance as at 30 June 2021</b>		<b>62,006,651</b>	<b>164,155,299</b>	<b>226,161,950</b>

*The above statement should be read in conjunction with the accompanying notes and Summary of Significant Accounting Policies.*

*\* Council has made a retrospective restatement as a consequence of multiple corrections of errors in accordance with AASB 108 and therefore, in accordance with AASB 101 has restated the comparative figures as set out in Note 23.*

**Northern Peninsula Area Regional Council  
Statement of Cash Flows  
For the year ended 30 June 2022**

	Note	2022 \$	Restated* 2021 \$
<b>Cash flows from operating activities</b>			
Receipts from customers		18,192,876	21,658,450
Payments to suppliers and employees		(38,249,781)	(32,298,478)
		<u>(20,056,905)</u>	<u>(10,640,028)</u>
Interest received		15,500	29,889
Rental income		836,706	935,496
Non capital grants and contributions	3(g)	15,958,954	12,241,155
<b>Net cash inflow (outflow) from operating activities</b>	21	<u>(3,245,745)</u>	<u>2,566,512</u>
<b>Cash flows from investing activities</b>			
Payments for property, plant and equipment	11	(4,417,790)	(7,476,299)
Finance lease receipts	14	517,274	503,055
Grants, subsidies, contributions and donations	3(g)	8,342,813	5,092,890
<b>Net cash inflow (outflow) from Investing activities</b>		<u>4,442,297</u>	<u>(1,880,354)</u>
<b>Net increase (decrease) in cash and cash equivalent held</b>		<u>1,196,552</u>	<u>686,158</u>
<b>Cash and cash equivalents at the beginning of the financial year</b>		11,255,465	10,569,307
<b>Cash and cash equivalents at end of the financial year</b>	8	<u>12,452,017</u>	<u>11,255,465</u>

*The above statement should be read in conjunction with the accompanying notes and Summary of Significant Accounting Policies.*

*\* Council has made a retrospective restatement as a consequence of multiple corrections of errors in accordance with AASB 108 and therefore, in accordance with AASB 101 has restated the comparative figures as set out in Note 23.*

**Northern Peninsula Area Regional Council**  
**Notes to the financial statements**  
**For the year ended 30 June 2022**

**1 Information about these financial statements**

**1.A Basis of preparation**

Northern Peninsula Area Regional Council is constituted under the Queensland *Local Government Act 2009* and is domiciled in Australia.

These general purpose financial statements are for the period 1 July 2021 to 30 June 2022 and have been prepared in compliance with the requirements of the *Local Government Act 2009* and the *Local Government Regulation 2012*.

These financial statements comply with Australian Accounting Standards and Interpretations issued by the Australian Accounting Standards Board (AASB). Council is a not-for-profit entity for financial reporting purposes and these financial statements comply with Australian Accounting Standards and Interpretations as applicable to not-for-profit entities.

These financial statements have been prepared under the historical cost convention except for certain current and non-current assets which are measured at fair value and inventory which is measured at the lower of cost and realisable value.

**1.B Date of authorisation**

The financial statements were authorised for issue on the date they were submitted to the Auditor-General for final signature. This is the date the management certificate is signed.

**1.C New and revised Accounting Standards adopted during the year.**

Northern Peninsula Area Regional Council adopted all standards which became mandatorily effective for annual reporting periods beginning on 1 July 2021, none of the standards had a material impact on reported position, performance and cash flows.

**1.D Standards issued by the AASB not yet effective**

The AASB has issued Australian Accounting Standards and Interpretations which are not effective at 30 June 2022. These standards have not been adopted by the Council and will be included in the financial statements on their effective date. Where the standard is expected to have a significant impact for the Council then further information has been provided in this note.

The following list identifies the new Australian Accounting Standards that were issued but not yet effective at the time of preparing these financial statements that could be applicable to the Council.

	Effective for NFP annual report periods beginning on or after:
AASB 2020-1 <i>Amendments to Australian Accounting Standards - Classification of Liabilities as Current or Non-Current and associated standards</i> (amended by AASB 2020-6)	1 January 2022
AASB 2020-3 <i>Amendments to Australian Accounting Standards - Annual Improvements 2018-2020 and Other Amendments</i>	1 January 2022
AASB 2021-2 <i>Amendments to Australian Accounting Standards - Disclosure of Accounting Policies and Definition of Accounting Estimates</i> (amended by AASB 2021-6)	1 January 2023

**Northern Peninsula Area Regional Council**  
**Notes to the financial statements**  
**For the year ended 30 June 2022**

**1.E Estimates and judgements**

In the application of the Council's accounting policies, management is required to make judgements, estimates and assumptions about carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates. The estimates and ongoing assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and in future periods as relevant.

Judgements, estimates and assumptions that have a potential significant effect are outlined in the following financial statement notes:

Revenue recognition - Note 3  
Impairment of receivables - Note 9  
Valuation and depreciation of property, plant and equipment - Notes 11 and 12  
Impairment of property, plant and equipment - Note 11  
Valuation of leases - Note 14  
Provisions - Note 16  
Contingent liabilities - Note 18

**1.F Rounding and comparatives**

The Council uses the Australian dollar as its functional currency and its presentation currency and rounds to the nearest dollar.

Comparative information is generally restated for reclassifications, errors and changes in accounting policies unless permitted otherwise by transition rules in a new Accounting Standard. Comparative information is prepared on the same basis as prior year.

**1.G Financial assets and financial liabilities**

Council recognises a financial asset or a financial liability in its Statement of Financial Position when, and only when, Council becomes a party to the contractual provisions of the instrument.

Council has categorised and measured the financial assets and financial liabilities held at balance date as follows:

Financial assets  
Cash and cash equivalents (Note 8)  
Receivables - measured at amortised cost (Note 9)  
Lease receivables (other financial assets) - measured at fair value (Note 14)  
Financial liabilities  
Payables - measured at amortised cost (Note 15)

Financial assets and financial liabilities are presented separately from each other and offsetting has not been applied.

**1.H Taxation**

Income of local authorities and public authorities is exempt from Commonwealth taxation except for Fringe Benefits Tax and Goods and Services Tax ('GST'). The net amount of GST recoverable from the ATO or payable to the ATO is shown as an asset or liability respectively.

**1.I Divestment of business activities**

During the amalgamation process in 2008, the then Minister for Local Government stated that viable enterprises existing at the time of amalgamation, should be returned to the Communities that created them.

At the time the Northern Peninsula Area Regional Council supported those views and subsequently it was agreed that a number of business operations would be divested from the Council to the Seisia Community Torres Strait Islander Corporation (SCTSIC), commonly known as Seisia Enterprises.

The Council, pursuant to an Enterprise Divestment Agreement dated 10 June 2011, transferred the management, ownership and responsibility of the Enterprise known as Tarzali Farm, together with land, improvements, and plant and equipment to SCTSIC for consideration of \$1. The transfer of Tarzali Farm was effected as and from 1 July 2010.

Remaining Seisia Enterprises, including property, plant and equipment required in the operations of those Enterprises, are managed by the SCTSIC under an Enterprise Licence Agreement dated 10 June 2011, entered into between the Council and SCTSIC and subject to payment of a monthly licence fee of \$10,450.86 which is interest free. Management of these Enterprises by SCTSIC commenced on 1 July 2010, at which time current assets and liabilities including TSRA loans were assumed by SCTSIC in accordance with the Enterprise Licence Agreement.

**Northern Peninsula Area Regional Council**  
**Notes to the financial statements**  
**For the year ended 30 June 2022**

**1.I Divestment of business activities (continued)**

Divestment of the remaining Seisia Enterprises, property, plant and equipment has been suspended pending the outcome of court proceedings relating to the original divestment licence agreement conditions and legal basis for the transactions and Council decisions and actions at the time of entering into the Enterprise Licence Agreement. Recent negotiations have centred around achieving the divestment outcome and a Binding Terms Sheet has been entered into with that intention. The terms sheet provides that the divestment will proceed along similar lines to that originally envisaged with some agreed changes including that rent will now be payable for the leases once they are granted. Council's position in the litigation is that divestment has not occurred and the relevant plant and equipment and buildings are still the property of NPARC.

It is noted that this is currently an active Court case. It is being managed by the Court and regular review dates are set so that the Court can keep track of how the settlement is proceeding.

As at 30 June 2022, the relevant conditions contained under the Enterprise Licence Agreement have not been fulfilled and the basis upon which the Council decisions were made at the time is currently being challenged. The Council is currently involved in court proceedings to negate the divestment licence agreement and to have the decisions relating to the divestment and sale of the amalgamated Council assets by the previous Council declared beyond one's legal power or authority.

The matter is still ongoing as Treasury consent is required under the *Statutory Bodies Financial Arrangements Act 1982 (Qld)* to give effect to the divestment of enterprises. This is currently being dealt with by the Council's legal representatives. The Council does not expect a contingent liability arising relating to this.

**1.J COVID-19**

Council's operational activities for the year ended 30 June 2022 have been impacted by the COVID-19 pandemic.

The impact of Covid has been significant at an operational level as supply issues have continued to be challenging in relation to the completion of certain capital projects. Council has also experienced a high level of absenteeism related to sick leave as a result of Covid. The financial impact it is not considered to be material.

There have not been any other significant adverse operational or financial impacts as a result of the COVID-19 pandemic to date and it is confirmed that any known impacts have been reflected in the financial statements.

**Northern Peninsula Area Regional Council**  
**Notes to the financial statements**  
**For the year ended 30 June 2022**

**2 Analysis of results by function**

**2.A Components of council functions**

The activities relating to the Council's components reported in Note 2.B are as follows :

**Corporate governance**

The objective of corporate governance is for Council to be open, accountable, transparent and deliver value for money community outcomes. This function includes strategic and operational planning, risk management, legal and administrative support. This department also manages the Human Resources and Workplace Health and Safety function.

**Finance and information**

Finance and information provides professional finance and information services across all of council. This function includes budget support, financial accounting and ATO obligations. The goal of this function is to provide accurate, timely and appropriate information to support sound decision making and meet statutory requirements.

**Community services**

The goal of community services is to ensure Northern Peninsula Area Regional Council is a healthy, vibrant, contemporary and connected community. Community services provides well managed and maintained community facilities, and ensures the effective delivery of cultural, health, welfare and recreational services.

This function includes:

Community Development  
Arts Culture & Heritage facilities and events  
Sports & recreational facilities and events  
Libraries & Indigenous Knowledge Centres  
Aged and Home care facilities and services  
Disaster Management

**Operational services**

This function incorporates the management of the transport infrastructure ensuring the community is serviced by a high quality and effective road network. Waste services protect and support our community and natural environment by sustainably managing refuse collection and disposal services, mosquito and other pest management programs. Water and sewerage services protects and supports the health of our community by sustainably managing water and sewerage infrastructure. This function also manages NDDRA disaster relief programs and the housing maintenance program for Building Assets Services.

**Education, employment and development**

The goal of this function is to provide assistance and guidance to enable the community to access educational, employment and development opportunities to ensure the ongoing sustainability of the local community.

**Enterprise operations**

The function incorporates the operation of a local supermarket, service station, post office, concrete mixing plant and the Jardine Ferry and Roadhouse.

Northern Peninsula Area Regional Council  
Notes to the financial statements  
For the year ended 30 June 2022

2.B Analysis of results by function

Income and expenses defined between recurring and capital are attributed to the following functions:

Year ended 30 June 2022

Functions	Gross program income						Total income	Gross program expenses		Total expenses	Net result from recurrent operations	Net Result	Assets
	Recurrent			Capital				Recurrent	Capital				
	Grants	Other		Grants	Other								
	2022	2022	2022	2022	2022	2022							
Corporate governance	-	-	-	-	-	-	(2,455,500)	-	(2,455,500)	(2,455,500)	\$	4,701,133	
Finance and information	11,459,350	3,122,638	177,266	280,290	-	15,039,544	(5,023,660)	-	(5,023,660)	9,556,328	10,015,884	33,085,991	
Community services	1,377,563	759,157	128,613	-	-	2,265,333	(1,941,925)	-	(1,941,925)	194,795	323,408	52,739,519	
Operational services	1,014,923	10,568,915	5,285,830	-	-	16,869,668	(28,194,980)	-	(28,194,980)	(16,611,152)	(11,325,322)	156,013,589	
Education, employment and development	2,107,118	635,863	-	-	-	2,742,981	(3,246,557)	-	(3,246,557)	(503,576)	(503,576)	-	
Enterprise operations	-	7,617,530	-	-	-	7,617,530	(7,743,842)	-	(7,743,842)	(126,312)	(126,312)	2,270,816	
<b>Total</b>	<b>15,958,964</b>	<b>22,704,103</b>	<b>5,591,709</b>	<b>280,290</b>	<b>-</b>	<b>44,535,056</b>	<b>(48,606,474)</b>	<b>-</b>	<b>(48,606,474)</b>	<b>(9,943,417)</b>	<b>(4,071,418)</b>	<b>248,811,048</b>	

Year ended 30 June 2021

Functions	Gross program income						Total income	Gross program expenses		Total expenses	Net result from recurrent operations	Net Result	Assets
	Recurrent			Capital				Recurrent	Capital				
	Grants	Other		Grants	Other								
	2021	2021	2021	2021	2021	2021							
Corporate governance	-	-	-	-	-	-	(1,914,805)	-	(1,914,805)	(1,914,805)	\$	4,030,116	
Finance and information	9,136,553	1,553,567	-	-	-	10,690,120	(4,526,180)	-	(4,526,180)	6,163,940	6,163,940	28,811,966	
Community services	1,135,728	253,813	47,433	-	-	1,436,974	(2,092,003)	-	(2,092,003)	(702,462)	(655,029)	43,956,466	
Operational services	1,866,305	10,594,807	8,546,923	-	-	21,008,034	(25,748,715)	-	(25,748,715)	(13,287,603)	(4,740,681)	159,562,674	
Education, employment & development	102,569	657,531	-	-	-	760,100	(1,748,004)	-	(1,748,004)	(987,904)	(987,904)	-	
Enterprise operations	-	8,326,860	-	-	-	8,326,860	(7,783,836)	-	(7,783,836)	543,024	543,024	2,025,716	
<b>Total</b>	<b>12,241,155</b>	<b>21,366,579</b>	<b>8,594,356</b>	<b>-</b>	<b>-</b>	<b>42,222,089</b>	<b>(43,813,543)</b>	<b>-</b>	<b>(43,813,543)</b>	<b>(10,165,810)</b>	<b>(1,591,454)</b>	<b>238,408,935</b>	

**Northern Peninsula Area Regional Council**  
**Notes to the financial statements**  
**For the year ended 30 June 2022**

**3 Revenue**

**(a) Service charges**

Service charges are recognised as revenue at the point in time when the Council obtains control over the assets comprising these receipts which is the beginning of the period to which they relate.

	2022	2021
	\$	\$
Water	1,578,252	1,689,474
Sewerage	451,066	468,930
Waste management	404,198	440,526
	<u>2,433,516</u>	<u>2,598,930</u>

**(b) Fees and charges**

Revenue arising from fees and charges is recognised at the point in time when the performance obligation is completed and the customer receives the benefit of the goods / services being provided.

The performance obligation relates to the specific services which are provided to the customers and generally the payment terms are within 30 days of the provision of the service or in some cases, the customer is required to pay on arrival, for example caravan parks. There is no material obligation for Council in relation to refunds or returns.

Licences granted by Council are all either short-term or low value and all revenue from licences is recognised at the time that the licence is granted rather than the term of the licence.

Airport landing fees	414,070	205,234
Other fees and charges	205,751	267,691
	<u>619,821</u>	<u>472,924</u>

**(c) Rental income**

Community housing	315,101	233,248
Other rental income	521,605	702,247
	<u>836,706</u>	<u>935,496</u>

Rental income is recognised as income at the point in time when due and payable in accordance with the lease terms.

**(d) Sales Revenue**

<b>Rendering of services</b>		
BAS/Qbuild revenue	6,944,445	6,928,131
Contract and recoverable works	3,407	-
	<u>6,947,852</u>	<u>6,928,131</u>
<b>Sale of goods</b>		
Airport fuel sales	378,550	371,778
Store sales	504,682	582,425
Other sales	145,247	4,814
	<u>1,028,479</u>	<u>959,016</u>
<b>Total sales and recoverable works revenue</b>	<u>7,976,331</u>	<u>7,887,147</u>

Sale of goods revenue is recognised at the point in time that the customer obtains control of the goods, generally at delivery. Revenue from services is recognised when the service is rendered.

Revenue from services is recognised when the service is rendered. The amount recognised as revenue for contract and recoverable works during the financial year is the amount receivable in respect of invoices issued during the period. The contract work carried out is not subject to retentions.

Revenue from contracts and recoverable works and Building Asset Services generally comprises a recoupment of material costs together with an hourly charge for use of equipment and employees. This revenue and the associated costs are recognised by reference to the stage of completion of the contract activity based on costs incurred at the reporting date. Revenue is measured at the fair value of consideration received or receivable in relation to that activity. Where consideration is received for the service in advance it is included in other liabilities and is recognised as revenue in the period when the service is performed. There are no contracts in progress at the year end. The contract work carried out is not subject to retentions.

**Northern Peninsula Area Regional Council**  
**Notes to the financial statements**  
**For the year ended 30 June 2022**

**3 Revenue (Continued)**

	2022 \$	2021 \$
<b>(e) Enterprise revenue</b>		
Jardine Ferry and Roadhouse	1,560,010	1,016,490
Bamaga Post Office	382,057	367,153
Injinoo Ready-mix	277,501	701,620
Injinoo Service Station	1,193,190	1,305,389
Umagico Supermarket	4,204,772	4,936,208
	<u>7,617,530</u>	<u>8,326,860</u>

Enterprise revenue consists of the sale of goods and services. Sale of goods revenue is recognised at the point in time that the customer obtains control of the goods, generally at delivery. Revenue from services is recognised when the service is rendered.

<b>(f) Other revenue</b>		
Commission	33,233	71,876
Gain on revaluation of finance leases	14 2,596,144	29,979
Gain on revaluation of landfill restoration	16 251,552	-
Insurance claim	296	515,464
Other income	323,474	518,014
	<u>3,204,699</u>	<u>1,135,332</u>

Other income is recognised on an accrual basis when the Council is entitled to it.

**(g) Grants, subsidies, contributions and donations**

<b>(i) Operating</b>		
General purpose grants	5,542,186	4,205,094
State government subsidies and grants	2,439,000	5,791,458
Commonwealth government subsidies and grants	7,742,478	1,136,756
Non cash grants	16 235,290	1,107,847
	<u>15,958,954</u>	<u>12,241,155</u>

Non cash grants include costs incurred on Umagico landfill closure amounting to \$205,121 (2021: \$396,941) This is part of the funding for the new waste facility from TSRA for the Torres Strait Major Infrastructure and Other Projects Trust Fund. Refer to Note 16.

<b>(ii) Capital</b>		
Commonwealth government subsidies and grants	151,745	189,210
State government subsidies and grants	5,262,698	2,687,589
Non cash capital contributions	16 177,266	5,717,557
	<u>5,591,709</u>	<u>8,594,356</u>

Capital revenue includes grants and subsidies received which are tied to specific projects for the replacement or upgrade of existing non-current assets and/or investment in new assets. It also includes non-cash contributions which are usually infrastructure assets received via grant funding.

**(iii) Timing of revenue recognition for grants, subsidies, contributions and donations**

	2022		2021	
	Revenue recognised at a point in time	Revenue recognised over time	Revenue recognised at a point in time	Revenue recognised over time
	Note	\$	\$	\$
Grants and subsidies	3(g)	15,958,954	5,591,709	12,241,155
		<u>15,958,954</u>	<u>5,591,709</u>	<u>12,241,155</u>

During the 2021-22 financial year, the Council recognised non-cash operating revenue totalling \$235,290 (2020-21: \$1,107,847) the maintenance of the Umagico landfill and non-cash capital contributions totalling \$177,266 (2020-21: \$5,717,557) for the capital expenditures related to the waste disposal site, sewerage and transfer station.

**Grant income under AASB 15**

Where grant income arises from an agreement with enforceable performance obligations and terms and conditions which are sufficiently specific, then the revenue is recognised when each performance obligation is satisfied.

The performance obligations vary in each agreement but include events, disability support services, etc. Payment terms vary depending on the terms of the grant with cash received upfront for some grants and on the achievement of certain payment milestones for others.

Each performance obligation is considered to ensure that the revenue recognition reflects the transfer of control and within grant agreements there may be some performance obligations where control transfers at a point in time and others which have continuous transfer of control over the life of the contract. Where control is transferred over time, generally the input methods being either costs or time incurred are deemed to be the most appropriate methods to reflect the transfer of benefit.

Where control is transferred over time, revenue is recognised using either costs or time incurred.

**Northern Peninsula Area Regional Council**  
**Notes to the financial statements**  
**For the year ended 30 June 2022**

**3 Revenue (Continued)**

**Grant income under AASB 1058**

Where Council receives an asset for significantly below fair value, the asset is recognised at fair value, related liability (or equity items) are recorded and income then is recognised for any remaining asset value at the time that the asset is received.

**Capital grants**

Where Council receive funding under an enforceable contract to acquire or construct a specified item of property, plant and equipment which will be under Council's control on completion, revenue is recognised as and when the obligation to construct or purchase is completed. For construction projects, this is generally as the construction progresses in accordance with costs incurred.

**Donations and contributions**

Where assets are donated or purchased for significantly below fair value, the revenue is recognised when the asset is acquired and controlled by the Council.

Donations and contributions are generally recognised on receipt of the asset since there are no enforceable performance obligations.

Non-cash contributions with a value in excess of the Council's asset recognition thresholds, are recognised as revenue and as non-current assets. Non-cash contributions below the thresholds are recorded as revenue and expenses.

**4 Employee benefits**

Employee benefit expenses are recorded when the service has been provided by the employee.

	2022	2021
Note	\$	\$
Total staff salaries and wages	10,285,806	9,387,355
Councillors' remuneration	386,118	370,474
Annual, sick and long service leave entitlements	1,643,536	1,501,989
Superannuation	19 1,346,653	1,127,626
	<u>13,662,113</u>	<u>12,387,444</u>
Other employee related expenses	317,309	258,415
	<u>13,979,422</u>	<u>12,645,859</u>
Less: Capitalised Salaries and Wages	(85,083)	-
	<u>13,894,339</u>	<u>12,645,859</u>

Councillor remuneration represents salary, and other allowances paid in respect of carrying out their duties.

Total Council employees at the reporting date:

	Number	Number
Elected members	6	6
Administration and indoors staff	46	37
Depot and outdoors staff	121	119
Total full time equivalent employees	<u>173</u>	<u>162</u>

**5 Materials and services**

Expenses are recorded on an accruals basis as Council receives the goods or services.

	2022	2021
	\$	\$
Audit of annual financial statements by the Auditor-General of Queensland*	345,413	139,265
Consultants and project management	1,792,052	2,327,556
Contractors and contract services	8,560,572	6,336,900
Electricity light and power	312,783	309,840
Insurances	1,083,466	1,045,897
Admin supplies and consumables	3,984,786	2,367,410
Repairs and Maintenance	632,987	710,907
Plant and vehicle operation and maintenance	133,117	1,380,705
Telecommunications	404,773	446,599
	<u>17,249,950</u>	<u>15,065,079</u>

Total audit fees estimated by the Queensland Audit Office relating to the 2021-22 financial statements are \$397,000 (2021: \$195,000). The expenses shown in the table above are presented on an accruals basis, and therefore some expenses relating to the audit of the 2020-21 financial statements were incurred during 2021-22 and are presented under that financial year.

**Northern Peninsula Area Regional Council**  
**Notes to the financial statements**  
**For the year ended 30 June 2022**

**5 Materials and services (continued)**

	2022	2021
Note	\$	\$
<b>Enterprise expenditure</b>		
Jardine Ferry and Roadhouse	311,242	181,948
Post Office	181,943	233,717
Injinoo Readymix	254,864	450,937
Injinoo Service Station	1,531,330	1,032,970
Umagico Supermarket	4,234,202	3,795,358
	<u>6,513,581</u>	<u>5,694,929</u>
Total materials and services	<u>23,763,531</u>	<u>20,760,008</u>

**6 Capital income (expenses)**

<b>Gain on disposal of community housing assets</b>		
Fair value of the surrendered houses recognised	471,598	-
Less: Carrying value of housing assets transferred to beneficiaries under Land Holding Act Leases (LHA Leases)	(191,308)	-
	<u>280,290</u>	<u>-</u>

**7 Finance costs**

Bank charges	52,146	101,834
Impairment of receivables	9 371,096	(183,909)
	<u>423,242</u>	<u>(82,075)</u>

**8 Cash and cash equivalents**

Cash at bank and on hand	8,982,794	7,801,966
Deposits at call	3,469,223	3,453,499
Balance per Statement of Financial Position / Cash Flows	<u>12,452,017</u>	<u>11,255,465</u>

Cash and cash equivalents in the statement of cash flows includes cash on hand, all cash and cheques received but not banked at the year end, deposits held at call with financial institutions and bank overdrafts.

The Council may be exposed to credit risk through its investments in Queensland Treasury Corporation (QTC). The QTC Cash Fund is an asset management portfolio that invests with a wide range of high credit rated counterparties. Deposits with the QTC Cash Fund are capital guaranteed. Other bank accounts are held with financial institutions, which are rated AA- based on rating agency Fitch Ratings, and whilst not capital guaranteed, the likelihood of a credit failure is assessed as remote. All investments are required to have a minimum credit rating of "A-", therefore the likelihood of the counterparty having capacity to meet its financial commitments is strong.

Cash and cash equivalents	12,452,017	11,255,465
Less: Externally imposed restrictions on cash	(i) (10,039,509)	(7,704,084)
Unrestricted cash	<u>2,412,508</u>	<u>3,551,381</u>

Council's cash and cash equivalents are subject to a number of external restrictions that limit amounts available for discretionary or future use. These include:

**(i) Externally imposed expenditure restrictions at the reporting date relate to the following cash assets:**

Unspent government grants and subsidies	10,039,509	7,704,084
Total unspent restricted cash	<u>10,039,509</u>	<u>7,704,084</u>

**(ii) Internal allocations of cash at the reporting date:**

Future capital works	7,767,669	7,704,084
Future recurrent expenditure	2,271,840	-
Total internally allocated cash	<u>10,039,509</u>	<u>7,704,084</u>

**9 Receivables**

<b>Current</b>		
Trade debtors	5,598,420	4,129,077
Less impairment	(3,172,538)	(2,801,442)
GST receivable	-	117,074
Prepayments	82,093	-
	<u>2,507,975</u>	<u>1,444,709</u>

**Northern Peninsula Area Regional Council**  
**Notes to the financial statements**  
**For the year ended 30 June 2022**

**9 Receivables (continued)**

Receivables are recognised at the amounts due at the time of sale or service delivery i.e. the agreed purchase price / contract price. Settlement of these amounts is required within 30 days from invoice date.

All known bad debts were written-off at 30 June. Subsequent recoveries of amounts previously written off in the same period are recognised as finance costs in the Statement of Comprehensive Income. If an amount is recovered in a subsequent period it is recognised as revenue.

No interest is charged on debtors. There is no concentration of credit risk for rates and utility charges, fees and other debtors receivable.

Council assesses the credit risk before providing goods or services and applies normal business credit protection procedures to minimise the risk.

By the nature of the Council's operations, there is a geographical concentration of risk in respect of receivables in the Council's area.

The Council does not require collateral in respect of trade and other receivables.

The exposure to credit risk for receivables by type of counterparty was as follows:

	2022	2021
	\$	\$
Service Charges	1,724,732	1,629,937
State & Commonwealth Government	857,026	494,094
Other	3,016,661	2,005,046
Total	<u>5,598,420</u>	<u>4,129,078</u>

A summary of the Council's exposure to credit risk for trade receivables is as follows:

	2022	2022	2021	2021
	Not credit-	Credit-	Not credit-	Credit-impaired
	impaired	impaired	impaired	Credit-impaired
	\$	\$	\$	\$
Not past due	1,342,328	8,024	484,700	-
Past due 31-60 days	238,041	38,874	41,668	-
Past due 61-90 days	65,608	9,103	65,159	-
More than 90 days	779,905	3,116,537	736,109	2,801,442
Total gross carrying amount	<u>2,425,882</u>	<u>3,172,538</u>	<u>1,327,636</u>	<u>2,801,442</u>
Loss allowance	-	(3,172,538)	-	(2,801,442)
	<u>2,425,882</u>	<u>-</u>	<u>1,327,636</u>	<u>-</u>

Movement in accumulated impairment losses (other debtors)

Opening balance at 1 July	2,801,442	2,985,352
Additional impairments recognised	371,096	(183,910)
Closing Balance at 30 June	<u>3,172,538</u>	<u>2,801,442</u>

Refer to Note 24 for further information about credit risk.

**Expected credit loss assessment**

The Council reviews the expected credit losses of trade and other receivables from individual customers. Receivables comprise relatively small number balances which can be reviewed on a case by case basis to assess the expected credit losses over the lifetime of the balance.

**10 Inventories**

Council depot	480,005	514,693
Enterprise stock - Other	189,887	242,361
Other trading stocks	52,690	98,370
Enterprise Supermarket stock	272,854	298,833
	<u>995,436</u>	<u>1,154,258</u>



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11 Property, plant and equipment (Continued)

30 June 2021 Basis of measurement Fair value category Asset values	Buildings		Plant and equipment		Infrastructure		Sewerage		Roads and bridges		Drainage		Community housing		Water		Work in progress		Total
	Fair Value Level 3	Cost	Fair Value Level 3	Cost	Fair Value Level 3	Cost	Fair Value Level 3	Cost	Fair Value Level 3	Cost	Fair Value Level 3	Cost	Fair Value Level 3	Cost	Fair Value Level 3	Cost	Fair Value Level 3	Cost	
Opening gross value as at 1 July 2020	81,903,730	7,231,667	35,166,780	15,150,015	91,093,650	12,927,303	29,066,754	96,540,547	3,640,764	4,445,377	682,618	8,710,554	372,721,090						
Additions - Renewals	28,640	662,160	6,268,183	971,770	37,925	10,643	5,774	90,766	4,445,377	682,618	8,710,554	4,483,302							
Disposals	(78,413)	-	-	-	-	-	-	-	-	-	-	(78,413)							
Impairment	919,807	-	335,673	-	354,761	925,055	(4,572)	-	(2,535,295)	-	-	(4,572)							
Transfer of work in progress	-	-	-	-	-	-	-	-	-	-	-	-	-						
Closing gross value as at 30 June 2021	82,173,764	7,893,827	41,760,636	16,121,785	91,486,216	13,863,001	29,072,528	96,626,741	6,233,464	6,233,464	385,831,961								

Note

Accumulated depreciation and impairment

Opening balance as at 1 July 2020	41,344,044	1,587,827	17,941,267	4,893,680	30,270,030	4,710,896	16,255,077	50,632,138	-	-	-	167,634,959
Depreciation expense	2,785,920	700,422	1,045,716	281,908	2,421,557	243,535	746,244	2,264,438	-	-	-	10,489,752
Accumulated depreciation as at 30 June 2021	44,129,965	2,288,249	18,986,983	5,175,588	32,691,587	4,954,431	17,001,321	53,096,576	-	-	-	178,324,711

Total written down value as at 30 June 2021

Range of estimated useful life in years	10-50	3-50	5-80	20-60	10-80	20-60	5-50	5-100	-	-	-	207,507,250
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**Northern Peninsula Area Regional Council**  
**Notes to the financial statements**  
**For the year ended 30 June 2022**

**11 Property, plant and equipment (Continued)**

**(a) Recognition**

Purchases of property, plant and equipment are recognised as assets unless they are below the asset recognition threshold or maintenance expenditure. Items of plant and equipment with a total value of less than \$5,000, and infrastructure assets and buildings with a total value of less than \$10,000 are treated as an expense in the year of acquisition. All other items of property, plant and equipment are capitalised.

Acquisition of assets

Acquisitions of assets are initially recorded at cost. Cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition, including freight in, architect's fees and engineering design fees and all other establishment costs.

Property, plant and equipment received in the form of contributions, are recognised as assets and revenues at fair value by Council valuation where that value exceeds the recognition thresholds for the respective asset class. Fair value is the price that would be received to sell the asset in an orderly transaction between market participants at the measurement date.

Capital and operating expenditure

Direct labour and materials and an appropriate proportion of overheads incurred in the acquisition or construction of assets are treated as capital expenditure. Assets under construction are not depreciated until they are completed and commissioned, at which time they are reclassified from work in progress to the appropriate property, plant and equipment class.

Routine operating maintenance, repair costs and minor renewals to maintain the operational capacity and useful life of the non-current asset is expensed as incurred, while expenditure that relates to replacement of a major component of an asset to maintain its service potential is capitalised.

Expenditure incurred in accordance with Natural Disaster Relief and Recovery Arrangements on road assets is analysed to determine whether the expenditure is capital in nature. The analysis of the expenditure requires Council engineers to review the nature and extent of expenditure on a given asset. For example, expenditure that patches a road is generally maintenance in nature, whereas a kerb to kerb rebuild is treated as capital. Material expenditure that extends the useful life or renews the service potential of the asset is capitalised.

Land under roads

Land under roads acquired before 30 June 2008 is recognised as a non-current asset where the Council holds the title or financial lease over the asset. As land where Council is located on is assigned to it under various Deeds of Grant in Trust (DOGIT), NPARC has no such land holdings.

Deed of Grant in Trust land

The Council is located on land assigned to it under various Deeds of Grant in Trust (DOGIT) pursuant to Section 341 of the Land Act 1994. The land comprises an area of approximately 101,824.46 hectares, as follows:

Injinoo - 80,159.20 hectares  
Umagico - 5,228.40 hectares  
Bamaga - 6,622.30 hectares  
New Mapoon - 9,557.60 hectares  
Seisia - 256.96 hectares

**(b) Measurement**

Property, plant and equipment assets are initially recorded at cost. Subsequently, each class of property, plant and equipment is stated at cost or fair value less, where applicable, any accumulated depreciation and accumulated impairment loss.

Cost is determined as the fair value of consideration plus costs incidental to the acquisition. Direct labour, materials and an appropriate portion of overheads incurred in the acquisition or construction of assets are also included as capital costs.

Property, plant and equipment received in the form of contributions, for significantly less than fair value or as offsets to infrastructure charges are recognised as assets and revenue at fair value.

Capital work in progress

The cost of property, plant and equipment being constructed by the Council includes the cost of purchased services, materials, direct labour and an appropriate proportion of labour overheads

**Northern Peninsula Area Regional Council**  
**Notes to the financial statements**  
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**11 Property, plant and equipment (Continued)**

**(c) Depreciation**

Assets are depreciated from the date of acquisition or when an asset is ready for use.

Depreciation, where applicable, is calculated on a straight-line basis such that the cost of the asset less its residual value is recognised progressively over its estimated useful life to the Council. Management believe that the straight-line basis appropriately reflects the pattern of consumption of all Council assets.

Where assets have separately identifiable components that are subject to regular replacement, these components are assigned useful lives distinct from the asset to which they relate. Any expenditure that increases the originally assessed capacity or service potential of an asset is capitalised and the new depreciable amount is depreciated over the remaining useful life of the asset to the Council.

Depreciation methods, estimated useful lives and residual values of property, plant and equipment assets are reviewed at the end of each reporting period and adjusted where necessary to reflect any changes in the pattern of consumption, physical wear and tear, technical or commercial obsolescence, or management intentions.

**Key judgments and estimates:**

Management reviews its estimate of the useful lives of depreciable assets at each reporting date, based on the expected utility of the assets. Uncertainties in these estimates relate to technical obsolescence that may change the utility of certain software and IT equipment.

Straight line depreciation is used as that is consistent with the even consumption of service potential of these assets over their useful life to the Council.

**(d) Impairment**

Property, plant and equipment held at cost is assessed for indicators of impairment annually. If an indicator of possible impairment exists, the Council determines the asset's recoverable amount. Any amount by which the asset's carrying amount exceeds the recoverable amount is recorded as an impairment loss.

**(e) Valuation**

**Key judgments and estimates:**

Some of the Council's assets and liabilities are measured at fair value for financial reporting purposes.

In estimating the fair value of an asset or a liability, the Council uses market-observable data to the extent it is available and other inputs as necessary.

Buildings and all infrastructure assets are measured on the revaluation basis, at fair value, in accordance with AASB 116 Property, Plant & Equipment and AASB 13 Fair Value Measurement. Other plant and equipment and work in progress are measured at cost.

The Council considers the carrying amount of its property, plant and equipment on an annual basis compared to fair value and makes adjustment where these are materially different. This is achieved by engaging independent, professionally qualified valuers to determine the fair value for each class of property, plant and equipment assets at least once every five years. This process involves the valuer physically sighting a representative sample of Council assets across all asset classes and making their own assessments of the condition of the assets at the date of inspection.

Non-current physical assets measured at fair value are revalued, where required, so that the carrying amount of each class of asset does not materially differ from its fair value at the reporting date. This is achieved by engaging independent, professionally qualified valuers to determine the fair value for each class of property, plant and equipment assets at least once every 3 years. This process involves the valuer physically sighting a representative sample of Council assets across all asset classes and making their own assessments of the condition of the assets at the date of inspection.

In the intervening years, management engage independent, professionally qualified valuers to perform a "desktop" valuation. A desktop valuation involves management providing updated information to the valuer regarding additions, deletions and changes in assumptions such as useful life, residual value and condition rating. The valuer then determines suitable indices which are applied to each of these asset classes.

Revaluation increases are recognised in the asset revaluation surplus unless they are reversing a previous decrease which was taken through the statement of comprehensive income, in that case the increase is taken to the statement of comprehensive income to the extent of the previous decrease.

Revaluation decreases are recognised in the asset revaluation surplus, where there is a sufficient amount available in the asset revaluation surplus relating to that asset class. Where there isn't sufficient amount available in the surplus, the decrease is recognised in the statement of comprehensive income.

Where the class of asset has previously decreased in value and this reduction was recognised as an expense, an increase in the value of the class is recognised in the statement of comprehensive income.

On revaluation, accumulated depreciation is restated proportionately with the change in the carrying amount of the asset and any change in the estimate of remaining useful life.

Details of valuers and methods of valuations are disclosed in Note 12.

**Northern Peninsula Area Regional Council**  
**Notes to the financial statements**  
**For the year ended 30 June 2022**

**12 Fair value measurements**

**(i) Recognised fair value measurements**

Fair values are classified into three levels as follows:

- Level 1 - fair value based on quoted prices (unadjusted) in active markets for identical assets or liabilities
- Level 2 - Fair value based on inputs that are directly or indirectly observable, such as prices for similar assets, for the asset or liability
- Level 3 - Fair value based on unobservable inputs for the asset and liability

The fair values of the assets are determined using valuation techniques which maximise the use of observable data, where it is available, and minimise the use of entity specific estimates. If all significant inputs required to fair value an asset are observable, the asset is included in level 2. If one or more of the significant inputs is not based on observable market data, the asset is included in level 3. This is the case for Council infrastructure assets, which are of a specialist nature for which there is no active market for similar or identical assets. These assets are valued using a combination of observable and unobservable inputs.

Accordingly all Council assets included in property, plant and equipment classes shown at fair value are categorised as level 3 (2021: 100% level 3). There were no transfers between categories during the year (2021: Nil). The Council's policy is to recognise transfers in and out of the fair value hierarchy levels as at the end of the reporting period.

**(ii) Valuation techniques used to derive fair values for level 3 valuations**

The Council's policy is to recognise transfers in and out of the fair value hierarchy levels as at the end of the reporting period.

Specific valuation techniques used to value Council assets comprise:

Asset class and fair value hierarchy	Valuation approach	Last comprehensive valuation date	Valuer engaged	Key assumptions and estimates (related data sources)	Index applied (change in index recognised this year)
Buildings (level 3)	Current replacement cost (CRC)	30-Jun-19	Asset Advance - Valuers  (Indexation for 30 June 2022 - Australis Asset Advisory Group)	<p>The gross current values have been derived from reference to cost data for recent projects and researched costing guides. Reference asset replacement costs for the assets were compiled by reference to actual costs incurred for some of the subject assets and by reference to similar asset improvements established within the North Queensland Region, and also supported by reference to detailed Construction Cost Data. Buildings were assessed by analysing cost data which has been derived from information from Rawlinsons Australian Construction Handbook, Costweb and the Australian Bureau of Statistics.</p> <p>Considerations in the calculations have been the type and the size of the asset, construction materials used, level of finish, inherent attributes, and the location of the asset. Costs have been indexed to account for the location of the subject assets being away from the major supply centres and/or due to being in a different location to that for which researched cost data has been sourced. Differences associated with time factors (date of construction of other similar improvements and date of compilation of cost data) in comparison to valuation date have also been accounted for. New building assets since the date of the valuation have been valued by reference to actual costs incurred in establishing such assets.</p> <p>The valuation as assessed is based on the consideration of asset life expectancy. The remaining life of the asset has been determined by inspection, reference to data provided, and by reference to its general physical condition, design, and economic and functional utility. Obsolescence as well as physical depreciation has been considered.</p>	<p>An increase of 10.37% - 17.53% building asset has been adopted according to each asset component.</p> <p>This is based on the ABS material (All Group) Index, Producer Price Indices (non-residential), ABS Wage Index, ABS Architect, Engineering and Technical Services Index, ABS Engineering Design and Consultation Index, and Rawlinsons Construction and AQIS data.</p>
Roads, Drainage and Bridge Network (level 3)	Current replacement cost (CRC)	30-Jun-19	Asset Advance - Valuers  (Indexation for 30 June 2022 - Australis Asset Advisory Group)	<p>The road infrastructure was categorised into urban and rural roads and then further sub-categorised into sealed and unsealed roads. All road segments are componentised into formation, pavement and seal (where applicable). The Council assumes that environmental factors such as soil type, climate and topography are consistent across each segment. The Council also assumes a segment is designed and constructed to the same standard and uses a consistent amount of labour and materials.</p> <p>Current replacement cost was calculated by reference to asset linear and area specifications, estimated labour and material inputs, services costs, and overhead allocations. It is assumed that base raw materials can be sourced from the local quarries where possible. All direct costs were allocated to assets at standard usage quantities according to recently completed similar projects. Where construction is outsourced, cost was based on the average of completed similar projects over the last few years. The road cost has been established from general recorded cost data and also by way of consultation with NPARC Operations Department personnel who are engaged in the establishment and maintenance of such roads. Cost information used by Natural Disaster Relief and Recovery Arrangements ("NDRRA") in remedial works have been sourced for assistance with the costing of roads. Reference was also made to recent costs for construction works within the subject district or other remote regions.</p> <p>In determining the level of accumulated depreciation, roads and bridges were apportioned into significant components which exhibited different useful lives and based on that applicable and observed for roads in the wet tropical area of Queensland.</p>	<p>An increase of 10.37% - 13.04% has been adopted for road, drainage and bridge network.</p> <p>These movement are based on analysis of producer price indices, import indices, wage price index, local government and construction indices, consultation with local contractors and suppliers (local adjustment factor), as well as any currency fluctuations over the relevant period. Also, the Valuer has analysed and developed a number of composite index factors, which include Civil, Mechanical, Electrical and Reticulation categories. Each composite index has been combined with an Engineering and Design Management Index, and split based on a notional total project cost breakdown.</p>

Northern Peninsula Area Regional Council  
Notes to the financial statements  
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12 Fair value measurements (Continued)

Asset class and fair value hierarchy	Valuation approach	Last comprehensive valuation date	Valuer engaged	Key assumptions and estimates (related data sources)	Index applied (change in index recognised this year)
Infrastructure (level 3)	Current replacement cost (CRC)	30-Jun-19	Asset Advance - Valuers (Indexation for 30 June 2022 - Australia's Asset Advisory Group)	For infrastructure and consistent with roads, it is assumed that environmental factors such as soil type, climate and topography are consistent across each segment and that a segment is designed and constructed to the same standard and uses a consistent amount of labour and materials. Where such assets are located underground, and physical inspection is not possible, the age, size, and type of construction material, together with current and planned maintenance records are used to determine the fair value at reporting date. Construction estimates were determined on a similar basis to roads.	An increase of 7.44% - 15.35% has been adopted for infrastructure asset according to each asset component.  These movements are based on ABS Materials (All Groups) index and the Producer Price Indexes (Non-Residential), ABS Wage Index, ABS Architect, Engineering and Technical Services and Engineering Design and Consultation Indices and Rawlinsons Construction and AQIS data.
Water and Sewerage infrastructure assets (level 3)	Current replacement cost (CRC)	31-Mar-19	GRC Quantity Surveyors (Indexation for 30 June 2022 - Australia's Asset Advisory Group)	In all cases the assets were disaggregated to component level to ensure a reliable measure of cost and service capacity and deterioration of estimated remaining life. It is assumed that environmental factors such as soil type, climate and topography are consistent across each segment and that a segment is designed and constructed to the same standard and uses a consistent amount of labour and materials. Where assets are located underground, and physical inspection is not possible, the age, size, and type of construction material, together with current and planned maintenance records are used to determine the fair value at reporting date. Construction estimates were determined on a similar basis to road assets.  Asset Advance Valuers cost models were derived from various sources including Asset Advance Valuers database, schedule rates for construction of asset or similar assets, building price index tables, recent contract and tender data and Rawlinson's rates for building and construction. Factors taken into account in determining replacement costs include development factors relating to the area in which development takes place (e.g. rural areas would have little or no restoration requirements, whereas a high density area would have large amounts of high quality footpaths, road pavements and associated infrastructure that would require reinstatement, and would also require traffic control) and soil factors such as the types of soil or other surface material (e.g. areas where soil is sandy are difficult to excavate and would require shoring while areas where the soil is generally free of rock would not present any great difficulty for excavation).	An increase of 7.44% - 15.35% has been adopted for water and sewerage infrastructure according to each asset component.  These movements are based on analysis of producer price indices, import indices, wage price index, local government and construction indices, consultation with local contractors and suppliers (local adjustment factor), as well as any currency fluctuations over the relevant period. Also, the Valuer has analysed and developed a number of composite index factors, which include Civil, Mechanical, Electrical and Reticulation categories. Each composite index has been combined with an Engineering and Design Management Index, and split based on a notional total project cost breakdown.
Community housing (level 3)	Current replacement cost (CRC)	30-Jun-19	Asset Advance - Valuers (Indexation for 30 June 2022 - Australia's Asset Advisory Group)	Considerations in the calculations have been the type and the size of the structure, construction materials used, level of finish, fixtures installed within, and the location of the asset.  The gross current values have been derived from reference to cost data for recent projects and costing guides issued by the Australian Institute of Quantity Surveyors, Rawlinson's Australian Construction Handbook.  As the subject structures are located in a regional area, somewhat removed from the nearest provincial city of Cairns, and far removed from Queensland's capital city of Brisbane, a cost increase over and above that applicable to the nearest provincial city, or in relation to Brisbane Cost Index, is necessary to account for the increase in replacement cost due to transportation of labour and materials from the nearest supply centre and also the cost of housing specialised labour and contractors necessary for the construction work.	An increase of 15.35% - 17.52% has been adopted for community housing assets according to each asset component.  This is based on the ABS material (All Group) Index, Producer Price Indexes (non-residential), ABS Wage Index, ABS Architect, Engineering and Technical Services Index, ABS Engineering Design and Consultation Index, and Rawlinsons Construction and AQIS data.

(iii) Changes in fair value measurements using significant unobservable inputs (level 3)

The changes in level 3 assets with recurring and non recurring fair value measurements are detailed in Note 13 (finance leases) and note 11 (property, plant and equipment). There have been no transfers between level 1, 2 or 3 measurements during the year.

**Northern Peninsula Area Regional Council**  
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**13 Contract balances**

Contract assets represents the excess of costs incurred in relation to a contract with the customer or construction of an asset over the amounts that Council has invoiced the customer or the grantor. Where Council has invoiced the customer or the grantor amounts in excess of what it has incurred in relation to a contract or in constructing an asset, this gives rise to a contract liability.

Where the amounts billed to customers are based on the achievement of various milestones established in the contract, the amounts recognised as revenue in a given period do not necessarily coincide with the amounts billed to or certified by the customer.

When a performance obligation is satisfied by transferring a promised good or service to the customer before the customer pays consideration or before payment is due, Council presents the work in progress as a contract asset, unless the rights to that amount of consideration are unconditional, in which case Council recognises a receivable.

When an amount of consideration is received from a customer / fund provider prior to Council transferring a good or service to the customer, Council presents the funds which exceed revenue recognised as a contract liability.

	2022	2021
	\$	\$
(a) Contract assets	<u>155,982</u>	<u>1,155,719</u>
(b) Contract liabilities		
Funds received upfront to construct Council controlled assets	6,856,309	4,028,201
Deposits received in advance of services provided	<u>607,171</u>	<u>1,506,647</u>
	<u>7,463,480</u>	<u>5,534,848</u>
Current contract liabilities	<u>7,463,480</u>	<u>5,534,848</u>
	<u>7,463,480</u>	<u>5,534,848</u>
Revenue recognised that was included in the contract liability balance at the beginning of the year		
Funds to construct Council controlled assets	3,003,643	631,136
Non-capital performance obligations	-	-
	<u>3,003,643</u>	<u>631,136</u>

**(c) Significant changes in contract balances**

Significant movements in contract assets and contract liabilities that have occurred during the year were due to the change in the timing of the work, impairment of a contract asset and significant monies received in advance.

**14 Leases**

**Council as a lessee**

Council has a lease in place over its office space. Council has applied the exception to lease accounting for leases of low-value assets and short-term leases.

Where Council assesses that an agreement contains a lease, a right of use asset and lease liability is recognised on inception of the lease. Council does not separate lease and non-lease components for any class of assets and has accounted for lease payments as a single component.

The right-of-use asset is measured using the cost model where cost on initial recognition comprises: the lease liability, initial direct costs, prepaid lease payments, estimated cost of removal and restoration, less any lease incentives received. The right-of-use is depreciated over the lease term on a straight-line basis and assessed for impairment in accordance with the impairment of asset accounting policy.

The lease liability is initially recognised at the present value of the remaining lease payments at the commencement of the lease. The discount rate is the rate implicit in the lease, however, where this cannot be readily determined the Council's incremental borrowing rate for a similar term with similar security is used.

Council believes that the right-of-use asset and the lease liability in relation to the existing lease are not material. Therefore no further disclosure on depreciation charge and carrying amount of right-of-use assets at the end of the reporting period is necessary. The same principle applies to for the lease liability disclosure requirement.

**Exception to lease accounting**

Council has applied the exceptions to lease accounting for both short-term leases (i.e. leases with a term of less than or equal to 12 months) and leases of low-value assets. Council recognises the payments associated with these leases as an expense on a straight-line basis over the lease term.

**Northern Peninsula Area Regional Council**  
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**14 Leases (continued)**

**Terms and conditions of leases**

Council's lease contract in place with Lou-An (Qld) Pty Ltd for the lease on the Northern Peninsula Area Regional Council Cairns office space, which initially commenced on 10 December 2014 has expired on 9 December 2020. Council is currently using the space on a month by month basis with a monthly rental fee of \$2,500.

**Liabilities not recognised - extension options**

For the office space lease, Council excludes the extension option as it is not yet certain whether it will exercise the option at this stage. At each reporting date Council assesses whether it is reasonably certain that the extension options will be exercised based on current operations and Council strategy.

**Leases at significant below market value / Concessionary leases**

Council has elected to measure the right of use asset arising from the concessionary leases at cost which is based on the associated lease liability at initial recognition.

**Leases at significantly below market value - Concessionary / peppercorn leases**

Council is the lessee of a number of Deed of Grant in Trust leases, for which no or little lease payments are made. These have been identified as peppercorn leases which are currently not recognised in Council's financial statements. Council does not intend to elect not to apply the fair value measurement requirements to these leases until such time as this requirement is mandated.

**Council as a lessor**

When Council is a lessor, the lease is classified as either an operating or finance lease at inception date, based on whether substantially all of the risks and rewards incidental to ownership of the asset have been transferred to the lessee. If the risks and rewards have been transferred then the lease is classified as a finance lease, otherwise it is an operating lease.

If the lease contains lease and non-lease components the non-lease components are accounted for in accordance with AASB 15 *Revenue from Contracts with Customers*.

The lease income is recognised on a straight-line basis over the lease term.

**Finance leases:**

Leases of property under which the Council as lessor transfers substantially all the risks and benefits incidental to the ownership of the asset, but not the legal ownership, are classified as finance leases.

Council has leased 558 dwellings (2020-21: 560 ) as lessor to the Queensland Government for 40 years. The average lease payment per dwelling in the current year was \$927 (2020-21: \$912). These lease payments are required to be adjusted each year by the change in the Consumer Price Index (All Groups) for Brisbane. As the gross lease payments are insufficient to cover the fair value (current replacement cost) of the leased properties, there is no interest rate implicit in the leases and therefore no finance income will arise from the leases. Consequently, the leases are recognised at the present value of the expected future lease payments receivable (fair value). Gains/(Loss) on revaluation of finance lease assets are recognised as capital income (expense).

	2022 \$	2021 \$
Current other financial assets	548,346	524,257
Finance leases	<u>548,346</u>	<u>524,257</u>
Non-current other financial assets	17,421,672	15,367,280
Finance leases	<u>17,421,672</u>	<u>15,367,280</u>

A reconciliation between the gross investment in the lease and the fair value of lease payments is as follows:

Gross minimum lease payments receivable:		
Not later than one year	548,346	524,257
Later than one year but not later than five years	2,193,384	2,076,172
Later than five years	14,164,663	13,920,549
	<u>16,906,393</u>	<u>16,522,978</u>
Add: Estimated contingent rent	12,972,234	6,273,165
Less: Present value adjustment	(11,908,609)	(6,904,996)
Fair value of lease payments	<u>17,970,017</u>	<u>15,891,147</u>

**Northern Peninsula Area Regional Council**  
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**14 Leases (Continued)**

	2022	2021
	\$	\$
The fair value of lease payments is receivable as follows:		
Not later than one year	548,346	524,257
Between one and two years	550,566	518,222
Between two and three years	552,795	516,904
Between three and four years	555,032	515,590
Between four and five years	557,279	514,270
Later than five years	15,206,000	13,301,904
	<u>17,970,017</u>	<u>15,891,147</u>

Movements in finance leases were as follows:

Opening balance	15,891,147	16,364,613
Less: Lease receipts	(517,274)	(503,055)
(Loss)/Gain on revaluation	2,596,144	29,589
Closing balance	<u>17,970,017</u>	<u>15,891,147</u>

The calculation of fair value has included an estimate of average annual CPI increases of 3.55% in the current year (2% in the prior year) and a discount rate of 3.13% in the current year (2.26% in the prior year).

Finance leases are to the State of Queensland, represented by the Department of Housing and Public Works. The likelihood of this counterparty not having capacity to meet its financial commitments is considered low.

Movements on revaluation of finance lease assets are recognised as other income/expenses.

*Operating leases:*

Where Council retains the risks and rewards relating to a lease, they are classified as operating leases and relate to the lease of Council's properties.

The assets are included in the statement of financial position as property, plant and equipment, where the rental is incidental or the asset is held to meet Council's service delivery objectives.

Rent from Council's building assets is recognised as income on a periodic straight line basis over the lease term.

Rental income (excluding variable lease payments not dependent on an index or rate)	836,706	935,496
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There is nil unearned finance income, unguaranteed residual values accruing to the benefit of Council or accumulated allowance for uncollectible minimum lease payments receivable recognised as income applicable to the leases.

**15 Payables**

**Current**

Creditors and accruals	2,871,636	3,252,723
GST payable	224,083	-
	<u>3,095,719</u>	<u>3,252,722</u>

Trade creditors are recognised upon receipt of the goods or services ordered and are measured at the agreed purchase/contract price net of applicable discounts other than contingent discounts. Amounts owing are unsecured and are generally settled on 30 day terms.

Salaries and wages

A liability for salaries and wages is recognised and measured as the amount unpaid at the reporting date at current pay rates in respect of employees' services up to that date. This liability represents an accrued expense and is reported as a payable.

A liability for annual leave is recognised. Amounts expected to be settled within 12 months are calculated on current wage and salary levels and include related employee on-costs. Amounts not expected to be settled within 12 months are calculated on projected future wage and salary levels and related employee on-costs, and are discounted to present values. This liability represents an accrued expense and is reported as a payable.

**Northern Peninsula Area Regional Council**  
**Notes to the financial statements**  
**For the year ended 30 June 2022**

**16 Provisions**

	2022	2021
	\$	\$
<b>Current</b>		
Annual leave	597,439	555,785
Long service leave	569,752	590,348
Landfill restoration	63,064	268,185
	<u>1,230,255</u>	<u>1,414,318</u>
<b>Non-current</b>		
Long service leave	198,365	163,647
Landfill restoration	1,629,901	1,881,453
	<u>1,828,266</u>	<u>2,045,100</u>

Liabilities are recognised for employee benefits such as annual and long service leave in respect of services provided by the employees up to the reporting date. Short-term benefits which are expected to be wholly settled within 12 months are calculated on wage and salary levels which are expected to be paid and includes related employee on-costs. Amounts not expected to be wholly settled within 12 months are calculated on projected future wage and salary levels and related employee on-costs, and are discounted to present values.

Liabilities are recognised for employee benefits such as wages and salaries, sick, annual and long service leave in respect of services provided by the employees up to the reporting date. The liability is calculated using the present value of remuneration rates that will be paid when the liability is expected to be settled and includes related on-costs.

As Council does not have an unconditional right to defer settlement of the annual leave beyond twelve months after the reporting date, annual leave is classified as a current liability.

**Long Service Leave**

The provision for long service leave represents the present value of the estimated future cash outflows to be made in respect of services provided by employees up to the reporting date. The liability is calculated using current pay rates and projected future increases in those rates and includes related employee on-costs. The estimates are adjusted for the probability of the employee remaining in the Council's employment or other associated employment which would result in the Council being required to meet the liability. Adjustments are then made to allow for the proportion of the benefit earned to date, and the result is discounted to present value. The provision is discounted using the Commonwealth Bond yield rates published on the Department of State Development, Infrastructure, Local Government and Planning website.

Where employees have met the prerequisite length of service and council does not have an unconditional right to defer this liability beyond 12 months long service leave is classified as a current liability. Otherwise it is classified as non-current.

**Landfill restoration**

Opening balance		2,149,638	1,065,496
Initial recognition during the year		-	1,496,806
Change in provision due to change in discount rate	3(f)	(251,552)	15,724
Change in provision due to change in estimate of costs		-	(31,447)
Settlement during the year	3(g)(i)	(205,121)	(396,941)
Balance at end of financial year		<u>1,692,965</u>	<u>2,149,638</u>

**Landfill restoration provision**

A provision is made for the cost of rehabilitation and future restoration costs where it is probable the Council will be liable, or required, to do this when the use of the facilities is complete.

The provision represents the present value of the anticipated future costs associated with the closure of landfill sites in accordance with environmental licence conditions. The calculation of this provision requires assumptions such as application of environmental legislation, site closure dates, available technologies and engineering cost estimates. These uncertainties may result in future actual expenditure differing from amounts currently provided. Because of the long-term nature of the liability, the most significant uncertainty in estimating the provision is the costs that will be incurred. The provision recognised for landfill sites is reviewed at least annually and updated based on the facts and circumstances available at the time.

Umagico waste facility located between Injinoo and Umagico Road has now been closed and the permit cancelled as the site is no longer in use. The current landfill site has no remaining useful life, with closure in October 2020. However, it is noted that closure costs of \$205,121 and \$63,064 have been incurred post 30 June 2021 and 30 June 2022, respectively, therefore the provision has been calculated based on this information. The future landfill maintenance costs including vegetation management, site security and fire management are estimated to be \$11,800 per year.

**Northern Peninsula Area Regional Council**  
**Notes to the financial statements**  
**For the year ended 30 June 2022**

**16 Provisions (continued)**  
**Landfill restoration provision (continued)**

During the 2020-21 financial year, Council was granted a permit for a new landfill at a site located approximately 6km from the community of Injino, off Ferry Road. The total landfill closure costs have been estimated by an external consultant at an amount of \$900,000 which includes a contingency amount of \$400,000. The expected useful life of the waste disposal site has been assessed at 23 years and therefore the closure has been assumed to be 2044. As required in the environmental permit issued by DEHP, rehabilitation and post-closure care of the landfill must be undertaken for a period of 30 years or until the administering authority determines. The future landfill maintenance costs including vegetation management, site security and fire management are estimated to be \$10,000 per year, based on advice also received from an external consultant. It has also been estimated that costs of \$200,000 will be necessary at the end of the 30-year monitoring period. The net present value of the rehabilitation costs as at 30 June 2021 which amounted to \$1,496,806 should be capitalised as part of the cost of the new facility site.

Prior period adjustments were done to reflect the correct landfill asset and provision for the landfill as discussed in Note 23.

As described in Note 23, the funds for the new facility assets were held in trust and the new waste facility assets associated with the project should have been transferred to Council on completion. The total cost of the new waste facility, including the rehabilitation provision, as at 30 June 2022 amounted to \$7,214,363. Included in this amount are the costs of sewerage upgrade treatment, waste facility and transfer station totalling \$5,717,557 which was recognised as capital revenue (non-cash grant) in the form of a donated asset in the year ended 30 June 2021.

For the year ended 30 June 2022, total cost incurred for the waste facility asset amounted to \$177,266, which was recognised as non-cash capital grants. Additionally, \$205,021 was spent on the Umagico landfill closure which was recognised as non-cash recurrent grants. See note 3g.

**17 Asset revaluation surplus**

The asset revaluation surplus comprises adjustments relating to changes in value of property, plant and equipment that do not result from the use of those assets. Net incremental changes in the carrying value of classes of non-current assets since their initial recognition are accumulated in the asset revaluation surplus. Increases and decreases on revaluation are offset within a class of assets.

Where a class of assets is decreased on revaluation, that decrease is offset first against the amount remaining in the asset revaluation surplus in respect of that class. Any excess is treated as an expense.

When an asset is disposed of, the amount reported in surplus in respect of that asset is retained in the asset revaluation surplus and not transferred to retained surplus.

	Note	2022 \$	2021 \$
Balance at beginning of financial year		62,006,651	62,006,651
Net adjustment to non-current assets at end of period to reflect a change in current fair value:			
Buildings	11	5,596,431	-
Plant & equipment	11	-	-
Infrastructure	11	1,743,251	-
Sewerage	11	1,129,829	-
Roads & bridges	11	(3,235,202)	-
Drainage	11	917,043	-
Community housing	11	1,922,823	-
Water	11	5,028,621	-
Balance at end of financial year		<u>75,109,447</u>	<u>62,006,651</u>

**Asset revaluation surplus analysis**

The closing balance of the asset revaluation surplus comprises the following asset categories:

Buildings	34,374,299	28,777,868
Plant & equipment	1,573,847	1,573,847
Infrastructure	4,047,205	2,303,954
Sewerage	2,561,033	1,431,204
Roads & bridges	20,162,197	23,397,399
Drainage	2,505,076	1,588,033
Community Housing	3,742,330	1,819,507
Water	6,143,460	1,114,839
	<u>75,109,447</u>	<u>62,006,651</u>

**Northern Peninsula Area Regional Council**  
**Notes to the financial statements**  
**For the year ended 30 June 2022**

**18 Contingent liabilities**

Details and estimates of maximum amounts of contingent liabilities are as follows:

**Local Government Mutual**

The Council was a member of the local government mutual liability self-insurance pool, LGM Queensland at 30 June 2022 for Public Liability, Products Liability and Professional Indemnity cover. All other insurance policies were negotiated through Jardine, Lloyd Thompson. As at the date of this report there were no contingent liabilities arising from insurance claims.

**Local Government Workcare**

Council is not a member of the Queensland local government worker's compensation self-insurance scheme, Local Government Workcare. All workers compensation arrangements have been negotiated with Workcover Queensland. At the date of this report there were no contingent liabilities arising from workers compensation claims.

**Loan guarantee**

The Enterprise Licence Agreement for the divestment of enterprises to Seisia Community Torres Strait Islander Corporation, includes a provision which could require the Council to make good the repayment of loans to Torres Strait Regional Authority should the licensee fail to do so. This possible liability arises because the consent of the grantor was not obtained prior to the loan liability being transferred to the licensee. That consent had not been received as at the date of the signing of the licence. The possible liability is not recorded in the Financial Statements of the Council.

**19 Superannuation**

Council contributes to the Brighter Super (previously know as LGIAsuper). Brighter Super is a Multiemployer Plan as defined in Australian Accounting Standard AASB 119 Employee Benefits. The scheme has a number of elements including defined benefits funds and an accumulated benefits fund. Council does not have any employees who are members of the defined benefits funds and so is not exposed to the obligations, assets or costs associated with these funds. Council has employees who are members of the accumulated benefits fund.

	Note	2022 \$	2021 \$
Superannuation contributions made to the Brighter Super Accumulated Benefits Fund	4	1,346,653	1,127,626

**20 Trust funds**

Funds held in the trust account on behalf of outside parties include those funds from deposits for the contracted sale of land, security deposits lodged to guarantee performance and unclaimed monies (e.g. wages) paid into the trust account by the Council. The Council performs only a custodian role in respect of these monies and because the monies cannot be used for Council purposes, they are not considered revenue nor brought to account in the financial statements.

**Trust funds held for outside parties**

Monies collected or held on behalf of other entities yet to be paid out to or on behalf of those entities	4,879	4,998
	<u>4,879</u>	<u>4,998</u>

The Council performs only a custodial role in respect of these monies. As these funds cannot be used by the Council, they are not brought to account in these financial statements.

**Funds held in trust by outside parties**

Monies held in trust by DFK Kidsons. The Major Infrastructure Program is jointly funded by the Australian and Queensland Governments to deliver and upgrade major infrastructure works. DFK Kidsons holds funds for multiple Councils in regards to the Major Infrastructure Program. The amount disclosed above relates to NPARC's portion of the funds. Infrastructure assets are not recognised by the Council until they have reached completion.

	137,715	1,953,323
	<u>137,715</u>	<u>1,953,323</u>

**Northern Peninsula Area Regional Council**  
**Notes to the financial statements**  
**For the year ended 30 June 2022**

**21 Reconciliation of net result for the year to net cash inflow (outflow) from operating activities**

	2022	2021
Note	\$	\$
Net result	(4,071,418)	(1,591,454)
Non-cash items:		
Depreciation and amortisation	11 10,525,362	10,489,752
PPE write-off and adjustments	230,410	82,985
Loss/(gain) on revaluation of finance leases	14 (2,596,144)	(29,589)
Movement in impairment of debts	9 371,096	(183,910)
Landfill restoration revaluation and initial recognition	16 (251,552)	1,481,083
Non-cash grant on landfill restoration	16 (177,266)	(5,717,557)
	<u>8,101,906</u>	<u>6,122,764</u>
Investing and development activities:		
Gain on disposal of assets	(280,290)	-
Capital grants and contributions	(5,414,443)	(2,876,799)
	<u>(5,694,733)</u>	<u>(2,876,799)</u>
Changes in operating assets and liabilities:		
(Increase)/ decrease in receivables	(1,433,972)	1,450,755
(Increase)/decrease in inventory	158,822	(101,661)
Increase/(decrease) in payables	(157,005)	(542,299)
Increase/(decrease) in other provisions	(149,345)	105,206
	<u>(1,581,500)</u>	<u>912,001</u>
Net cash inflow from operating activities	<u>(3,245,745)</u>	<u>2,566,512</u>

**22 Events after the reporting period**

The post office enterprise was divested to the third party after the 30 June 2022. The contract between Council and Australia Post lapsed on 3 September 2022 with the divestment taking effect in October 2022.

A new Council was elected in March 2024 and took effect in April 2024.

A new certified agreement for employee salaries and wages was approved on 21 February 2024 and that this resulted in backpay.

To the best of the Council's knowledge at the date of this financial report, there are no other post balance date events that are likely to have a material impact on the financial statements.

**Northern Peninsula Area Regional Council**  
**Notes to the financial statements**  
**For the year ended 30 June 2022**

**23 Correction of errors**

**a Overstatement of property plant and equipment and understatement of expenditure/retained earnings**

During the year ended 30 June 2021, Council signed a contract for the extension of 10 houses in the Northern Peninsula Area. These houses were all under 40-year housing lease agreements and therefore not included in the balance of property, plant and equipment as Council assets. It was noted that project costs of \$1,461,762 incurred during the 2020-2021 financial year were incorrectly recognised as work in progress as at 30 June 2021 and then transferred to building assets as at 30 June 2022. Housing assets held under 40 year housing lease agreements are not assets of the Council and therefore costs incurred in 2021 should have been recognised in the income statement.

The impact of this error results in an overstatement of work in progress included in the balance of property, plant and equipment and an understatement of expenditure in the 2020-21, with an overstatement of the opening retained earnings as at 1 July 2021. The adjustments are included in the summary below.

**b Understatement of revenue and understatement of contract balances**

It has been identified that the balance for contract assets and liabilities had been incorrectly calculated for various grants during the 2019-2020 and 2020-21 financial years. The grants were noted to have enforceable contracts and specific performance obligations, and revenue was recognised over time based on the costs incurred. In the revenue analysis for the years ended 30 June 2020 and 2021, it was identified that the project costs for these grants had not been correctly allocated to the grant projects with the closing balances remaining unchanged from the 2019-20 financial year. Consequently, the misstatement in the allocated project costs against these grants resulted to a misstatement in retained earnings, revenue and contract balances for the 2020-21 financial year.

The incorrect allocation of costs in prior years for the grants has resulted in the net understatement of revenue, retained surplus and contract liabilities for the year ended 30 June 2021. The adjustments are included in the summary below.

**c Misstatement of rehabilitation provision**

The provision recognised as at 30 June 2020 related to the Council's refuse in Umagico and that this site was in the process of being closed. The site closure date was October 2020 with a new waste facility having been constructed and ready for use prior to the closure of the old site.

The changes in circumstances around the landfill sites were not taken into consideration for the 2020-21 financial year and the financial statements for 30 June 2021 did not reflect the closure of the old site or the obligation to rehabilitate the new waste facility site, which had both occurred prior to 30 June 2021.

**Umagico waste facility – old site**

During the 2020-21 financial year, it was noted that there had been no movement recognised in the provision for the landfill old site, and the changes in the landfill closure costs and maintenance information had not been considered. It is noted that the failure to update the provision as at 30 June 2021 results in an overstatement of the provision of \$412,664 for the old site.

**Injinoo waste facility – new site**

An Environmental Authority from the Department of Environment and Heritage Protection was issued in June 2020 and a permit was granted for the operation of the new waste facility under EP0002318. This permit came into effect at the date at which the site commenced operations being October 2020. Once the permit came into effect, the provision in the financial statements should have been recognised to reflect the obligation Council had to rehabilitate the site at the end of use. The permit is considered to be the obligating event. It is noted that the failure to recognise the provision as at 30 June 2021 results in an understatement of the provision of \$1,496,806 for the new site.

The amount of the restoration provision should be recognised as part of the cost of the asset.

The adjustments are included in the summary below.

**d Unrecognised waste facility assets**

The new waste facility was constructed under funding from TSRA for the Torres Strait Major Infrastructure and Other Projects Trust Fund. It is noted that the landfill asset had not been recognised in the financial statements as at 30 June 2021 despite Council essentially obtaining the risks and rewards of the asset at the date at which the site commenced operation. As part of the Major infrastructure project, other assets were also completed during the 2020-21 financial year a transfer station at the site of the old waste facility and sewerage treatment pond upgrades which are existing Council assets and therefore it is considered that costs be capitalised as the work in performed.

The total costs of the waste facility of \$4,254,767, transfer station of \$491,020 and sewerage treatment ponds of \$971,770 should have been recognised as capital revenue in the form of a donated asset in the year in which the work is performed. It is noted that recurrent expenditure of \$710,907 had also been incurred during the 2020-21 financial year via the project.

The adjustments are included in the summary below.

**Northern Peninsula Area Regional Council  
Notes to the financial statements  
For the year ended 30 June 2022**

23 Correction of errors (continued)

*Comparative figures for 30 June 2020*

	Original balance as presented at 30 June 2020	Prior period adjustments		Restated at 1 July 2020
		Contract assets and liabilities (b)		
<b>Statement of financial position</b>				
<b>Current assets</b>				
Contract assets	220,254	460,000		680,254
<b>Total current assets</b>	<b>15,064,856</b>	<b>460,000</b>		<b>15,524,856</b>
<b>Current liabilities</b>				
Contract liabilities	2,905,995	(62,703)		2,843,292
<b>Total current liabilities</b>	<b>7,972,421</b>	<b>(62,703)</b>		<b>7,909,718</b>
<b>Community equity</b>				
Retained surplus	165,224,050	522,703		165,746,753
<b>Total community equity</b>	<b>227,230,701</b>	<b>522,703</b>		<b>227,753,404</b>

*Comparative figures for 30 June 2021*

	Original balance as presented at 30 June 2021	Prior period adjustments			Restated at 30 June 2021
		Capital expenditure (a)	Contract assets and liabilities (b)	Landfill provision (c & d)	
<b>Statement of comprehensive income</b>					
<b>Income</b>					
<b>Recurrent revenue</b>					
Interest received				15,724	1,135,332
Other income	1,119,608				1,135,332
Grants, subsidies, contributions and donations	11,133,308			1,107,848	12,241,156
<b>Total recurrent revenue</b>	<b>32,504,163</b>			<b>1,123,572</b>	<b>33,627,735</b>
<b>Capital revenue</b>					
Grants, subsidies, contributions and donations	2,220,676		656,123	5,717,556	8,594,355
<b>Total capital revenue</b>	<b>2,220,676</b>	<b>-</b>	<b>656,123</b>	<b>5,717,556</b>	<b>8,594,355</b>
<b>Total income</b>	<b>34,724,839</b>	<b>-</b>	<b>656,123</b>	<b>6,841,128</b>	<b>42,222,090</b>
<b>Expenses</b>					
Materials and services	(18,587,338)	(1,461,763)		(710,907)	(20,760,008)
Depreciation expense	(10,489,752)				(10,489,752)
	(41,640,874)	(1,461,763)	-	(710,907)	(43,813,544)
<b>Capital expenses</b>					
	-				-
<b>Total expenses</b>	<b>(41,640,874)</b>	<b>(1,461,763)</b>	<b>-</b>	<b>(710,907)</b>	<b>(43,813,544)</b>
<b>Net results</b>	<b>(8,916,035)</b>	<b>(1,461,763)</b>	<b>656,123</b>	<b>6,130,221</b>	<b>(1,591,454)</b>

**Northern Peninsula Area Regional Council**  
**Notes to the financial statements**  
**For the year ended 30 June 2022**

*Comparative figures for 30 June 2021*

	Original balance as presented at 30 June 2021	Prior period adjustments			Restated at 30 June 2021
		Capital expenditure (a)	Contract assets and liabilities (b)	Landfill provision (c & d)	
<b>Statement of financial position</b>					
<b>Current assets</b>					
Contract assets	220,254		935,465		1,155,719
<b>Total current assets</b>	<b>14,598,944</b>	<b>-</b>	<b>935,465</b>	<b>-</b>	<b>15,534,408</b>
<b>Non-current assets</b>					
Property, plant and equipment	201,754,650	(1,461,763)		7,214,362	207,507,249
<b>Total non-current assets</b>	<b>217,121,930</b>	<b>(1,461,763)</b>	<b>-</b>	<b>7,214,362</b>	<b>222,874,529</b>
<b>Total assets</b>	<b>231,720,874</b>	<b>(1,461,763)</b>	<b>935,465</b>	<b>7,214,362</b>	<b>238,408,939</b>
<b>Current liabilities</b>					
Contract liabilities	5,778,209		(243,361)		5,534,848
Provisions	1,811,258			(396,940)	1,414,318
<b>Total current liabilities</b>	<b>10,842,189</b>	<b>-</b>	<b>(243,361)</b>	<b>(396,940)</b>	<b>10,201,888</b>
<b>Non-current liabilities</b>					
Provisions	564,018			1,481,082	2,045,100
<b>Total non-current liabilities</b>	<b>564,018</b>	<b>-</b>	<b>-</b>	<b>1,481,082</b>	<b>2,045,100</b>
<b>Net community assets</b>	<b>220,314,666</b>	<b>(1,461,763)</b>	<b>1,178,826</b>	<b>6,130,220</b>	<b>226,161,950</b>
<b>Community equity</b>					
Retained surplus	158,308,015	(1,461,763)	1,178,826	6,130,221	164,155,299
<b>Total community equity</b>	<b>220,314,666</b>	<b>(1,461,763)</b>	<b>1,178,826</b>	<b>6,130,221</b>	<b>226,161,950</b>

(i) The adjustment in Property, plant and equipment of \$7,214,362 arising from the landfill provision for the year 30 June 2021 includes the following:

Cost of sewerage upgrade treatment, waste facility and transfer station	5,717,556
Restoration provision to be recognised as part of the asset cost	1,496,806
	<u>7,214,362</u>

**Northern Peninsula Area Regional Council**  
**Notes to the financial statements**  
**For the year ended 30 June 2022**

**24 Transactions with related parties**

**(a) Transactions with key management personnel (KMP)**

KMP include the Mayor, Councillors, the Council's Chief Executive Officer and Executive Managers. The compensation paid to KMP comprises:

	2022	2021
	\$	\$
Short-term employee benefits	1,080,966	1,250,913
Post-employment benefits	115,355	97,782
Long-term benefits	360	2,697
Termination benefits	24,073	104,604
<b>Total</b>	<b>1,220,754</b>	<b>1,455,996</b>

Detailed remuneration disclosures are provided in the annual report.

**(b) Transactions with other related parties**

Other related parties include the close family members of KMP and any entities controlled or jointly controlled by KMP or their close family members. Close family members include a spouse, child and dependent of a KMP or their spouse.

Details of transactions between Council and other related parties are disclosed below:

Details of Transaction	Additional information	2022	2021
		\$	\$
Service charges and sales to entities controlled by KMP	24(b)(i)	212,151	1,383,443
Sale of goods and services to related parties	24(b)(ii)	-	51,020
Employee expenses for close family members of KMP	24(b)(iii)	699,923	985,540
Purchase of materials and services from close family member and entities controlled by KMP	24(b)(iv)	772,053	325,379
Grants received from related parties	24(b)(v)	513,000	-

(i) The service charges charged to entities controlled by key management personnel were on an arm's length basis in accordance with the schedule of fees and charges adopted by Council. Sale of goods were at arm's length and were in the normal terms and conditions of the Council. The total disclosed includes the following:

Service charges and sales to entities controlled by KMP	\$	\$
Service charges charged to controlled entities	53,532	1,037,927
Sale of goods	158,619	345,516
<b>Total</b>	<b>212,151</b>	<b>1,383,443</b>

(ii) Sales generated from key management personnel, close family member of KMP and jointly controlled entity of KMP were on arm's length basis in accordance with Council's standard terms and conditions

(iii) All close family members of key management personnel were employed through an arm's length process. They are paid in accordance with the Award for the job they perform.

The council employs 173 (2021: 162) staff of which only 11 (2021: 18) are close family members of key management personnel.

(iv) The Council purchased material and services from close family member and entities controlled by key management personnel. All purchases were at arm's length and were in the normal course of council operations.

(v) During the year, Council received grants from Western Cape Communities Trust, an organisation of communities throughout Cape York which the Council is represented by the Mayor.

As described in Note 19, there is an ongoing Major Infrastructure Program jointly funded by the Australian and Queensland Governments to deliver and upgrade major infrastructure works. This relates to NPARC Waste Facility and Bamaga Sewerage upgrade. The funds for this program are held in trust and the project is managed externally. It is noted that the construction contractor engaged to carry out this project is an entity controlled by a current KMP of Council. The contract was awarded to the company prior to the KMP having any involvement at Council.

**Northern Peninsula Area Regional Council**  
**Notes to the financial statements**  
**For the year ended 30 June 2022**

**24 Transactions with related parties (continued)**

**(c) Outstanding balances**

The following balances are outstanding at the end of the reporting period in relation to transactions with related parties:

	Amounts owed by KMP	Amounts owed by close family member of KMP	Amounts owed by entities controlled by KMP
30 June 2022	\$	\$	\$
Current	-	-	529,769
Past due 31-60 days	-	-	11,362
Past due 61-90 days	-	-	2,947
More than 90 days overdue	-	154	239,619
<b>Total Owning</b>	-	<b>154</b>	<b>783,697</b>

	Amounts owed by KMP	Amounts owed by close family member of KMP	Amounts owed by entities controlled by KMP
30 June 2021	\$	\$	\$
Current	-	-	5,176
Past due 31-60 days	15	-	5,046
Past due 61-90 days	-	-	5,485
More than 90 days overdue	3,856	203	253,144
<b>Total Owning</b>	<b>3,871</b>	<b>203</b>	<b>268,852</b>

At the end of the reporting period, the Council owed \$17,670 (2021 \$113,371) to an entity that was controlled by a KMP. There were no other balances owed to KMP, close family members or entities controlled by KMP.

Following receivable amounts from Key Management Personnel (KMP) and Controlled entities have been provided for doubtful debt during the year.

Name of the related party	Type of relationship	Amounts provided as doubtful debt 2022	Amounts provided as doubtful debt 2021
		\$	\$
Gina Nona	KMP	1,809	-
Bamaga Kazil TSI Corporation	Controlled entity	57,387	-
NPA Family and Community Services	Controlled entity	12,814	-
Ipima Ikaya Aboriginal Corp RNTBC	Controlled entity	569	-
NPA Justice Services ATSI Corporation	Controlled entity	1,192	-
Thupmul Coffee	Controlled entity	1,080	-
		<b>74,851</b>	<b>-</b>

**(d) Loans and guarantees to/from related parties**

Council does not make loans to or receive loans from related parties. No guarantees have been provided.

**(e) Commitments to/from other related parties**

Council does not have any commitments to/from related parties.

**(f) Transactions with related parties that have not been disclosed**

The majority of the entities and people that are related parties of Council live and operate within the Northern Peninsula Area community. Therefore, on a regular basis ordinary citizen transactions occur between Council and its related parties. Some examples include:

- Payment of fees and charges

Council has not included these types of transaction in its disclosure as they are made on the same terms and conditions available to the general public.

**Northern Peninsula Area Regional Council**  
**Notes to the financial statements**  
**For the year ended 30 June 2022**

**25 Financial instruments and financial risk management**

**(a) Financial assets and financial liabilities**

Northern Peninsula Area Regional Council has exposure to the following risks arising from financial instruments:

- credit risk
- liquidity risk
- market risk

**Risk management framework**

Northern Peninsula Area Regional Council is responsible for the establishment and oversight of the risk management framework, together with developing and monitoring risk management policies.

Council's management approves policies for overall risk management, as well as specifically for managing credit, liquidity and market risk.

The Council's risk management policies are established to identify and analyse the risks faced, to set appropriate limits and controls and to monitor these risks and adherence against limits. The Council aims to manage volatility to minimise potential adverse effects on the financial performance of the Council.

The Council's audit committee oversees how management monitors compliance with the Council's risk management policies and procedures, and reviews the adequacy of the risk management framework in relation to the risks faced by the Council. The Council's audit committee is assisted in its oversight role by internal audit. Internal audit undertakes both regular and ad hoc reviews of risk management controls and procedures, the results of which are reported to the audit committee.

Northern Peninsula Area Regional Council does not enter into derivatives.

**Credit risk**

Credit risk is the risk of financial loss if a counterparty to a financial instrument fails to meet its contractual obligations. These obligations arise principally from the Council's investments and receivables.

Exposure to credit risk is managed through regular analysis of credit counterparty ability to meet payment obligations. The carrying amount of financial assets represents the maximum credit exposure.

Investments in financial instruments are required to be made with Queensland Treasury Corporation (QTC) or similar state / commonwealth bodies or financial institutions in Australia, in line with the requirements of the *Statutory Bodies Financial Arrangements Act 1982*.

No collateral is held as security relating to the financial assets held by Northern Peninsula Regional Council.

The carrying amounts of financial assets at the end of the reporting period represent the maximum exposure to credit risk for the Council.

**Cash and cash equivalents**

**Other financial assets - lease receivables**

Finance leases are held with the State of Queensland, the likelihood of a credit failure is assessed as remote.

**Northern Peninsula Area Regional Council**  
**Notes to the financial statements**  
**For the year ended 30 June 2022**

**25 Financial instruments and financial risk management (Continued)**  
**Liquidity risk**

Liquidity risk is the risk that the Council will encounter difficulty in meeting the obligations associated with its financial liabilities that are settled by delivering cash or another financial asset.

The Council's approach to managing liquidity is to ensure, as far as possible, that it will have sufficient liquidity to meet its liabilities when they are due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the Council's reputation.

**Exposure to liquidity risk**

Council is exposed to liquidity risk through its normal course of business.

The Council manages its exposure to liquidity risk by maintaining sufficient cash deposits and undrawn facilities, both short and long term, to cater for unexpected volatility in cash flows.

The following table sets out the liquidity risk in relation to financial liabilities held by the Council. It represents the remaining contractual cashflows (principal and interest) of financial liabilities at the end of the reporting period, excluding the impact of netting agreements:

	0 to 1 year	1 to 5 years	Over 5 years	Total contractual cash flows	Carrying amount
	\$	\$	\$	\$	\$
<b>2022</b>					
Trade and other payables	3,095,719	-	-	3,095,719	3,095,719
	<u>3,095,719</u>	<u>-</u>	<u>-</u>	<u>3,095,719</u>	<u>3,095,719</u>
<b>2021</b>					
Trade and other payables	3,252,723	-	-	3,252,723	3,252,723
	<u>3,252,723</u>	<u>-</u>	<u>-</u>	<u>3,252,723</u>	<u>3,252,723</u>

The outflows in the above table are not expected to occur significantly earlier and are not expected to be for significantly different amounts than indicated in the table.

**Northern Peninsula Area Regional Council**  
**Notes to the financial statements**  
**For the year ended 30 June 2022**

**25 Financial Instruments and financial risk management (Continued)**

**Market risk**

Market risk is the risk that changes in market indices, such as interest rates, will affect the Council's income or the value of its holdings of financial instruments.

*Interest rate risk*

Northern Peninsula Area Regional Council is exposed to interest rate risk through investments with QTC.

Council has access to a mix of variable and fixed rate funding options through QTC so that interest rate risk exposure can be minimised.

*Sensitivity*

Sensitivity to interest rate movements is shown for variable financial assets and liabilities based on the carrying amount at reporting date.

The Council does not account for any fixed-rate financial assets or financial liabilities at Fair Value through Profit or Loss, therefore a change in interest rates at the reporting date would not affect profit or loss.

The following interest rate sensitivity analysis depicts what effect a reasonably possible change in interest rates (assumed to be 1%) would have on the profit and equity, based on the carrying values at the end of the reporting period. The calculation assumes that the change in interest rates would be held constant over the period.

	Net carrying amount	Effect on Net Result		Effect on Equity	
	\$	1% increase	1% decrease	1% increase	1% decrease
<b>2022</b>					
Deposits at call	3,469,223	34,692	(34,692)	34,692	(34,692)
<b>Total</b>	<b>3,469,223</b>	<b>34,692</b>	<b>(34,692)</b>	<b>34,692</b>	<b>(34,692)</b>
<b>2021</b>					
Deposits at call	3,453,499	34,535	(34,535)	34,535	(34,535)
<b>Total</b>	<b>3,453,499</b>	<b>34,535</b>	<b>(34,535)</b>	<b>34,535</b>	<b>(34,535)</b>

**(b) Fair value**

The fair value of trade and other receivables and payables is assumed to approximate the value of the original transaction, less any allowance for impairment.

**26 Commitments for expenditure**

**Contractual commitments**

Contractual commitments at end of financial year but not recognised in the financial statements are as follows:

	2022	2021
	\$	\$
Umagico Supermarket management		
Within one year	169,789	160,042
One to five years	355,011	640,000
	<u>524,799</u>	<u>800,042</u>
Hunter Premium insurance		
Within one year	37,599	26,840
	<u>37,599</u>	<u>26,840</u>
Computer maintenance within one year	144,982	144,982
Management and Maintenance of Water Treatment Plant	-	426,938
Capital commitments	2,099,386	1,219,991
<b>Total commitments for expenditure</b>	<b><u>2,806,766</u></b>	<b><u>2,618,793</u></b>

**Northern Peninsula Area Regional Council**  
**Financial statements**  
**For the year ended 30 June 2022**

**Management Certificate**  
**For the year ended 30 June 2022**

These general purpose financial statements have been prepared pursuant to sections 176 and 177 of the *Local Government Regulation 2012* (the Regulation) and other prescribed requirements.

In accordance with section 212(5) of the Regulation we certify that:

- (i) the prescribed requirements of the *Local Government Act 2009* and *Local Government Regulation 2012* for the establishment and keeping of accounts have been complied with in all material respects; and
- (ii) the general purpose financial statements, present a true and fair view, in accordance with Australian Accounting Standards, of the Council's transactions for the financial year and financial position at the end of the year.



Mayor  
Robert Poi Poi

Date: 17, 5, 24



Chief Executive Officer  
Kate Gallaway

Date: 17, 5, 24

## INDEPENDENT AUDITOR'S REPORT

To the Councillors of the Northern Peninsula Area Regional Council

### Report on the Audit of the Financial Report

#### Opinion

I have audited the financial report of the Northern Peninsula Area Regional Council (the Council).

In my opinion, the financial report:

- a) gives a true and fair view of the council's financial position as at 30 June 2022, and of its financial performance and cash flows for the year then ended
- b) complies with the *Local Government Act 2009*, the Local Government Regulation 2012 and Australian Accounting Standards.

The financial report comprises the statement of financial position as at 30 June 2022, the Statement of Comprehensive Income, Statement of Changes in Equity and Statement of Cash Flows for the year then ended, notes to the financial statements including significant accounting policies and other explanatory information, and the certificate given by the Mayor and Chief Executive Officer.

#### Basis for opinion

I conducted my audit in accordance with the *Auditor-General Auditing Standards*, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial report* section of my report.

I am independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the financial report in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code and the *Auditor-General Auditing Standards*.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

#### Other information

Other information comprises financial and non-financial information (other than the audited financial report) in an entity's annual report.

At the date of this auditor's report, the available other information in the Northern Peninsula Area Regional Council's annual report for the year ended 30 June 2022 was the current year financial sustainability statement and long-term financial sustainability statement.

The councillors are responsible for the other information.

My opinion on the financial report does not cover the other information and accordingly I do not express any form of assurance conclusion thereon. However, as required by the Local Government Regulation 2012, I have formed a separate opinion on the current year financial sustainability statement.

In connection with my audit of the financial report, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report and my knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this information, I am required to report that fact. I have nothing to report in this regard.

### **Responsibilities of the councillors for the financial report**

The councillors are responsible for the preparation of the financial report that gives a true and fair view in accordance with the *Local Government Act 2009*, the Local Government Regulation 2012 and Australian Accounting Standards, and for such internal control as the councillors determine are necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

The councillors are also responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless it is intended to abolish the council or to otherwise cease operations of the council.

### **Auditor's responsibilities for the audit of the financial report**

My objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for expressing an opinion on the effectiveness of the council's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the council.

- Conclude on the appropriateness of the council's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the council's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. I base my conclusions on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the council to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the council regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

### **Report on other legal and regulatory requirements**

In accordance with s.40 of the *Auditor-General Act 2009*, for the year ended 30 June 2022:

- a) I received all the information and explanations I required.
- b) I consider that, the prescribed requirements in relation to the establishment and keeping of accounts were complied with in all material respects.

### **Prescribed requirements scope**

The prescribed requirements for the establishment and keeping of accounts are contained in the *Local Government Act 2009*, any other Act and the Local Government Regulation 2012. The applicable requirements include those for keeping financial records that correctly record and explain the council's transactions and account balances to enable the preparation of a true and fair financial report.



20 May 2024

Sri Narasimhan  
as delegate of the Auditor-General

Queensland Audit Office  
Brisbane

**Northern Peninsula Area Regional Council  
Current-year Financial  
For the year ended 30**

**Measures of Financial Sustainability**

	How the measure is calculated	Actual Council	Target
The Council's performance at 30 June 2022 against key financial ratios and targets:			
Operating surplus ratio	Net result (excluding capital items) divided by total operating revenue (excluding capital items)	-26%	Between 0% and 10%
Asset sustainability ratio	Capital expenditure on the replacement of assets (renewals) divided by depreciation expense.	22%	greater than 90%
Net financial liabilities ratio	Total liabilities less current assets divided by total operating revenue (excluding capital items)	-8%	not greater than 60%

**Note 1 - Basis of Preparation**

The current year financial sustainability statement is a special purpose statement prepared in accordance with the requirements of the *Local Government Regulation 2012* and the *Financial Management (Sustainability) Guideline 2013*. The amounts used to calculate the three reported measures are prepared on an accrual basis and are drawn from the Council's audited general purpose financial statements for the year ended 30 June 2022.

**Certificate of Accuracy  
For the year ended 30 June 2022**

This current-year financial sustainability statement has been prepared pursuant to Section 178 of the *Local Government Regulation 2012* (the regulation).

In accordance with Section 212(5) of the Regulation we certify that this current-year financial sustainability statement has been accurately calculated.



Mayor  
Robert Poi Poi

Date: 17, 5, 24



Chief Executive Officer  
Kate Gallaway

Date: 17, 5, 24

## INDEPENDENT AUDITOR'S REPORT

To the Councillors of the Northern Peninsula Area Regional Council

### Report on the Current-Year Financial Sustainability Statement

#### Opinion

I have audited the accompanying current year financial sustainability statement of the Northern Peninsula Area Regional Council for the year ended 30 June 2022, comprising the statement, explanatory notes, and the certificate of accuracy given by the Mayor and the Chief Executive Officer.

In accordance with s.212 of the Local Government Regulation 2012, in my opinion, in all material respects, the current year financial sustainability statement of the Northern Peninsula Area Regional Council for the year ended 30 June 2022 has been accurately calculated.

#### Basis of opinion

I conducted my audit in accordance with the *Auditor-General Auditing Standards*, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the current year financial sustainability statement* section of my report.

I am independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the statement in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code and the *Auditor-General Auditing Standards*.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

#### Emphasis of matter – basis of accounting

I draw attention to Note 1 which describes the basis of accounting. The current year financial sustainability statement has been prepared in accordance with the Financial Management (Sustainability) Guideline 2013 for the purpose of fulfilling the council's reporting responsibilities under the Local Government Regulation 2012. As a result, the statement may not be suitable for another purpose. My opinion is not modified in respect of this matter.

#### Other Information

Other information comprises financial and non-financial information (other than the audited financial report) in an entity's annual report.

At the date of this auditor's report, the available other information in the Northern Peninsula Area Regional Council's annual report for the year ended 30 June 2022 was the general purpose financial statements and long-term financial sustainability statement.

The councillors are responsible for the other information.

My opinion on the current year financial sustainability statement does not cover the other information and accordingly I do not express any form of assurance conclusion thereon. However, as required by the Local Government Regulation 2012, I have formed a separate opinion on the general purpose financial report.

In connection with my audit of the financial report, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report and my knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this information, I am required to report that fact. I have nothing to report in this regard.

### **Responsibilities of the councillors for the current year financial sustainability statement**

The councillors are responsible for the preparation and fair presentation of the current year financial sustainability statement in accordance with the Local Government Regulation 2012. The councillors responsibility also includes such internal control as the councillors determine is necessary to enable the preparation and fair presentation of the statement that is accurately calculated and is free from material misstatement, whether due to fraud or error.

### **Auditor's responsibilities for the audit of the current year financial sustainability statement**

My objectives are to obtain reasonable assurance about whether the current year financial sustainability statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this statement.

My responsibility does not extend to forming an opinion on the appropriateness or relevance of the reported ratios, nor on the council's future sustainability.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control.
- Evaluate the appropriateness of material accounting policy information used and the reasonableness of accounting estimates and related disclosures made by the council.
- Evaluate the overall presentation, structure and content of the statement, including the disclosures, and whether the statement represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the council regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.



20 May 2024

Sri Narasimhan  
as delegate of the Auditor-General

Queensland Audit Office  
Brisbane

**Northern Peninsula Area Regional Council  
Long-Term Financial Sustainability Statement  
For the year ended 30 June 2022**

**Measures of Financial Sustainability**

Measure	Target	Projected for the years ended												
		Actuals at 30 June 2022	30 June 2023	30 June 2024	30 June 2025	30 June 2026	30 June 2027	30 June 2028	31 June 2029	31 June 2030	31 June 2031			
Operating surplus ratio	Net result divided by total operating revenue	Between 0% and 10%	-26%	-14%	-3%	-3%	3%	5%	11%	11%	11%	11%	11%	11%
Asset sustainability ratio	Capital expenditure on the replacement of assets (renewals) divided by depreciation expense.	greater than 90%	22%	75%	70%	85%	85%	85%	85%	85%	85%	85%	85%	85%
Net financial liabilities ratio	Total liabilities less current assets divided by total operating revenue	not greater than 60%	-8%	-17%	-17%	-17%	-17%	-17%	-17%	-17%	-17%	-17%	-17%	-17%

**Northern Peninsula Area Regional Council's Financial Management Strategy**

Council measures revenue and expenditure trends over time as a guide to future requirements and to make decisions about the efficient allocation of resources to ensure the most effective provision of services. Council ensures that its financial management strategy is prudent and that its long-term financial forecast shows a sound financial position whilst also being able to meet the community's current and future needs.

**Certificate of Accuracy**

**For the long-term financial sustainability statement prepared as at 30 June 2022**

This long-term financial sustainability statement has been prepared pursuant to Section 178 of the *Local Government Regulation 2012* (the regulation).

In accordance with Section 212(5) of the Regulation we certify that this long-term financial sustainability statement has been accurately calculated.



Mayor  
Robert Poi Poi

Date: 17/5/24



Acting Chief Executive Officer  
Kate Galloway

Date: 17/5/24

# Annual Report Checklist

## Checklist

### Background

This checklist is for Queensland Councils governed by the *Local Government Act 2009* (LGA) and Local Government Regulation 2012 (LGR).

Requirement	Reference	✓
<b>Timing</b>		
Council must prepare an annual report for each financial year, and:		
<ul style="list-style-type: none"> <li>adopt it within one month after the day the auditor-general gives their audit report about council's financial statements for the financial year to council, (unless the Minister, by notice to the council, extends this time); and</li> </ul>	LGR s182(2)&(3)	
<ul style="list-style-type: none"> <li>publish the report on council's website within two weeks of adoption.</li> </ul>	LGR s182(4)	
<b>Content</b>		
The annual report must:		
<ul style="list-style-type: none"> <li>contain a list of all the beneficial enterprises that the local government conducted during the financial year</li> </ul>	LGA s41	P27
<ul style="list-style-type: none"> <li>contain a list of all the business activities that the local government conducted during the financial year</li> </ul>	LGA s45(a)	P27
<ul style="list-style-type: none"> <li>identify the business activities that are significant business activities</li> </ul>	LGA s45(b)	P27
<ul style="list-style-type: none"> <li>state whether or not the competitive neutrality principle was applied to the significant business activities, and if the principle was not applied, the reason why it was not applied</li> </ul>	LGA s45(c)	P26
<ul style="list-style-type: none"> <li>state whether any of the significant business activities were not conducted in the preceding financial year, i.e. whether there are any new significant business activities.</li> </ul>	LGA s45(d)	P27
The annual report must state:		
<ul style="list-style-type: none"> <li>the total of all remuneration packages that are payable (in the year to which the annual report relates) to the senior management of the local government</li> <li>if the local government has resolved to allow a councillor to appoint councillor advisors, for each councillor: <ul style="list-style-type: none"> <li>the number of councillor advisors appointed by the councillor for the year; and</li> <li>the total remuneration payable to all councillor advisors appointed by the councillor for the year.</li> </ul> </li> </ul>	LGA s201(1)(a)&(c)	P27

Requirement	Reference	✓
<ul style="list-style-type: none"> <li>the senior management, of a local government, consists of the chief executive officer and all senior executive employees of the local government.</li> </ul>		
<ul style="list-style-type: none"> <li>the number of employees in senior management who are being paid each band of remuneration</li> </ul> <p>Each band of remuneration is an increment of \$100,000.</p> <ul style="list-style-type: none"> <li>there is no requirement to disclose the exact salary of any employee in senior management separately in the annual report.</li> </ul>	LGA s201(1)(b)	P27
The annual report must contain:		
<ul style="list-style-type: none"> <li>the general-purpose financial statement for the financial year, audited by the auditor-general</li> </ul>	LGR s183(a)	P45
<ul style="list-style-type: none"> <li>the current-year financial sustainability statement for the financial year, audited by the auditor-general</li> </ul>	LGR s183(b)	P84
<ul style="list-style-type: none"> <li>the long-term financial sustainability statement for the financial year</li> </ul>	LGR s183(c)	P84
<ul style="list-style-type: none"> <li>the auditor-general's audit reports about the general-purpose financial statement and the current year financial sustainability statement</li> </ul>	LGR s183(d)	P81
<ul style="list-style-type: none"> <li>the community financial report for the financial year</li> </ul>	LGR s184	P32
<ul style="list-style-type: none"> <li>a copy of the resolutions made during the financial year under s250(1) of the LGR (adoption of an expenses reimbursement policy); and</li> </ul>	LGR s185(a)	P10
<ul style="list-style-type: none"> <li>a list of any resolutions made during the financial year under s206(2) of the LGR (threshold for non-current physical asset to be treated as an expense)</li> </ul>	LGR s185(b)	P10
In relation to councillors, the annual report must contain:		
<ul style="list-style-type: none"> <li>the total remuneration, including superannuation contributions, paid to each councillor during the financial year</li> </ul>	LGR s186(a)	P21
<ul style="list-style-type: none"> <li>the expenses incurred by, and the facilities provided to, each councillor during the financial year under the local government's expenses reimbursement policy</li> </ul>	LGR s186(b)	P21
<ul style="list-style-type: none"> <li>the number of local government meetings that each councillor attended during the financial year</li> </ul>	LGR s186(c)	P21
<ul style="list-style-type: none"> <li>the total number of the following during the financial year:</li> </ul>	LGR s186(d)	P24
<ul style="list-style-type: none"> <li>a) orders made under section 150I(2) of the LGA</li> </ul>	LGR s186(d)(i)	P24
<ul style="list-style-type: none"> <li>b) orders made under section 150IA(2)(b) of the LGA</li> </ul>	LGR s186(d)(ii)	P24
<ul style="list-style-type: none"> <li>c) orders made under section 150AH(1) of the LGA</li> </ul>	LGR s186(d)(iii)	P24
<ul style="list-style-type: none"> <li>d) decisions, orders, and recommendations made under section 150AR(1) of the LGA</li> </ul>	LGR s186(d)(iv)	P24

- each of the following during the financial year:

LGR s186(e)

P24



Requirement	Reference	✓
a) the name of each councillor for whom a decision, order, or recommendation under section 150I(2), 150IA(2)(b), 150AH(1) or 150AR(1) of the LGA was made	LGR s186(e)(i)	P24
b) a description of the unsuitable meeting conduct, inappropriate conduct or misconduct engaged in by each of the councillors	LGR s186(e)(ii)	P24
c) a summary of the decision, order or recommendation made for each councillor	LGR s186(e)(iii)	P24
For councillors, the annual report must also contain the number of each of the following during the financial year:		
<ul style="list-style-type: none"> <li>complaints referred to the assessor under section 150P(2)(a) of the LGA by the local government, a councillor of the local government or the chief executive officer of the local government</li> </ul>	LGR s186(1)(f)(i)	P24
<ul style="list-style-type: none"> <li>matters, mentioned in section 150P(3) of the LGA, notified to the Crime and Corruption Commission</li> </ul>	LGR s186(1)(f)(ii)	P24
<ul style="list-style-type: none"> <li>notices given under section 150R(2) of the LGA</li> </ul>	LGR s186(1)(f)(iii)	P24
<ul style="list-style-type: none"> <li>notices given under section 150S(2)(a) of the LGA</li> </ul>	LGR s186(1)(f)(iv)	P24
<ul style="list-style-type: none"> <li>occasions information was given under section 150AF(3)(a) of the LGA</li> </ul>	LGR s186(1)(f)(v)	P24
<ul style="list-style-type: none"> <li>occasions the local government asked another entity to investigate, under chapter 5A, part 3, division 5 of the LGA for the local government, the suspected conduct breach of a councillor</li> </ul>	LGR s186(1)(f)(vi)	P24
<ul style="list-style-type: none"> <li>applications heard by the conduct tribunal under chapter 5A, part 3, division 6 of the Act about whether a councillor engaged in misconduct or a conduct breach</li> </ul>	LGR s186(1)(f)(vii)	P24
<ul style="list-style-type: none"> <li>the total number of referral notices given to the local government under section 150AC(1) of the LGA during the financial year</li> </ul>	LGR s186(1)(g)	P24
<ul style="list-style-type: none"> <li>for suspected conduct breaches the subject of a referral notice mentioned in paragraph (g) above                             <ul style="list-style-type: none"> <li>the total number of suspected conduct breaches; and</li> <li>the total number of suspected conduct breaches for which an investigation was not started or was discontinued under section 150AEA of the LGA</li> </ul> </li> </ul>	LGR s186(1)(h)	P24
<ul style="list-style-type: none"> <li>the number of decisions made by the local government under section 150AG(1) of the LGA during the financial year</li> </ul>	LGR s186(1)(i)	P24
<ul style="list-style-type: none"> <li>the number of matters not decided by the end of the financial year under section 150AG(1) of the LGA</li> </ul>	LGR s186(1)(j)	P24
<ul style="list-style-type: none"> <li>the average time taken by the local government in making a decision under section 150AG(1) of the LGA</li> </ul>	LGR s186(1)(k)	P24

Requirement	Reference	✓
In relation to administrative action complaints, the annual report for a financial year must contain:		
<ul style="list-style-type: none"> <li>a statement about the local government's commitment to dealing fairly with administrative action complaints; and</li> </ul>	LGR s187(1)(a)	P25
<ul style="list-style-type: none"> <li>a statement about how the local government has implemented its complaints management process, including an assessment of the local government's performance in resolving complaints under the process</li> </ul>	LGR s187(1)(b)	P25
<ul style="list-style-type: none"> <li>the number of the following during the financial year</li> </ul>	LGR s187(2)(a)	P25
<ul style="list-style-type: none"> <li>a) administrative action complaints made to the local government;</li> </ul>	LGR s187(2)(a)(i)	P25
<ul style="list-style-type: none"> <li>b) administrative action complaints resolved by the local government under the complaints management process;</li> </ul>	LGR s187(2)(a)(ii)	P25
<ul style="list-style-type: none"> <li>c) administrative action complaints not resolved by the local government under the complaints management process; and</li> </ul>	LGR s187(2)(a)(iii)	P25
<ul style="list-style-type: none"> <li>the number of administrative action complaints not resolved by the local government under the complaints management process that were made in a previous financial year.</li> </ul>	LGR s187(2)(b)	P25
The annual report for a financial year must contain the following information about any overseas travel made by a councillor or local government employee in an official capacity during the financial year:		
<ul style="list-style-type: none"> <li>for a councillor - the name of the councillor</li> </ul>	LGR s188(1)(a)	P27
<ul style="list-style-type: none"> <li>for a local government employee – that person's name and position held</li> </ul>	LGR s188(1)(b)	P27
<ul style="list-style-type: none"> <li>the destination of the overseas travel</li> </ul>	LGR s188(1)(c)	P27
<ul style="list-style-type: none"> <li>the purpose of the overseas travel</li> </ul>	LGR s188(1)(d)	P27
<ul style="list-style-type: none"> <li>the cost of the overseas travel.</li> </ul>	LGR s188(1)(e)	P27
The annual report may also contain any other information about the overseas travel the local government considers relevant.	LGR s188(2)	P27
The annual report for a financial year must contain:		
<ul style="list-style-type: none"> <li>a summary of the local government's expenditure for the financial year on grants to community organisations</li> </ul>	LGR s189(1)	P29
<ul style="list-style-type: none"> <li>the following information about the local government's discretionary funds</li> </ul>	LGR s189(2)	
<ul style="list-style-type: none"> <li>a) the total amount budgeted for the financial year as the local government's discretionary funds;</li> </ul>	LGR s189(2)(a)	P29
<ul style="list-style-type: none"> <li>b) the prescribed amount (0.1% of the local government's revenue from general rates for the previous financial year) for the local government for the financial year;</li> </ul>	LGR s189(2)(b) LGR s201B(5)	P29
<ul style="list-style-type: none"> <li>c) the total amount of discretionary funds budgeted for the financial year for councillors to allocate for each of the following purposes:</li> </ul>	LGR s189(2)(c)	P29
<ul style="list-style-type: none"> <li>i. capital works of the local government that are for a community purpose</li> </ul>	LGR s189(2)(c)(i)	P29
<ul style="list-style-type: none"> <li>ii. other community purposes;</li> </ul>	LGR s189(2)(c)(ii)	

		P29
d) the amount of discretionary funds budgeted for use by each councillor for the financial year;	LGR s189(2)(d)	P29
e) if a councillor allocates discretionary funds in the financial year:	LGR s189(2)(e)	P29

Requirement	Reference	✓
i. the amount allocated; and	LGR s189(2)(e)(i)	P29
ii. the date the amount was allocated; and	LGR s189(2)(e)(ii)	P29
iii. the way mentioned in section 202(1) in which the amount was allocated; and	LGR s189(2)(e)(iii)	P29
iv. if the amount was allocated to a person or organisation—the name of the person or organisation to whom the allocation was made; and	LGR s189(2)(e)(iv)	P29
v. the purpose for which the amount was allocated, including sufficient details to identify how the funds were, or are to be, spent.	LGR s189(2)(e)(v)	P29
The annual report for a financial year must also contain the following information:		
<ul style="list-style-type: none"> <li>the chief executive officer's assessment of the local government's progress towards implementing its 5-year corporate plan and annual operational plan</li> </ul>	LGR s190(1)(a)	P6
<ul style="list-style-type: none"> <li>particulars of other issues relevant to making an informed assessment of the local government's operations and performance in the financial year</li> </ul>	LGR s190(1)(b)	P6
<ul style="list-style-type: none"> <li>an annual operations report for each commercial business unit, which means a document that contains the following information for the previous financial year: <ul style="list-style-type: none"> <li>information that allows an informed assessment of the unit's operations, including a comparison with the unit's annual performance plan</li> <li>particulars of any changes made to the unit's annual performance plan for the previous financial year, including the impact the changes had on the unit's financial position, operating surplus or deficit and prospects.</li> <li>particulars of any directions the local government gave the unit.</li> </ul> </li> </ul>	LGR s190(1)(c)	P6
<ul style="list-style-type: none"> <li>details of any action taken for, and expenditure on, a service, facility, or activity: <ul style="list-style-type: none"> <li>supplied by another local government under an agreement for conducting a joint government activity</li> <li>for which the local government levied special rates or charges for the financial year</li> </ul> </li> </ul>	LGR s190(1)(d)	P6
<ul style="list-style-type: none"> <li>the number of invitations to change tenders under section 228(8) of the LGR during the financial year</li> </ul>	LGR s190(1)(e)	P26
<ul style="list-style-type: none"> <li>a list of the registers kept by the local government</li> </ul>	LGR s190(1)(f)	P26
<ul style="list-style-type: none"> <li>a summary of all concessions for rates and charges granted by the local government</li> </ul>	LGR s190(1)(g)	P26
<ul style="list-style-type: none"> <li>the report on the internal audit for the financial year</li> </ul>	LGR s190(1)(h)	P23
<ul style="list-style-type: none"> <li>a summary of investigation notices given in the financial year under S49 of the LGR for competitive neutrality complaints</li> </ul>	LGR s190(1)(i)	P26

Requirement	Reference	✓
<ul style="list-style-type: none"> <li>the local government's responses in the financial year on the QCA's recommendations on any competitive neutrality complaints under S52(3) of the LGR.</li> </ul>	LGR s190(1)(j)	P26



**Title of Report:** Appointment of representative to Torres Model of Primary Care Health Summit Working Group

**Agenda Item:** 8.4

**Classification:** For decision

**Author** Mayor and CEO

**Attachments** Attachment A – Letter of invitation

Attachment B – Chapter 5 of the TCHHS Health Service Investigation Part A Report

## Officers Recommendation:

### That Council:

- Appoint xxx as the representative for NPARC on the Torres Model of Primary Care Health Summit Working Group
- Consider participation within the Torres Model of Primary Care Health Summit following further representations on 5<sup>th</sup> November 2024

## PURPOSE OF REPORT

To seek Council appointment of a representative to the Torres Model of Primary Care Health Summit working group.

## BACKGROUND AND CONTEXT

Invitation was received from Torres and Cape Hospital and Health Service on 11 October 2024 to both participate within the Torres Model of Primary Care Health Summit to reestablish the Torres Model of Primary Care. Further, NPARC was invited to nominate one representative to join a working group to support the planning of the summit. The working group will shape items for discussion, timing and location of the summit. A copy of the invitation is attached to this report.

The purpose of this report is to confirm Council's participation within the summit and nomination of a representative to the working group. The reinstatement of the Torres Model of Care has been a regional advocacy point since May 2023. It was also an investigation point regarding the TCHHS Health Investigation, which required the investigators to determine if the current model of care provided by TCHHS to Aboriginal and Torres Strait Islander people is fit for purpose.

It should be noted that the TCHHS Chair and CE have been invited to the

The relevant section of the executive summary from the Health Investigation is reproduced before, and the section of the report attached

The Torres Model of Care and the TCHHS' approach to service delivery In respect of the matters detailed in Item G of Part A of the TOR, considering the strengths of the Torres and Cape Model/s of

Care not captured in the current approach to service delivery which, if adopted, could be beneficial, the Investigators make the following observations, findings and recommendations:

- the Investigators have considered and analysed the relevant evidence and information gathered in undertaking the Investigation in relation to the approach to service delivery in the TCHHS region. This has included identifying the strengths of the Torres Model of Care. From this review, it was clear to the Investigators that historically, the Torres Model of Care had a significant positive impact on the community in the Northern TCHHS Region;
- in relation to the Southern TCHHS Region, the Investigators observed that there was not a referenced model of care which guides service delivery in that region. Rather, it was apparent to the Investigators that the approach to service delivery varies across communities and is dependent on local-level relationships. At a high level, the model of care in the Southern TCHHS Region was described by witnesses as a nurse-led model;
- the Investigators observe that there are various strengths of the Torres Model of Care which are not captured within the current approach to service delivery across the TCHHS region. These include:
  - a whole of community, cultural and holistic approach as to how health services are governed and delivered;
  - integration of primary prevention and health promotion / education programs and services delivered by the TCHHS in the community;
  - collaboration among the TCHHS and other organisations, such as local government and other community service providers particularly for preventive and population based programs;
  - a targeted focus on the recruitment, retention and career development for IHWs and associated partnerships that existed with education providers;
  - a key focus on and workforce in environmental health, noting that opportunities exist to collaborate with local government in this regard; and
  - a First Nations leadership model and approach that engendered trust and support from both the community and the health sector more broadly.
- in the Investigators' opinion, the consideration of these elements with respect to the overall service delivery approach in the TCHHS region, is critically important to enhance community-led First Nations leadership in primary health care and drive early intervention and prevention outcomes. The Investigators also consider that a focus on these issues going forward will lead to improved relationships and trust at a local-level;
- additionally, the Investigators also identified the following elements of the current approach to service delivery which must be incorporated in the approach to service delivery moving forward:
  - robust clinical governance and management of risk and processes to ensure patient safety. For example, the Investigators received witness and other evidence about previous areas of risk, such as the lack of adequate clinical governance processes and the failure to maintain facilities and resources to an acceptable and safe standard;
  - robust administrative processes particularly in relation to financial and human resource management. It is particularly important to note the importance of these processes given the integration of the Northern TCHHS Region into the TCHHS was delayed due to several issues identified through an independent external assessment; and
  - the TCHHS Clinical Services Plan 2019-2029 which identifies the key issues and health needs in the communities and a plan of how to best respond to those issues and needs over a ten year period.

## Recommendations

- the Investigators have reached an overarching recommendation that an approach to comprehensive health service delivery across the TCHHS region should be formally documented. Any formal documentation should be inclusive of the requirement to consider community and cultural variations within the TCHHS region;
- when formally documenting an approach, the Investigators recommend that consideration be given to the incorporation of the following:
  - the key strengths of the Torres Model of Care which are set out above, noting that when doing so, consideration should be given to incorporating a degree of flexibility to ensure these strengths of the Torres Model of Care are compatible in the current financial, operational and regulatory settings applicable to TCHHS; and
  - the additional elements relating to robust clinical governance and administrative processes as set out above;
- the Investigators' recommendations in this regard have been informed by their observations as to the likely consequences if an approach to service delivery is not formally documented, which may include:
  - the continued use of the Torres Model of Care, which, while strongly recognised for its success as a historical model of care in the Northern TCHHS Region, is now used as a divisive measure in both the community and in the TCHHS, used by some to support a particular view or position as to how healthcare should be delivered. The Investigators observed that the use of the Torres Model of Care in this manner undermines the work of dedicated staff in the system and causes confusion for new staff, which negatively impacts on community perceptions of the health system and its outcomes;
  - the continued use and reliance on elements of the Torres Model of Care which are inconsistent with modern practice, particularly given the range of structural, workforce and technological changes which have occurred over the past 30 years; and
  - continued references to a historic and poorly understood model which may limit the opportunity for current leadership (particularly First Nations leadership) to assert themselves in their roles and to develop and define their approach to leadership, service delivery and best practice.

## CRITICAL DATES

N/A.

## OTHER OPTIONS CONSIDERED

N/A.

## LEGAL AND LEGISLATION CONSIDERATIONS

Local Government Act

## POLICY CONSIDERATIONS

NA



ORDINARY COUNCIL MEETING # 7

Agenda Item 8.4

Thursday 31<sup>st</sup> October 2024

Seisia IKC

## CORPORATE AND OPERATIONAL PLAN CONSIDERATIONS

NA

## FINANCIAL AND RESOURCE CONSIDERATIONS

NA

## CONSULTATION

- Audit Committee
- Grant Thornton / QAO
- Council Advisor

Mayor Robert Poi Poi  
Northern Peninsula Area Regional Council

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

Dear Mayor Poi Poi

**SUBJECT: Invitation to participate in a Torres Model of Primary Care Health Summit**

The Torres and Cape Hospital and Health Service (TCHHS) is committed to the reinstatement of the Torres Model of Primary Care (TMOC) in the Torres Strait and Northern Peninsula Area (NPA). We acknowledge your advocacy and support for your communities.

Last week, TCHHS Health Service Chief Executive and Board Chair met with union partners and Torres Strait Islander staff delegates. As part of this meeting, TCHHS discussed and committed to hold a summit that focuses on reinstating the TMOC.

Subject to availability, staff and unions have asked for the summit to be held within the first two weeks of December 2024.

As Mayor of the Northern Peninsula Area Regional Council, we respectfully invite you, Councillors and staff to take part in this important summit. The TMOC is foundational to our service and it is the driving force to deliver health sovereignty in the Torres Strait and Northern Peninsula Area.

To ensure its success, we further invite you to nominate one representative to join a working group to support the planning of the summit. This could be yourself, Council's Health Portfolio representative or Council staff. The working group will be chaired by Ms Marita Sagigi, TCHHS Executive General Manager (North). The working group will shape items for discussion, timing and location of the summit.

For TCHHS, community's involvement is critical. We acknowledge that the TMOC is owned by the people and for the people.

TCHHS has been progressing its update of our Health Equity Strategy through Community Yarns. The first Community Yarn was held on 17 September, with 34 more sessions planned; one for each community in our region.

Members of our team are reaching out to local representatives regarding the planned engagements. If individual communities request that we proceed with our planned visit, then we will work with local community members to ensure that this goes ahead. Alternatively, if a community would prefer us to wait until after the summit, then we will postpone our engagement. We will be guided by individual communities and their direction.

With your support, we are confident that we can strengthen our Health Service and provide culturally safe, sustainable health care that delivers the best outcomes for community.

**Office of the Chief Executive**

Torres and Cape Hospital and Health Service  
Level 6, William McCormack Place,  
5B Sheridan Street, Cairns, QLD 4870

**Contact Details**

Phone: 07 4226 5970  
Email: [TCHHS-Chief-Executive@health.qld.gov.au](mailto:TCHHS-Chief-Executive@health.qld.gov.au)  
Web: [health.qld.gov.au/torres-cape](http://health.qld.gov.au/torres-cape)

**Postal Address**

PO Box 5607  
Cairns QLD 4870



COURAGE



ACCOUNTABILITY



RESPECT



ENGAGE



**Queensland  
Government**

Should you or members of your staff require any further information in relation to this matter, please contact Ms Sagigi on 0488 759 402.

We look forward to receiving your response and our continued partnership.

Yours faithfully



Rex O'Rourke  
Health Service Chief Executive  
**Torres and Cape Hospital and Health Service**



Marita Sagigi  
Executive General Manager (North)

11 October 2024

Copy to: Ms Kate Gallaway, CEO NPARC, [CEO@nparc.qld.gov.au](mailto:CEO@nparc.qld.gov.au)



COURAGE



ACCOUNTABILITY



RESPECT



ENGAGE



# CHAPTER 5

## The Torres Strait and Cape York Models of Care

# Chapter 5 Overview and Executive Summary

This chapter addresses Part G of the TOR, which requires the Investigators to consult with key stakeholders, to:

- (a) identify any strengths of the previous Torres and Cape Model/s of Care that are not captured within the current approach to service delivery; and
- (b) provide an opinion about the benefits if these were to be implemented into the overall service delivery approach, as well as achievability.

In order to make an assessment of any strengths of previous model/s of care delivered across TCHHS, not currently captured within the current approach to service delivery, it is important to recognise that there is not one consistent model currently being implemented across the region. For this reason, the Investigators have considered the Northern and Southern TCHHS Regions separately. This is consistent with section 5.4 of the TOR.

Within the Northern TCHHS Region, it is the Investigators' general observation that the approach to service delivery is largely consistent across this region. Where the Investigators did consider that there were gaps or inconsistencies in current service delivery, these were largely a result of the information about the Torres Model of Care provided by witnesses and their understanding of the Torres Model of Care.

However, in the Southern TCHHS Region, it is clear that there are different models of care and varying other influences in service provision across individual communities in the Cape. The Southern TCHHS Region also has PHC delivered by other providers, in addition to TCHHS which creates a clear difference between the regions. Therefore, in the absence of an investigation into the model of care practiced in each individual community in the Southern TCHHS Region, it is not possible to draw any clear conclusions about gaps in a model of care within this region. The Investigators consider that this represents an area where further investigation is required in order to identify and understand the models of care practiced across the Southern TCHHS Region. The Investigators make the further observation that, it is inappropriate to apply conclusions from the Northern or Southern TCHHS Region to the other region due to the vast differences between the regions.

There has been a deep engagement with the understanding of the Torres Model of Care during this Investigation by the Investigators, especially in the initial interviews, to gain an accurate understanding of the elements of the Torres Model of Care that key stakeholders believe to be critical to its success. However, in contrast, this depth of understanding of the various models within the Southern TCHHS Region could only be achieved through deep engagement with each community in that region. For this reason, the Investigators are unable to draw any firm conclusions about Cape York model/s of care.

## **SUMMARY: Key observations, findings and conclusions in relation to the TCHHS approach to service delivery**

- (a) The Investigators have considered and analysed the relevant evidence and information gathered in undertaking the Investigation in relation to the approach to service delivery in the TCHHS. This has included identifying the strengths of the Torres Model of Care. From this review, it was clear to the Investigators that historically, the Torres Model of Care had a significant positive impact on the community in the Northern TCHHS Region.
- (b) In relation to the Southern TCHHS Region, the Investigators observed that there was not a TCHHS referenced model of care which guides service delivery in that region. Rather, it was apparent to the Investigators that the approach to service delivery varies across communities in the Southern TCHHS Region, and is dependent on local-level relationships. At a high level, the model of care in this region was described by witnesses as a nurse-led model.
- (c) The Investigators observe that there are various strengths of the Torres Model of Care which are not captured within the current approach to service delivery across the TCHHS. These include:
  - (i) a whole of community, cultural and holistic approach as to how health services are governed and delivered;
  - (ii) integration of primary prevention and health promotion / education programs and services delivered by the TCHHS in the community;

- (iii) collaboration among the TCHHS and other organisations, such as local government and other community service providers particularly for preventive and population based programs;
  - (iv) a targeted focus on the recruitment, retention and career development for IHWs and associated partnerships that previously existed with education providers;
  - (v) a key focus on and workforce in environmental health, noting that opportunities exist to collaborate with local government in this regard; and
  - (vi) a First Nations leadership model and approach that engendered trust and support from both the community and the health sector more broadly.
- (d) In the Investigators' opinion, the consideration of these elements with respect to the overall service delivery approach in the TCHHS region, is critically important to enhance community-led First Nations leadership in PHC and drive early intervention and prevention outcomes. The Investigators also consider that a focus on these issues going forward will lead to improved relationships and trust at a local level.
- (e) Additionally, the Investigators also identified the following elements of the current approach to service delivery which must be incorporated in the approach to service delivery moving forward:
- (i) robust clinical governance and management of risk and processes to ensure patient safety. For example, the Investigators received witness and other evidence about previous areas of risk, such as the lack of adequate clinical governance processes and the failure to maintain facilities and resources to an acceptable and safe standard;
  - (ii) robust administrative processes particularly in relation to financial and human resource management. It is critical to note the importance of these processes given the integration of the Torres/NPA into the TCHHS was delayed due to issues arising from these areas, which was identified through an independent external assessment; and
  - (iii) the TCHHS Clinical Services Plan 2019-2029 which identifies the key issues and health needs in the communities and a plan of how to best respond to those issues and needs over a ten year period.

## Recommendations

- (a) The Investigators have reached an overarching recommendation that an approach to comprehensive health service delivery across the TCHHS region should be formally documented. Any formal documentation should be inclusive of the requirement to consider community and cultural variations within the TCHHS region.
- (b) When formally documenting an approach, the Investigators recommend that consideration be given to the incorporation of the following:
- (i) the key strengths of the Torres Model of Care which are set out in paragraph (c) of the summary of the Investigators' observations above, noting that when doing so, consideration should be given to incorporating a degree of flexibility to ensure these strengths of the Torres Model of Care are compatible in the current financial, operational and regulatory settings applicable to TCHHS; and
  - (ii) the additional elements relating to robust clinical governance and administrative processes as set out in paragraph (e) of the summary of the Investigators' observations above;
- (c) The Investigators' recommendations in this regard have been informed by their observations as to the likely consequences if an approach to service delivery is not formally documented, which may include:
- (i) the continued use of the undocumented Torres Model of Care, which, while strongly recognised for its success as a historical model of care in the Northern TCHHS Region, is now used as a divisive measure in both the community and the TCHHS, whereby this model may continue to be used by some to support a particular view or position as to how healthcare should be delivered. The Investigators observed that the use of the Torres Model of Care in this manner undermines the work of dedicated staff in the system and causes confusion for new staff, which negatively impacts on community perceptions of the health system and its outcomes;

- (ii) the continued use and reliance on elements of the Torres Model of Care which are inconsistent with modern practice, particularly given the range of structural, workforce and technological changes which have occurred over the past 30 years; and
- (iii) continued references to a historic and poorly understood model may limit the opportunity for current leadership (particularly First Nations leadership) to assert themselves in their roles and to develop and define their approach to leadership, service delivery and best practice.

# 1. The Torres Model of Care

## 1.1 Approach to examination

448. For the Investigators to appropriately respond to the TOR, the Investigators have adopted the following approach:

- (a) first, a consideration of the Torres Model of Care itself, specifically:
  - (i) the history of the Torres Model of Care, including the development and early implementation of same within the Northern TCHHS Region;
  - (ii) the terminology and general understanding of the Torres Model of Care and its commonly understood key elements; and
  - (iii) the application of aspects of the Torres Model of Care to the current approach to service delivery in the region;

which informs the Investigators' observations as to the strengths of the Torres Model of Care; and

- (b) secondly, a consideration of the models of care in the Southern TCHHS Region, which as mentioned above, unlike the Northern TCHHS Region, do not involve a referenced model of care which guides service delivery.

449. This contextual analysis subsequently informs the Investigators' conclusions and recommendations as to the strengths of the Torres Model of Care whether these strengths, if beneficial, should be captured within the current approach to service delivery.

## 1.2 The Torres Model of Care

450. The Torres Model of Care was developed by, and for, the communities of the Torres Strait Islands and the NPA in 1994.<sup>130</sup>

451. The aim of the Torres Model of Care was to address poor and deteriorating health outcomes of the region and bridge the gap between community and health services. The Torres Model of Care included working on the social determinants of health in a holistic manner and also proposed changes in governance, management structures and service delivery mechanisms that were previously in place, with a focus on First Nations governance and care provided as close to home as possible.<sup>131</sup>

452. The Torres Model of Care was based on the concept of shared responsibility for health and the inclusion of all health activities across the care continuum. Primary health services in communities were expected to deliver health education, health promotion, community development and screening and prevention activities as a means to bringing about the behaviour change needed to prevent illness occurring, in addition to providing acute care services.<sup>132</sup>

### **The development and implementation of the Torres Model of Care**

#### *Governance and community engagement*

453. The former Torres and Northern Peninsula Area Health Council played an instrumental role in the development of the Torres Strait Model of care in the mid-1990s. Numerous witnesses identified a core group of executives who worked in partnership with the community via local Health Action Groups to establish the model. This partnership accelerated the progress and implementation of

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<sup>130</sup> Queensland Government. (2023). *Our Guiding Principles: Final Report February 2023* (p. 5). [https://www.torres-cape.health.qld.gov.au/\\_\\_data/assets/pdf\\_file/0027/136368/report-2317.pdf](https://www.torres-cape.health.qld.gov.au/__data/assets/pdf_file/0027/136368/report-2317.pdf).

<sup>131</sup> Queensland Government. (2023). *Our Guiding Principles: Final Report February 2023* (p. 5). [https://www.torres-cape.health.qld.gov.au/\\_\\_data/assets/pdf\\_file/0027/136368/report-2317.pdf](https://www.torres-cape.health.qld.gov.au/__data/assets/pdf_file/0027/136368/report-2317.pdf).

<sup>132</sup> Queensland Government. (2023). *Our Guiding Principles: Final Report February 2023* (pp. 12-29). [https://www.torres-cape.health.qld.gov.au/\\_\\_data/assets/pdf\\_file/0027/136368/report-2317.pdf](https://www.torres-cape.health.qld.gov.au/__data/assets/pdf_file/0027/136368/report-2317.pdf).

the model in the late 1990s to early 2000s. The Investigators thought it important to speak to these people given the recurring mention of their key role in the Torres Model of Care during the Investigation.

454. The core principles which underpin the early iterations of the model evolved from the delegation of community and provider responsibilities as directed by the Torres and Northern Peninsula Area Health Council. This involved a split of responsibilities with the community assuming responsibility for 100% of community development, 75% of health promotion, 50% of health education and 25% of screening and prevention.
455. It was unclear to the Investigators how the Torres and Northern Peninsula Area Health Council determined or managed accountability for these responsibilities, however, witnesses with long-term and historic experience in the Torres Strait reflected positively on the impact of these structures, noting:<sup>133</sup>

We would always consult the community so that community was always there. We were always talking and working in partnership with the community and the reason why we had good turn up rates and reduce no show rates and umm, people turning off for services because we were working with the community in partnership with them and when this new system came, it only made sense to say, look, you know, we need to consult with the community.

456. Reflecting on the important role the Torres and Northern Peninsula Area Health Council played in the development of the Torres Model of Care, one witness spoke about how the Torres and Northern Peninsula Area Health Council had representation from First Nations people from different cluster islands and how it established community health management committees.<sup>134</sup>

#### Structure of the Torres Model of Care

457. The structure of the Torres Model of Care, as established by the Torres and Northern Peninsula Area Health Council was implemented via a number of discrete program areas including: primary acute care; maternal and child health; respiratory disease; environmental health; family support; quality lifestyle and oral health. Each program area was led by a Program Coordinator, who reported to a Manager of Health Worker Services, operating as a direct report to the Director of Primary Health Care.
458. This structure, which was appropriate at the time, responded to the National Aboriginal Health Strategy (**NAHS**), the Queensland Aboriginal and Torres Strait Islander Health Policy and the early days of the Indigenous Health Worker career structure. The NAHS had a major focus on specific diseases and the policies and programs that resulted in the early years of its implementation were quite specific to a health issue or a population sub-group and reflected in more specialist IHW positions, unlike the more generalist approaches of today. This was despite the widely accepted NAHS' holistic definition of health and focus on the social determinants of health.
459. What were often described as “silos” in First Nations health have largely been broken down over the past 20 years and have given way to more collaborative, evidence based and integrated care. Technology, funding and innovation are also driving reforms in the health sector and First Nations health. This has changed the service models and the context in which the health system operates. For this reason, the early structure under which the Torres Model of Care operated, if implemented today, would limit access to current funding, workforce and service models.

### 1.3 Experiences in understanding the Torres Model of Care

460. The Torres Model of Care is variably referred to as the Torres Model of Care and the Torres Strait Model for Primary Health Care. However, this is challenging as these terms are not interchangeable, which adds to the complexity of deriving a shared understanding of the Torres

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<sup>133</sup> Witness AT transcript dated 17 January 2024, p. 18.

<sup>134</sup> Witness AF transcript dated 21 December 2023, p. 14.

Model of Care. For example, to define the Torres Model of Care by reference to "primary care" is limiting given that primary care is quite specific and does not encompass care in its entirety.

461. There have been numerous attempts over time to define the Torres Model of Care. However, by reason of its nature and origin, a formalised, consistent and written definition of the model has never been agreed to or recorded. It is therefore not easily or consistently defined or understood and witnesses expressed concern to the Investigators about differing interpretations of the Torres Model of Care.
462. These issues and a lack of documentation are said to have negatively impacted on the TCHHS' current approach to service delivery, which attempts, where possible, to integrate aspects of the Torres Model of Care, as evidenced by witnesses:<sup>135</sup>

Unfortunately, the Torres Model of Care was never fully documented as a Torres Strait Islander health staff at a time thought the documentation would lead to loss of cultural integrity and loss of intellectual property. This failure has seriously impacted on the provision of health services to both individuals and local communities. The model is being passed on to local health staff orally becoming open to personal interpretation with no definitive core or structure to provide guidance. It has fragmented the health service teams to those that understand the process and names of the model and those that don't or use their best efforts to meet individual and community needs and those who seek to redefine the model to suit their personal agendas. This has in turn created professional silos, divisions and turf wars within and between clinics and has led to serious flaws in delivery of primary health services throughout the district.

...it is but it is variably interpreted, understood or utilised that is in keeping with a[n] oral passing of a model of care over time which is as best I understand what the Torres Model of Care was set up to be. The issue is that there is not clear definition of its principles, it's intent, its structure, the breadth, or the depth of those aspects. That means there is nothing to put a finger on and therefore say we are meeting it or not meeting it as far as I can tell. Within Torres and Cape Hospital and Health Services a statutory entity I found no documentation over the years in our published documents through our document register that the Torres Model of Care is an endorsed or published model... A document doesn't seek to define it because of the complexity, the conflictual nature and the difficulty in understanding what exactly it might be.

It is a cultural model. I'm not a Torres Strait Islander. Depending on which documents you read, my ability to interpret it or even speak about it or understand it is limited by me not being part of the Torres Strait cohort and culture...

Specific thing that I know I indicate, I know that was specific when they were talking about their model of care with the primary programs, the primary community based programs that were self about self management of chronic disease, I was very chronic disease focused and it was the principles of that was about self management and the old you know, self management of chronic disease, yeah, sharing healthcare initiative.

...you know and I'll be honest on the Torres Model of care, I've heard things about the Torres model of care but, I've never actually cited the document itself and I don't even know if there is a document itself so, you know there's review documents and that but you know, you often hear people talking about it so it is referenced in the guiding principles document, that was developed, that I think people would have spoken to you about and that's not to replace the Torres model of care...."

...are currently under a health service investigation and the first interview is about the Torres Model of Care which is not in a document that this health services investigation team has referenced as what we mentioned. A normal investigation around a standard of care would reference a tool in that standard of care. A clinical pathway, [A] something. We're having this first interview because there is not such a clear document, I imagine...

463. Therefore, while there is a relatively confused understanding of the Torres Model of Care in the Northern TCHHS Region, those who are familiar with its origins were able to describe its core elements as perceived by them. Witnesses suggest that a loss of some elements has occurred in the application of the Torres Model of Care to the current approach to service delivery which in turn, has been divisive and led to fractured relationships in the community and within TCHHS. The Investigators also found that those who were not around or involved in the original development of the Torres Model of Care have largely sought to genuinely understand it and be respectful of its significance in the history of the health services in the Northern TCHHS Region.<sup>136</sup>

<sup>135</sup> Witness A transcript dated 27 November 2023, pp. 6-7; Witness A transcript dated 27 November 2023, p. 7; Witness B transcript dated 27 November 2023, p. 5; Witnesses AJ and AK transcript dated 9 January 2024, p. 19; Witness A transcript dated 27 November 2023, p. 6.

<sup>136</sup> Witness A transcript dated 27 November 2023, pp. 30-31.

464. In the absence of a written version of the Torres Model of Care and through the evolution of attempts to respect and retain it within the TCHHS approach to service delivery, there is evidence of a level of resistance and distrust. Evidence in relation to gender and other power structures also being relevant in terms of resistance and distrust was also observed by the Investigators:<sup>137</sup>

I know I think I just think things have to change. You know, like services and they have to be. Working together with the community and people don't trust the system

It can be described as a power structure. It was referenced in the meeting the other day ...That's referring to the model as a power structure in my view. It's been referred as a corporate structure in terms of financial delegations. It can be referred to as a clinical structure in which the health worker and local clinical lead takes ownership of all the health care locally and everything else runs through that channel and no other channel.

What I noticed was when we had our meetings [name withheld] would meet with me and say to me, and [name withheld] did, and [name withheld] would say to me that [name withheld] had you know I've got your back here. You go in and you say, you do this, you say this. Me thinking this is the [name withheld] backing me up so I can go in there firing my guns. But [name withheld] did that to all of us around the table. ...so when we got to the table guess what happened? We fought because everybody is thinking that [name withheld] is backing you. So we actually clashed. There was big meetings we had when that happened. ... I figured it out what was really happening within that meeting...

I witnessed a boys club there. Females couldn't proceed or get to places...Yes. So that's when I noticed there was a boys club. So I confronted [name withheld] in a good way and I said that like you know, what [name withheld] would do with us before I get to that, what [name withheld] would do with us, would call meetings. Like indigenous and I go like that. Like indigenous leaders meeting. So the program coordinators would always meet ...I noticed again like people, we had sick people looking after a sick nation. So the people that were in the team leader positions they were like sick people. They had diabetes. You knew that. All our staff had, so we were sick people looking after a sick nation of people.

...the nursing structure gathered more power under itself and and became the certainly the clinical authority in a lot of those islands, which I understand should have still sat with the health workers, health practitioners. You know what I mean? And that and it's not, I don't think it's a fault of the nursing.

Just the politics. It's politics. It's people and politics. So human politics... Our role is to deliver on contract...you can't do this and I said I'm sorry but ethically we and morally have a responsibility to refer someone to us to deliver the service.

#### 1.4 Commonly understood elements of the Torres Model of Care

465. Despite the challenges referred to above, from the material reviewed throughout the Investigation including primarily, the witness evidence, the Investigators have observed that there is a set of core elements which are commonly understood to comprise the Torres Model of Care. The principles identified below are not an exhaustive list, but rather represent the Investigators' attempt to articulate the commonly identified principles and elements as identified throughout the Investigation.

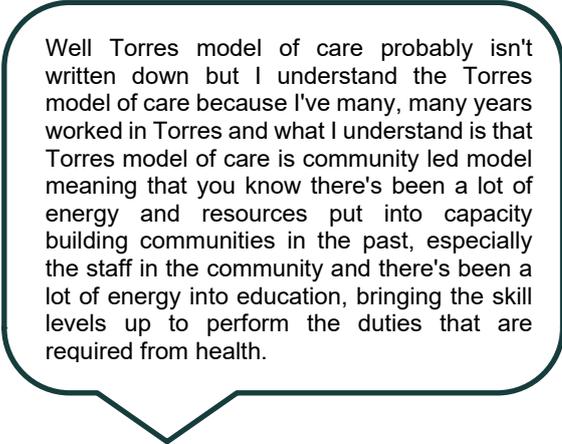
##### **An oral tradition**

466. It is understood that the original intention for the Torres Model of Care, much like many other First Nations traditions, was for it to be passed down orally. Over time, attempts to have the Torres Model of Care committed to writing have been resisted. Witnesses reported that it was generally perceived that formal documentation of the Torres Model of Care would lead to a loss of both cultural integrity

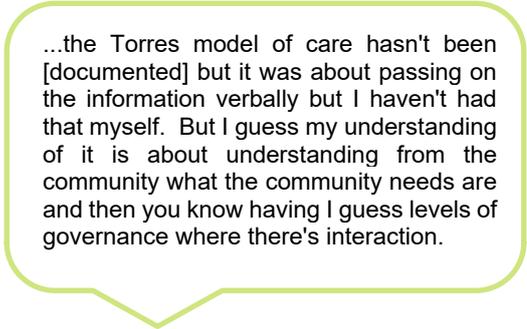
<sup>137</sup> Witness AT transcript dated 17 January 2024, p. 76; Witness A transcript dated 27 November 2023, p. 8; Witness AG transcript dated 22 December 2023, p. 16; Witness D transcript dated 27 November 2023, p. 9; Witness D transcript dated 27 November 2023, p. 10; Witness F transcript dated 27 November 2023, p. 3.

and intellectual property, and for these and various other reasons, historic attempts to formalise the model were abandoned.

467. In fact, some witnesses suggested that the model remains best understood from oral traditions.<sup>138</sup>



Well Torres model of care probably isn't written down but I understand the Torres model of care because I've many, many years worked in Torres and what I understand is that Torres model of care is community led model meaning that you know there's been a lot of energy and resources put into capacity building communities in the past, especially the staff in the community and there's been a lot of energy into education, bringing the skill levels up to perform the duties that are required from health.



...the Torres model of care hasn't been [documented] but it was about passing on the information verbally but I haven't had that myself. But I guess my understanding of it is about understanding from the community what the community needs are and then you know having I guess levels of governance where there's interaction.

468. Oral traditions are entirely appropriate methods of storing and sharing traditional knowledge including sacred protocols, practices and beliefs. The importance of sharing deep cultural knowledge via oral traditions must be acknowledged and respected. However, in the circumstances, the oral nature of the model has, at times, complicated the ability to clearly define the scope, extent, intent and nature of the Torres Model of Care over time, and therefore, assess its strengths such that it can be more formally implemented into a current approach to service delivery.

469. These circumstances are further complicated by the written reference to the Torres Model of Care in two key documents, being the review of the Torres Model of Care in 2012 by Barbara Schmidt and Phillip Mills and a published paper by Christine Giles, a former District Manager in the region.

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<sup>138</sup> Witness P transcript dated 29 November 2023, p. 2; Witness B transcript dated 27 November 2023, p. 5.

470. One witness spoke about these key documents:<sup>139</sup>

Both reference the corporate community and clinical governance aspects of the model of care. Which according to the review functioned well up until 2008. Under the old structure of the health service...

So they refer to the corporate, the clinical and the community governance structures. From a governance perspective, I'm unsure how that function operated. I don't know how they could operate under the current Hospital and Health Boards Act. You cannot abrogate corporate or clinical governance to an external body and certainly not a community. I don't see how that would be legislatively possible. But those are the broad things they reference within both documents which seem to have some consistency. Particularly the concepts and principles which align to the World Health Organisation primary care principles there which are great principles. They are a great document. You can see it. You can look at it. You can aim for it.

471. Witness evidence highlights however that both papers should be read with some level of caution for at least the following reasons:<sup>140</sup>

- (a) the Giles paper contains some bias, which reportedly arises from the fact that Giles was indirectly reviewed and cast in a somewhat critical light in the Schmidt and Mills review, which required an examination of Giles' tenure in her role at the time and subsequently analysed the changes that she and others undertook; and
- (b) the Schmidt and Mills paper was otherwise also considered biased by witnesses as it was suggested that it the authors could not independently review a model of care which they themselves designed and established.

472. These critiques are important because in the absence of a written version of the Torres Model of Care, these two publicly available papers offer differing perspectives of the Torres Model of Care and as referenced by one witness, the constant reference to these two documents is unhelpful and often serves only to further divide community and staff perspectives on what the model actually is:<sup>141</sup>

But it it was more of an oral on what I understand it was more oral in its form and the written form didn't carry as much authority and that's the problem is that someone did write some stuff about it and how much we reference that.

473. What is clear however, is that those witnesses with long-term involvement with the Torres Strait community and engagement with the evolution of health services in the region, have the strongest relationship with and understanding of the Torres Model of Care. Those with only a recent affiliation and involvement in the region appear to struggle, despite their best attempts, to understand and thus support the implementation of the model.

#### **Training and retention of local staff to deliver services - IHWs**

474. A key pillar of the Torres Model of Care is the centrality of the community in decision making. One practical example of this is the focus on training and retaining local staff to deliver services to local communities.

475. With the development of the Torres Model of Care came a new focus on the recruitment, training and retention of IHWs in the region:<sup>142</sup>

<sup>139</sup> Witness A transcript dated 27 November 2023, pp. 8-9.

<sup>140</sup> Witness A transcript dated 27 November 2023, pp. 8, 23.

<sup>141</sup> Witness AG transcript dated 22 December 2023, p. 10.

<sup>142</sup> Witness I transcript dated 28 November 2023, p. 6.

...so when the community dropped bottom, they trusted us because we have that relationship with the community, in terms of service delivery but more so, preventative health, it was more evident back then, than it is now.

476. At the time the model was first conceptualised, the IHW workforce could be divided into three streams: technical; operational and management. These streams were supported by reciprocal training pathways in TAFE and university, which were designed to move staff through training commensurate to their employment level and job requirements. For instance, during the late 1990s and early 2000s, there was a clear focus on enrolling health workers in TAFE Certificates and diploma level qualifications; and senior health workers in tertiary, bachelor's degree programs.
477. Uniquely, career pathways for IHW were built into the service model offered by the Torres and Northern Peninsula Area Health Council at the time, such that pathways for career progression were clear and encouraged.
478. One early criticism of the training programs which supported these practical streams was that the TAFE level training did not adequately prepare health care workers for management and leadership roles. As this education pathway lost industry support, a number of locally based health workers began tertiary education (alongside their employment) with the University of Queensland and James Cook University, both of which had a strong presence in the region.
479. The loss of the pathway into management programs for IHW's is not unique to the TCHHS region. Unfortunately, the programs that supported this were discontinued in the early 2000's due to funding cuts and lack of a clear career structure for health workers at the time. This has limited the capacity to develop management skills for operational health workers as highlighted by witnesses:<sup>143</sup>

... health worker is not a manager and not a coordinator and so the question that I think needs to be explored is how do you develop those people to be[come] into those roles. And so and I'm not saying that they're not in the Torres because I haven't been on the ground and I don't [k]now the skillset in the particular peoples but what I can say is for people that I've seen that directly work in my area who are from a health worker background do not have that qualification or experience to be managers, they are coordinators and they, they have progressed to positions in my view again where I don't think they should...

480. First Nations leadership and representation more broadly in the workforce was a key pillar of the Torres Model of Care. Witness evidence suggested that there has been a diminished focus on this and a loss of First Nations leadership in the region:<sup>144</sup>

Indigenous workforce needs to be empowered. There needs to be more investment in the, we had, we had more indigenous people in leadership and management when I was there and now we, there is only 2 or 3 people and people who are developing this policy...

481. Reference has been made in this Report to the ageing IHW workforce in the region, along with the high vacancy for this profession, which is difficult to understand in a region where more than 65% of the population is First Nations. It is also important to consider the range of health career options that are now available in the community, which largely did not exist at the time of developing the Torres Model of Care.<sup>145</sup>

<sup>143</sup> Witness J transcript dated 29 November 2023, p. 3.

<sup>144</sup> Witness I transcript dated 28 November 2023, p. 13.

<sup>145</sup> Witness K transcript dated 29 November 2023, p. 4.

And [one] of the other key things that happened is that becoming a health worker was no longer a career path in the community. So there was a real skill [loss]. A lot of older aging health workers and there was a real big gap of people in their 30s and 40s that were trained health workers. So you know that was another result of what happened from here and that lack of investment in the Torres Model of Care is you lost that investment, training and skills development in the community and that lost those career pathways to outsider people to the community which created that reliance of communities on you know professions like nurses and doctors which are obviously hard to sustain in the community which then contributes to poor health outcomes.

### **Locally controlled data systems - the Ferret Health Information System**

482. A commonly understood core principle of the Torres Model of Care involves providing a healthcare service which empowers health care workers and patients through locally controlled and managed data systems. Accordingly, the historic use and reliance on the Ferret Health Information System is often considered a key element of the Torres Model of Care.
483. The Ferret Health Information System was designed specifically for remote IHW purposes. The system involved health care providers electronically populating a database with patient information, in consultation with the patient themselves. As reported by numerous witnesses, the outcome at the time was that health care providers could provide better preventative health care with easy access to clinical knowledge and testing.
484. Key witnesses employed by the District at the time the Ferret Health Information System was used, describe it as being a useful tool that enabled them to provide better preventative health care to their communities and to access clinical knowledge and testing, to support the care they provided. The Ferret Health Information System reportedly empowered the IHW as it facilitated a greater understanding of the health needs within the community.
485. According to witness evidence: <sup>146</sup>

...the systematic process of delivering chronic disease management and chronic disease care and then that morphed into the computer system or Ferret that we used at that time and everybody who was registered had a care plan developed for them, that was, included all their chronic illnesses and best practice care management was set into those care plans so, that if [a patient] came and she had diabetes and high blood pressure, it was all noted and the best practice model of care was put in so, that we knew that [the patient] then had to have her [specific type of medication/care/treatment] and whatever and it all came up red or green, if it had been done or not so, we were quite systematic in the way that ensuring everybody got care. The teams also went out and did a lot of well persons health checks and community based screenings, which fed a lot of the data that we used, at that time.

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<sup>146</sup> Witness AH transcript dated 28 December 2023, p. 3; Witness AF transcript dated 21 December 2023, p. 25.

Umm, alright, so all also under the model of care. We had a really good health information system. We had a health information system that was, umm, a Primary Health care, good primary healthcare too. Umm it. It was a good recall system which really took care about chronic clients in the community, so this system was called Ferret back then, umm, this system also uh also imply empowered the clients to take control over their own health so that when they come into the Health Centre for example, they would every chronic disease client was on a care plan in accordance to the chronic disease manual. Ok so if they were overdue for an HBA 1C, it would show up on their care plan. Umm, we adopted sovereignty. That is right at our fingertips. We could pull up data with no no having to go down to Cairns and asks for them to pull the [data] out there. The data that we had were not only used to guide our practice, but we were able to give that data to the to the Community, to help them to get funding for initiatives.

486. However, it should be noted that the Ferret Health Information System posed limitations in keeping up with EMR technology. The Investigators observed that the introduction of the Best Practice information system after 2010 was considered by witnesses as a further dismantling of the Torres Model of Care. The Investigators also observed that communication about this change could have been better, and the transition managed in a way that meant IHWs were more engaged and which could accommodate the cultural aspects of the Ferret Health Information System:<sup>147</sup>

But umm, when [the system changed from Ferret]... we sort of lost control of data and information cause with [Ferret] be able to see how many diabetics we had on our system.

It's not [Ferret] so our people are falling off the radar and see and as soon as you do that when this is an Indigenous person who won't speak up, you know what they'll do? They'll go oh I'm not after a check up any more. In other words I don't have to go back. They could be in remission, and then something happens and then the next thing you know they're flown out. So it's those things you can't let that go, you cannot run a health system without that, that data and the follow up.

The patient isn't uh, I guess they're like passive recipient to their care...

That's how the system cannot see the value of of a model that has ... [an] Indigenous focus, that ... connects with people ... So ... when you talk about the model, it's not just, it ... grows as the stature of indigenous people... The rigid people do may come along and say, well, it's a it's a model that can work in the Torres. It'll work in in the Cape. It it, there's a whole lot of work done behind setting up that model now that work needs to happen in the Cape, it can't be a copy and paste business, which is what they're trying to do...It's it's gotta be ground up work to stay in the model similar in the Cape or any other community indigenous community because ... you're working hand in hand with the community here.

You know, we need to talk to the community... I mean this is going way back now... But I said, you know, I've brought it up in that we need to talk to the Community about it because patients, information and data will go on to the personal data and will go into the system and and the remark was, no, we do. You don't have to talk to the community.

We were always talking and working in partnership with the Community and the reason why we had good turn up rates and reduce no show rates and umm, people turning off for services because we were working with the Community in partnership with them and when this new system came, it only made sense to say, look, you know, we need to consult with the Community.

<sup>147</sup> Witness AG transcript 22 December 2023, pp. 39-40; Witness AT transcript dated 17 January 2024, p. 24; Witness AN transcript dated 11 January 2024, p. 22; Witness AE transcript dated 21 December 2023, pp. 35, 37; Witness AT transcript dated 17 January 2024, p. 23; Witness AT transcript dated 17 January 2024, p. 23; Witness G transcript dated 27 November 2023, p. 15.

487. Throughout the Investigation it became apparent that the move to electronic health records in 2010, to the Best Practice System, was recognised as a key point at which key elements of the Torres Model of Care were lost in the delivery of health services.
488. This transition coincided with a phase out of the Ferret Health Information System in a number of other remote communities. A witness spoke about how the underutilisation of the Ferret Health Information System by medical, nursing and allied health staff and, more recently, the implementation of Best Practice for use by medical and nursing staff, significantly reduced the capacity of the Program Coordinators, Cluster Coordinators and Health Centre Managers to fulfil their responsibilities with regards to monitoring, service coordination and evaluation in partnership with the community.
489. A witness made the following further comments:
- (a) the IHW were charged with the responsibilities of case managing clients, doing their preparation follow up care using evidence based best practice standards as per the chronic disease recalls programmed into the Ferret Health Information System;
  - (b) case management could therefore no longer be delivered effectively by the IHWs because they did not have access to the Best Practice information system and as a result many clients were unknowingly falling through the safety net; and
  - (c) it was acknowledged that there were problems with the response time of Ferret Health Information System and its capacity to support medical practitioner needs. However, the net effect of the change in information management with Best Practice used by some clinical staff but not all the health team was that the tools that were in place to guide health workers in their daily duties and data used by First Nations Managers to plan service needs, coordinate service delivery requirements and evaluate compliance with standards at the program level are no longer available to them.<sup>148</sup>
490. While there is a perception that IHW were disempowered when the Ferret Information System was removed, the Investigators did not observe any barriers for IHW to access the current health information system. However, the Investigators observe that access to health information by IHW's was such a critical element of the Torres Model of Care that consideration should be given to making further efforts with respect to access to information, to ensure IHW remain engaged and empowered through information as a means of assisting in undertaking recalls and community follow up in a timely manner.

### **Health promotion and community education**

491. It is widely understood that the Torres Model of Care prioritises a proactive and preventative approach to the delivery of health care. In practice, this approach is seen via health promotion, community education and programs such as screening services.
492. There are a number of examples of program-area-specific studies, projects and initiatives which demonstrate the application of this principle. For instance, the Meriba Zageth for Diabetes Strategy, which was developed in 1996 as an action plan for diabetes, establishes five key domains including: clinical services improvement; improved food supply and food choices; women's issues; tobacco control and improved community infrastructure for physical activity.
493. Another example is the Well Person's Health Check (**WPHC**), an initiative linked to the healthy lifestyles and environmental health program areas. The WPHC was a community-based screening program developed by QH and the Apunipima in consultation with health service providers and consumer groups, including James Cook University.<sup>149</sup>

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<sup>148</sup> Witness AF transcript dated 21 December 2023, p. 24.

<sup>149</sup> Arabena, K., Leonard, D., McCulloch, B., McDermott, R., Miller, G., & Muller, R. (Volume 25, Number 6, 2002). *The Well Person's Health Check: a population screening program in indigenous communities in north Queensland*. <https://www.publish.csiro.au/ah/pdf/ah020136b>.

494. The program was conducted in 26 communities in Far North Queensland (including some of the Torres Strait Islands) between March 1998 and December 2000.<sup>150</sup> The program aimed to detect and treat sexually transmitted diseases, detect and intervene in early cases of diabetes, renal and cardiovascular disease and identify risk factors for chronic disease and provide information to communities about the prevalence of disease and risk factors to enable planning for community-based primary prevention.<sup>151</sup>
495. The initial results from the program showed a disproportionately high prevalence of chronic disease risk factors among First Nations patients, as compared to their non-First Nations counterparts. These risk factors were 3 to 6 times more prevalent in First Nations patients than they were in non-First Nations patients. Among the First Nations patient data however, there was no significant difference between First Nations persons in the Torres Strait Islands and Cape York communities.
496. Overall, the initial WPHC program found that (using crude prevalence rates) 17.5% of First Nations patients had diabetes, 30.1% had hypertension, and 33.6% had renal dysfunction / proteinuria. Further, in terms of risk factors among First Nations patients: 66% of male and 54% of female patients were regular tobacco smokers and 58% of male and 65% of female patients had a Body Mass Index (**BMI**) over 25 (considered overweight / obese).
497. The initial results of the WPHC program were followed-up by various subsequent studies, including:
- (a) in 2007, 19 of the same communities were studied with respect to the ongoing prevalence of Type 2 diabetes within the WPHC cohort, wherein it was found that the incidence was 50% higher than 10 years prior;<sup>152</sup> and
  - (b) in 2005, a sub-set of the WPHC cohort was studied with respect to the prevalence of diabetes, which found that while better clinical systems were in place, there was a significant increase and other risk factors among adults, specifically:<sup>153</sup>

Clinical care of adults with diabetes has improved and more people with diabetes are being diagnosed. However, weight gain and high rates of glycaemia remain a challenge and will result in a large burden of complications, including renal failure. Incidence data from this sample extrapolate to 120 (95% CI, 103–147) new cases of diabetes in the District each year. Urgent action to improve nutrition, decrease smoking and increase physical activity is required to improve metabolic fitness in younger people.

498. The Investigators note that the outcomes reported above in relation to the WPHC would suggest that there have been improvements in rates of chronic disease and risk factors, based on current available data. TCHHS notes though that in fairness, further information would be needed to reach this conclusion.
499. The Investigators received evidence that the WPHC program was well received within the relevant communities, with witnesses speaking positively of the aims of the program and its interrelation with the development and implementation of the Torres Model of Care.
500. However, while the WPHC was supported by the Torres Model of Care, the extent to which the WPHC findings (and those of the follow-up studies) were integrated into an approach to service delivery remains unclear. While witnesses perceived the WPHC program as an integral and

<sup>150</sup> Arabena, K., Leonard, D., McCulloch, B., McDermott, R., Miller, G., & Muller, R. (Volume 25, Number 6, 2002). The Well Person's Health Check: a population screening program in indigenous communities in north Queensland. <https://www.publish.csiro.au/ah/pdf/ah020136b>.

<sup>151</sup> Arabena, K., Leonard, D., McCulloch, B., McDermott, R., Miller, G., & Muller, R. (Volume 25, Number 6, 2002). The Well Person's Health Check: a population screening program in indigenous communities in north Queensland. <https://www.publish.csiro.au/ah/pdf/ah020136b>.

<sup>152</sup> McDermott, R., Li, M., & Campbell, S. (2010). *Incidence of type 2 diabetes in two Indigenous Australian populations: a 6-year follow-up study*. <https://onlinelibrary.wiley.com/doi/abs/10.5694/j.1326-5377.2010.tb03636.x>.

<sup>153</sup> Campbell, S., McCulloch, B., McDermott, R., & Young, D. (MJA, Volume 186, Number 10, 2007). *Diabetes in the Torres Strait Islands of Australia: better clinical systems but significant increase in weight and other risk conditions among adults, 1999 - 2005*. [https://researchonline.jcu.edu.au/2235/1/17447\\_McDermott\\_et\\_al\\_2007.pdf](https://researchonline.jcu.edu.au/2235/1/17447_McDermott_et_al_2007.pdf).

successful component of the Torres Model of Care, it appears that the extent to which it relied upon external research partners and was not well understood.

501. Finally, it should be noted that there is a well-documented history of research projects in First Nations communities that have yielded good outcomes, but which have failed to be sustained upon completion of the research.

## 1.5 Current application of the Torres Model of Care in the Northern region

### Community engagement

502. As a core principle of the Torres Model of Care is the centrality of the community, it follows that a model of care which focusses on and promotes strong community engagement, education and development is preferred. The current approach to service delivery in the Northern region has various mechanisms in place to reflect this principle and promote and support community engagement. For example, the TCHHS has implemented the following community-based mechanisms to guide its provision of health care services:

- (a) Consumer Advisory Committee - the current chair of which resides in Bamaga and four of the other seven members are from the Torres Strait Islands, including from outer islands;
- (b) Consumer and Community Engagement Strategy 2019 - 2022;
- (c) community engagement in the development of the TCHHS LANA 2022-25, this was developed over several months in 2021 and involved consultation with staff, stakeholders, community members and 2 expert advisory groups; and
- (d) TCHHS Health Equity Strategy 2022-2025 - this process was one of co-design with First Nations staff and included face-to-face consultations in 27 communities across the District in 2021.

503. While there is evidence of community engagement in both formal and informal structures, witnesses reported that the dismantling of the Health Action groups and the Torres Health Council left a significant gap in the application of the Torres Model of Care. Witnesses explained that First Nations people want to be in charge of their health decision-making, but to do so, health promotion education programs are critical.<sup>154</sup>

504. The Investigators observed that while the current approach to service delivery adopts some mechanisms to accommodate community engagement, there has been some loss of community empowerment and trust in this process.

### Training and retention of local staff to deliver services

505. Numbers of IHW in the region grew after the inception of the Torres Model of Care in the mid-1990s, as this model developed the role and encouraged investment in the associated education and career pathway.

506. However, as mentioned, investment in education and training for IHW continues to fluctuate due to systemic and operational changes. Relatedly, numbers of IHW have also remained variable. Notably, Queensland is one of the only jurisdictions with a defined education and career pathway for IHW and Indigenous Health Practitioners.

507. Within the region, these pathways are supported in both state-run primary health services and community-run services such as the Institute for Urban Indigenous Health and Apunipima.

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<sup>154</sup> Witness L transcript dated 27 November 2023, p. 31.

508. A national profile of IHW from 2006 to 2016 shed further light on the specifics of this changing face of the workforce in the region. Specifically, the following findings were reported:<sup>155</sup>
- (a) the growth in the number of IHW employed over this period was not commensurate with population growth;
  - (b) there was a greater proportion of female IHW in the workforce (73.3%);
  - (c) the proportion of male IHW declined over this period (from 29.5% to 26.8%);
  - (d) there was a decline of 12.5% in the proportion of IHW in the 15-to-45-year age group;
  - (e) comparatively, there were substantial increases in the proportion of IHW across older age groups, in particular a 7.5% increase in IHW in the 55–64-year age group and a 3.6% increase in IHW in the 45- to 54- year age group; and
  - (f) Queensland recorded a 4.2% increase in the proportion of IHW in the workforce.
509. There has been no marked increase in the number of IHW or proportion of IHW in the TCHHS since these earlier studies. In fact, as at March 2024 there was a vacancy rate of 33% for permanent IHW positions across TCHHS.

#### **Expansion of leadership opportunities and career pathways**

510. From an organisational perspective, the defunding and disestablishment of measures undertaken in 2012 in respect of IHW middle management positions eroded critical programs which supported recruitment, professional development and long-term succession planning.
511. The impacts and effects of these budgetary decisions are still being felt today, as numbers of IHW continue to rebuild after reaching an all-time low in or around 2012. As a result, there is potential for significant growth and expansion of leadership opportunities and development of career pathways in the region, to encourage IHW back to the area.
512. Recent community consultations across the TCHHS communities identified the following priority initiatives in relation to growing the IHW and community engagement workforce:<sup>156</sup>
- (a) creating structured and co-ordinated career pathways through vocational education and practical on the job training (Traineeships, scholarships and cadetships);
  - (b) workforce working group to focus on First Nations workforce and recruitment;
  - (c) creation of new positions including Manager of Health Worker Services and Health Worker Education, specifically for the Torres Strait and NPA, which will free up existing positions in the Southern region;
  - (d) creation of a Director of Community Engagement (Identified) position; and
  - (e) creation of First Nations liaison officer positions for each of the hub locations (Bamaga, Thursday Island, Weipa, Cooktown hospital and in Cairns).
513. The Investigators observe that these initiatives are consistent with the issues raised by witnesses, particularly in relation to the need for recruitment and training initiatives for IHW's to support their ongoing professional development.
514. Surprisingly, there are no existing liaison officer positions in each of the hospital settings. These positions have been embedded in the major Queensland hospitals for many years and have played

<sup>155</sup> Briscoe, K., Lovett, R., & Wright, A. (ANZJPH, Volume 43, Number 1, 2019). *A national profile of Aboriginal and Torres Strait Islander Health Workers, 2006–2016*. <https://onlinelibrary.wiley.com/doi/full/10.1111/1753-6405.12864>.

<sup>156</sup> TCHHS (2023). *Community Engagement Sessions 31 July to 26 September 2023 – Summary of Feedback* (for the following Local Government Areas: Aurukun, Cooktown, Hope Vale, Kowanyama, Lockhart River, Mapoon, Napranum, Northern Peninsula Area, Pormpuraaw, Torres Strait Island Regional Council, Weipa and Wujal Wujal). [Internal Document].

a key role in providing support for patients. Generally, witnesses reported support for the development of these positions within the TCHHS.

515. The Investigators otherwise observe that while there is room for further development in this regard, the current approach to service delivery and the recent workforce strategy, provide some support for the IHW role and leadership, along with support for First Nations employment generally.
516. There has been a significant increase in the number of First Nations people completing mainstream health professional training, including doctors, nurses, midwives and a range of allied health professionals. The Investigators make the observation that this type of training represents an opportunity to engage more First Nations people across the whole of TCHHS going forward.
517. QH has also announced funding for one new graduate position with supernumerary for one year with leadership training with Indigenous Allied Health Australia and one further package for leadership training only. Additionally, a QH cadetship program offers opportunities for First Nations allied health university students to have work with QH whilst completing their degree.
518. Witnesses spoke with pride about the growing number of local Torres Strait Islanders who are graduating and the community's desire to have them return to the community for work. There is evidence however, that at times, some struggle to find employment in the community upon returning with a health qualification. The recruitment and retention of local staff should be seen as an important investment in career and leadership development for this cohort of workers.<sup>157</sup>
519. At a higher level however, many key witnesses perceive that there has been a loss of First Nations leadership in the health services. This perception has not been substantiated by the evidence, which shows that the organisational structure of the service has remained largely the same, whereby each of the Health Centre Manager, Cluster Manager and Director of Primary Health Care are identified positions, which are required to be occupied by a First Nations person.

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<sup>157</sup> Witness C transcript dated 27 November 2023, pp. 15-16; Witness AN transcript dated 11 January 2024, pp. 11-12, 33-37.

520. When reflecting on the presence of First Nations residents employed in the health care region, witnesses stated: <sup>158</sup>

You know that come around that model of care. You know our cluster coordinators, our health centre managers are all Aboriginal or Torres Islander health workers. So that's all in play. Our program managers are our original Torres Strait Islander health workers. So those you know and I think they're very integral positions in our health service when I consider what happens in the southern area where they have DoNs running health centres.

There's lots of social issues here within Torres Strait. Like if I consider you know our community members who do go away to university to get a degree, once they've left the region what are they coming back to? They can't buy a home. The high school's quite full so if you raise a family you have to consider sending the kids off to boarding school. I have now got two daughters at boarding school and my oldest son went through boarding school. So you know that's the choice, yeah that's what we choose to do to go and further educate our children and provide them opportunities. So yeah you don't have you know all of the irks and perks of living and working you know on the big city.

A lot of older aging health workers and there was a real big gap of people in their 30s and 40s that were trained health workers. So you know that was another result of what happened from here and that lack of investment in the Torres model of care is you lost that investment, training and skills development in the community and that lost those career pathways to outsider people to the community which created that reliance of communities on you know professions like nurses and doctors which are obviously hard to sustain in the community which then contributes to poor health outcomes.

521. Strengthening this perceived loss of Indigeneity in senior roles, is the concern that the community is losing control at the Health Centre level through the introduction of more centralised controls and financial delegations: <sup>159</sup>

... I think what people do struggle with is to understand the instrument of delegation particularly at HR and financial in the sense of that ... and I think this comes to what I talked about very early on about and that's no criticism of individuals its about that development and so even in a sense it's not just formal but a sense of mentoring-ship and job sharing for people to become in that space but to understand that's a common ... that's a common instrument that's used across government and particularly as you know and very much there for health has had a history of poor financial management.

522. The Torres Model of Care was frequently referred to as a health worker led model, and the assertion that this is no longer the case is complex. Structurally, the Northern TCHHS Region remains an IHW-led model in the PHC Centres, but there is evidence that the role of IHW has become more clinically focused and that delegations for the IHW roles have changed overtime leaving IHW feeling disempowered. The Investigators observe that these changes were not necessarily at a local level, but at a system level, particularly with the introduction of HHS model and the establishment of TCHHS.

<sup>158</sup> Witness E transcript dated 27 November 2023, p. 11; Witness E transcript dated 27 November 2023, p. 9; Witness P transcript dated 29 November 2023, p. 4.

<sup>159</sup> Witness J transcript dated 29 November 2023, p. 5.

523. Additionally, health care delivery is increasingly focused on multi-disciplinary team care and in remote regions such as that serviced by TCHHS, despite this change in delivery, the TCHHS workforce is essentially generalist in nature:<sup>160</sup>

Nurses are generalists. Health workers are generalists. They all have to and allied health are generalist in their approach. The model is one that seeks to get the most out of everybody so that the patient journey incorporates from the entry point with a health worker if that is what they want as a first nations person presenting to their clinic. And then they are linked into the rest of the team to support that primary care centre. It incorporates on ground nursing and health workers at all primary care facilities 24 hours a day on those sites not co-located to a hospital such as Thursday Island or Bamaga THCC and the THC's in all potential area.

524. The review of the Torres Model of Care undertaken by Barbara Schmidt and Phillip Mills in 2012 also drew attention to the extent to which the Health Information System appears to have defined the Torres Model of Care and the impacts of the removal of the Health Information System on the Torres Model of Care. It appears to the Investigators that, although important, the emphasis on the Ferret Health Information System as highly significant in reference to the Torres Model of Care, along with the perception that the Ferret Health Information System was a critical part of the IHW role that has been removed, is largely unwarranted and not reflected in the evidence subject to this Investigation.
525. Rather, it is noted that the Ferret Health Information System has not been used for over a decade. The Best Practice information system is well embedded in TCHHS service and the Investigators are not aware of any barriers to access for IHW's in this regard.
526. What is clear however, is that loss of Ferret Health Information System, around the same time as the loss of many preventive programs and the introduction of preventive health check items, had significant implications for IHW. The level of IHW engagement and access to the Best Practice System, especially during the transition phase, is unclear, and it appears that this change in process could have been better managed.
527. Despite the clear perception of the importance of the Ferret Health Information System to the Torres Model of Care, the Investigators are of the view that it would not be appropriate to continue to hold on to a dated and now unused system such as the Ferret Health Information System. On this basis, the Investigators are of the view that the preferred approach now is to consider better training of IHWs and those working in TCHHS in the community to have access to better training in terms of the Best Practice information system.

#### **Health promotion and community education**

528. Health promotion, education, screening and prevention were identified as core pillars of the Torres Model of Care, with responsibility being shared between the community and the health service.
529. Witnesses spoke about the benefits of the diabetes screening program, implemented as part of the WPHC, the STI screening, healthy lifestyles programs and environmental health programs. It is noted that considerable support was provided by the Tropical Public Health Unit (based in Cairns) for the screening programs and James Cook University for data analysis and these were implemented in part, as collaborative research programs.
530. In reflecting on the changes in community engagement and education since the inception of the Torres Model of Care, one witness said:<sup>161</sup>

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<sup>160</sup> Witness A transcript dated 27 November 2023, pp. 10-11.

<sup>161</sup> Witness AH transcript dated 28 December 2023, p. 4.

Yeah. Education. Community engagement, community development and education. You know, there's a lot of focus on clinical services and we know that clinical services, particularly in this sort of region, it's a public health community primary health care services that need to be developed again. The prevention stuff was massive. I mean, we had the public health programs come up and work with us as well, at those times you know and that was like in sexual health, they supported all of our local teams to the public health program, to go out and do all their education stuff and it was really important, you know. I think when I left here, we were having programs on the radio, we'd do talk back sessions on the road, we'd do all these education sessions. We have to. Because it was part of the model of care.

531. It is further noted that programs such as environmental health are offered today through the local governments and opportunities exist for further integration in health, noting that witnesses advised of a reinvigoration of interagency meetings.<sup>162</sup>

There is overwhelming evidence that the policy changes of 2012 resulted in the most significant loss of programs and progress in the areas of health education and promotion. Witnesses identified this loss of a health promotion workforce when the government changed as a turning point for TCHHSI...prevention – so there's no prevention anymore. And that's what people see. So they don't see this part of the model. There's no education and there's no promotion. There's no community development. So you can't see community development if you don't have mass screening...so that's what's missing from the model right now.

...that was it and 30 something positions could volunteer to take the package. So that's what's missing...

### Engagement with non-government service providers

532. As a provider of health promotion and support service programs, there is considerable scope for THIC to be integrated into the TCHHS service delivery. The THIC is a community-controlled health organisation and affiliate of QAIHC. While the THIC does not offer comprehensive primary health care, it is in receipt of funding (primarily from the PHNs) specifically for integrated team care, chronic disease coordination, wellbeing and mental health, substance misuse and smoking cessation. Integrating THIC's services would enhance the TCHHS's ability to develop and implement the Torres Model of Care in its services and programs.
533. Witnesses expressed concern about the loss of environmental health programs specifically and the need to foster greater collaboration with Council's and other sector organisations. The Investigators conclude that this has been a gap in the current application of the Torres Model of Care, but also note recent endeavours to reinvigorate the round table discussions in the Torres Strait.

## 1.6 Model/s of care in the Southern TCHHS Region

534. It is broadly understood that there are multiple Models of Care that operate in the Southern TCHHS Region. One witness stated:<sup>163</sup>

[The Cape has] got clear ways they want us to work in their community because no community uses the same, so we can't take one and just plant it everywhere because it's not gonna work otherwise.

535. The creation and existence of multiple models of care in the Southern TCHHS Region can be partially attributed to the differences between each community, each with their unique geography,

<sup>162</sup> Witness C transcript dated 27 November 2023, pp. 9, 11; Witness D transcript dated 27 November 2023, p. 13-14.

<sup>163</sup> Witness BI transcript dated 21 March 2024, p. 90.

history and culture. Another factor that has contributed to the operation of multiple models of care is the existence of multiple primary health care providers, including RFDS and Apunipima.

536. Apunipima's service delivery for instance, is guided by its own model of care, which is driven by the principles of community control and community ownership. Apunipima's model of care is IHW-led with PHC Centre teams consisting of a Practice Nurse, Indigenous Health Practitioner, IHWs and GPs (where possible). Its PHC Centre teams are led by a Manager who is a First Nations person. The positions are identified with a requirement for all PHC Centre Managers to reside in the community.
537. Similarly, RFDS provides its PHC services (which include chronic disease management) in accordance with its model of care. In RFDS' view, the services it provides alongside the TCHHS in the Torres and Cape, are complimentary and generally meet the different needs within the communities and as such, there is no fragmentation of services in the TCHHS. RFDS reports that it is an established provider in the Cape region whose operations serve to provide a choice for customers and also act to augment existing services to ensure continuity of care which meets the community's needs.
538. As discussed above, the Investigators observe that the presence of various service providers in the region has at times, limited the continuity of care available in the region. Relevantly, this has impacted on the TCHHS' service delivery in the Cape. Practical difficulties in ensuring health care is continuously available could be ameliorated by service providers continuing recent efforts to engage in meaningful and genuine consultation. Beyond this, an assessment about the work of private sector or non-government providers is outside the scope of this Investigation, which relates solely to the delivery of primary health care by the TCHHS.
539. Despite the existence of multiple models of care in the Southern TCHHS Region, there are similarities in some of the key pillars of each model of care. There was a clear emphasis on a nurse-led workforce, flexibility in service delivery, and reliance on partnerships and external service providers to satisfy community health needs. Notably, each PHC Centre in the Southern TCHHS Region is managed by a DoN, whereas in the Northern TCHHS Region, they are managed by an IHW as the health centre manager. In the Southern TCHHS Region, a DoN is responsible for service delivery and management of their respective TCHHS clinic being undertaken. This DoN-led approach in the Southern TCHHS Region has not changed over-time despite the presence of IHW and represents the traditional approach to PHC service delivery in remote First Nations communities.<sup>164</sup>
540. However, without undertaking a detailed investigation into each model of care that operates in the Southern TCHHS Region, it is not possible to draw any further conclusions about models of care in the Southern TCHHS Region.

## **1.7 Conclusions and recommendations as to the strengths of the Torres Model of Care and scope for their incorporation into the current approach to service delivery**

541. Having regard to the discussion above, the Investigators observe that there are various strengths of the Torres Model of Care which are not captured within the current approach to service delivery across the TCHHS. These include:
- (a) a whole of community, cultural and holistic approach as to how health services are governed and delivered;
  - (b) integration of primary prevention and health promotion / education programs and services delivered by the TCHHS in the community;
  - (c) collaboration among the TCHHS and other organisations, such as local government and other community service providers particularly for preventive and population based programs;

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<sup>164</sup> Witness AS transcript dated 11 March 2024, pp. 26-29.

- (d) a targeted focus on the recruitment, retention and career development for IHWs and associated partnerships that existed with education providers;
- (e) a key focus on and workforce in environmental health, noting that opportunities exist to collaborate with local government in this regard; and
- (f) an First Nations leadership model and approach that engendered trust and support from both the community and the health sector more broadly.

542. In the Investigators' opinion, the consideration of these elements with respect to the overall service delivery approach in the TCHHS, is critically important to enhance community-led First Nations leadership in primary health care and drive early intervention and prevention outcomes. The Investigators also consider that a focus on these issues going forward will lead to improved relationships and trust at a local-level.

543. The Investigators also observed that leadership in the early days of the Torres Model of Care was supported by a strong First Nations governance model and that this needs to be reinvigorated through the TCHHS governance structures.

544. Witnesses suggested that the Torres Model of Care has become more of a medical model and less of a community driven model. The Investigators consider that this is reasonable given the reduced focus on community programs. Additionally, the Investigators also identified the following elements of the current approach to service delivery which must be incorporated in the approach to service delivery moving forward:

- (a) robust clinical governance and management of risk and processes to ensure patient safety. For example, the Investigators received witness and other evidence about previous areas of risk, such as the lack of adequate clinical governance processes and the failure to maintain facilities and resources to an acceptable and safe standard. The Investigators note the following examples as provided by a witness;<sup>165</sup>

...Oh absolutely. I can remember, this is a shameful thing, I can remember at one point where the toilet had overflowed because there were trees growing into the toilet drain for about the 100th time and I'd gone out early in the morning to do a chronic disease round of bloods so people could have their breakfast. Came back, brought the bloods back to the clinic and there was a wash of faeces all over the floor.

So yeah you know like so my maintenance list of things that half of the clinic was falling down on one side because the foundations .. there was no running water. There was water restrictions every day and necessarily water restrictions every day but there was no water into the clinic. We had to actually get somebody to put a pipe from the rainwater tank into the back sink which was the only running water when they turned the water off on the island. That sort of stuff. You know like the lights would go out.

I think it was 7 months before I got a toner to get the fax machine working. That sort of stuff. We went to the council ... we'd get the ... send the faxes to the council and then we'd go and pick them up from the council.

It was 2 years that the ambulance was on the front driveway because we couldn't get a mechanic to come and have a look at it to say what was wrong with the ambulance...this was in 2009...

- (b) robust administrative processes particularly in relation to financial and human resource management. It is particularly important to note the importance of these processes given the integration of the Torres/NPA into the TCHHS was delayed due to issues arising from these areas, which was identified through an independent external assessment; and

<sup>165</sup> Witness L transcript dated 29 November 2023, p. 9; Witness L transcript dated 29 November 2023; Witness L transcript dated 29 November 2023.

- (c) the TCHHS Clinical Services Plan 2019-2029 which identifies the key issues and health needs in the communities and a plan of how to best respond to those issues and needs over a ten year period.
545. The Investigators have reached an overarching recommendation that an approach to comprehensive health service delivery across the TCHHS should be formally documented. Any formal documentation should be inclusive of the requirement to consider community and cultural variations within the TCHHS region.
546. When formally documenting an approach, the Investigators recommend that consideration be given to the incorporation of the following:
- (a) the key strengths of the Torres Model of Care which are set out above, noting that when doing so, consideration should be given to incorporating a degree of flexibility to ensure these strengths of the Torres Model of Care are compatible in the current financial, operational and regulatory settings applicable to TCHHS; and
  - (b) the additional elements relating to robust clinical governance and administrative processes as set out above.
547. The Investigators' recommendations in this regard have been informed by their observations as to the likely consequences if an approach to service delivery is not formally documented, which may include:
- (a) the continued use of the Torres Model of Care, which, while strongly recognised for its success as a historical model of care in the Northern TCHHS Region, has been used as a divisive measure in both the community and the TCHHS, whereby this model may continue to be used by some to support a particular view or position as to how healthcare should be delivered. The Investigators observed that the use of the Torres Model of Care in this manner undermines the work of dedicated staff in the system and causes confusion for new staff, which negatively impacts on community perceptions of the health system and its outcomes;
  - (b) the continued use and reliance on elements of the Torres Model of Care which are inconsistent with modern practice, particularly given the range of structural, workforce and technological changes which have occurred over the past 30 years (while the this goes to the need for flexibility in the documenting of the Torres Model of Care, for implementation in 2024; and
  - (c) continued references to a historic and poorly understood model which may limit the opportunity for current leadership (particularly First Nations leadership) to assert themselves in their roles and to develop and define their approach to leadership, service delivery and best practice.



**Title of Report:** Report back from NPA Interim LDMB

**Agenda Item:** 8.5

**Classification:** For endorsement

**Author:** Chief Executive Officer

**Attachments:** 08.10.2024 Draft Interim Local Decision Making Board Minutes  
Meeting Attendance

### Officers Recommendation:

**That Council:**

- Note and endorse the minutes and all recommendations of the NPA Interim Local Decision Making Board
- Undertake an EOI for further representatives from New Mapoon and Seisia Communities

## PURPOSE OF REPORT

Provide Council with a report back from the September Interim Local Decision Making Board.

## BACKGROUND AND CONTEXT

The September Interim Local Decision Making Board meeting was held on 08 October 2024. The minutes of the meeting are attached to this report. Under the terms of reference, recommendations from the meeting are endorsed, amended, rejected or referred back to the committee for further review.

At the meeting, a number of reports were tabled for noting including

- Business Arising
- LTC Coordinator Update
- State Government Update

There was one reports tabled for decision making

- NPA Youth Committee

Deputations were also held with the NPA State College Council and National Indigenous Australians Agency.

For the information of Council, the meeting attendance by committee members is attached to this report. Under the ToR, after three (3) consecutive apologies of non- attendance then committee member(s) will receive a notice of cessation of the LTC committee / membership. New Mapoon Member Lillian Bond and Seisia Member Jean Sunai, has not attended the last 3 meetings. Under the ToR, an alternative member must be appointed through resolution. We are currently running an EOI for the Umagico Representative. A further EOI could be undertaken for New Mapoon and Seisia.



## CRITICAL DATES

N/A.

## OTHER OPTIONS CONSIDERED

N/A.

## LEGAL AND LEGISLATION CONSIDERATIONS

Nil

## POLICY CONSIDERATIONS

N/A.

## CORPORATE AND OPERATIONAL PLAN CONSIDERATIONS

N/A.

## FINANCIAL AND RESOURCE CONSIDERATIONS

N/A.

## CONSULTATION

NA



**UNCONFIRMED**

**Meeting Minutes  
NPA Interim LDMB Meeting #8  
Tuesday 8<sup>th</sup> October 2024  
Bamaga Boardroom**

## **Northern Peninsula Area Regional Council**

### **Interim Local Decision Making Board**

**To commence at 12.00pm**

**On**

**Tuesday 8<sup>th</sup> October 2024**

**Bamaga Boardroom**



## UNCONFIRMED

Meeting Minutes  
NPA Interim LDMB Meeting #8  
Tuesday 8<sup>th</sup> October 2024  
Bamaga Boardroom

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

Mayor Poi Poi welcomed attendees and opened the meeting at 12:00pm with a prayer by Sandra Sebasio.

### 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 communities.

### Agenda Item 3. Present

Mayor Robert Poi Poi	District Mayor
Cr David Byrne	Division 1
Eleanor Mara	Injinoo Community
Sandra Woosup	Injinoo Community
Terry Gina Peter	Umagico Community

### Other Attendees

Kate Gallaway	CEO
Elimau Blarrey	Snr E/A (Minute Taker)

### Agenda Item 4. Apologies

Charlie Bond	New Mapoon Community
Lillian Bond	New Mapoon Community
Narelle Aniba	Seisia Community (Deputy Chair)
Jean Sunai	Seisia Community
Hassim Adidi	Bamaga Community
Kathy Tabuai	Bamaga Community
Moses Neliman	DTATSIPCA

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

Nil

### Agenda Item 6. Confirmation of Previous Minutes

#### Resolution

**That NPA Interim Local Decision-Making Board resolve to:**  
Endorse the minutes from the meeting held 28<sup>th</sup> August 2024

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

**Seconded:** Eleanor Mara  
**Resolution:** LTC6.1.-08102024

**CARRIED**

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

Previous action items and progress were discussed.



## UNCONFIRMED

Meeting Minutes  
NPA Interim LDMB Meeting #8  
Tuesday 8<sup>th</sup> October 2024  
Bamaga Boardroom

### Agenda Item 8. LTC Coordinator Update

#### Resolution

That NPA Interim Local Decision-Making Board resolve to:

- Note the report

Moved: Gina Peter

Vote: 5/0

Seconded: Eleanor Mara

Resolution: LTC8.-08102024

CARRIED

### Agenda Item 9. State Government Update

#### Resolution

That NPA Interim Local Decision-Making Board resolve to:

- Note the report

Moved: Sandra Sebasio

Vote: 5/0

Seconded: Gina Peter

Resolution: LTC9.-08102024

CARRIED

### Agenda Item 10. Reports for Noting

Nil

### Agenda Item 11. Deputations

NPA State College – College Council

National Indigenous Australians Agency (Remote School Attendance Strategy)

### Agenda Item 12. Reports for Decision Making

Agenda Item 12.1

NPA Youth Forum Committee

#### Resolution

That the NPA Interim Local Decision Making Board resolve to:

- Defer the matter to the next meeting

Moved: Gina Peter

Vote: 5/0

Seconded: Eleanor Mara

Resolution: LTC12.1.-08102024

CARRIED



**UNCONFIRMED**

**Meeting Minutes**  
**NPA Interim LDMB Meeting #8**  
**Tuesday 8<sup>th</sup> October 2024**  
**Bamaga Boardroom**

**Agenda Item 12. Other Business**

**Agenda Item 13. General Discussion**

**Agenda Item 14. Close of Meeting**

Meeting closed at 2:29pm with a prayer by Sandra Sebasio.

**DRAFT**

Meeting No	1	Mapoon LTC	2	3	4		5	6	7	8
Date	10/08/2023	6/09/2023	29/09/2023	25/10/2023	6/12/2023	2/02/2024	6/03/2024	24/05/2024	28/08/2024	8/10/2024
Eleanor Mara				x				x	x	x
Glendon Woosup	x	x								
Sandra Woosup							x	x		x
Terry Gina Peter	x	x	x	x	x		x	x	x	x
Stanley Dai		x								
Hassim Adidi	x	x					x	x	x	
Sarah Phineasa										
Kathy Tabuai					x			x	x	
Lillian Bond	x	x	x	x	x		x			
Victoria Kennedy	x	x	x							
Charlie Bond								x		
Narelle Aniba		x	x				x	x		
Jean Sunai			x	x	x		x			

**Title of Report:** 2024 Fleet Disposal Tender

**Agenda Item:** 8.6

**Classification:** For decision

**Author** Executive Manager Operations

**Attachments** Attachment A – Tender Documents

Attachment B – Tenderers Prices (tabled)

Attachment C – Highest Second and Third Highest tendered prices (tabled)

## Officers Recommendation:

### That Council:

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

1. Offer to sell the used plant and equipment to the recommended tenderers as per their tendered prices, as per the attachment to this report:
2. Offer sell the used plant and equipment to the second highest priced tenders to purchase as per their tender prices. If the highest tenderer declines the opportunity to purchase or if payment is not received in accordance with the conditions of tendering after receiving the tender acceptance notice.

Approve that Finance and fleet officers to complete the necessary tasks to remove these assets from Councils Asset register.

## PURPOSE OF REPORT

To seek Council endorsement of the sales of used plant and equipment to the recommended tenderers from the NPARC Tender 2024-08-01 which was run in August & September 2024.

## BACKGROUND AND CONTEXT

Councils Fleet and workshop section has collated a list of plant and equipment assets from across the various sections of Council that have:

- Reached the end of their useful life for Council
- Been replaced by new items
- Are deemed uneconomical to be repaired

These assets were advertised for sale by tender (NPARC 2024-08-01) in late August & September 2024. The tender was advertised to close at 3pm, on Monday 23<sup>rd</sup> September, Tender Documents (Attachment A) were provided to all potential tenderers that requested them. Twenty six (26) tender submissions were received via email or tender box. All tenders were received by the closing date.

Tenders were received from the following people listed alphabetically:

- Michelle Ahmat
- Tom Anderson
- Brett Aniba



- Renia Bowie
- Wesleah Cowley
- Jim Foody
- Patricia Fulton
- Shane Hume
- Elimau Johnston
- Bethina Kepa
- Michael Madeley
- Alex Mandie
- Shirley Nawakie
- Tolowa Nona
- Ugari Nona
- Ryan Poipoi
- Nora Salee
- Terry Salee
- Robert Sanders
- Andrew Sebasio
- Danny Sebasio
- Chantelle Solomon
- John Tabua
- Karl Visser
- Francis Williams
- Reg Williams
- John Yusia

The assessment to identify successful bidders is based on the tendered prices, if the Tenderers was a local ATSI small business existing or starting up. The assessment panel was comprised of the Fleet and Workshop Manager, Executive Manager Community and Regulatory Services and the Exec Manager Operations.

The assessment panel have recommended two tenderers that are not the highest tender as follows with reasons:

- Item # 2 awarded to Tolowa Nona
  - o Highest bidder is successful on a number of other items.
  - o Second highest tenderer with drew his tender for this vehicle.
  - o Difference in price is \$989.00.
- Item # 5 recommended Andrew Sebasio
  - o Highest bidder is successful on another item and advised Fleet and Workshop manager that they are looking to start a plumbing business and are only interested in one of the two vehicles tendered for.
  - o Andrew is looking to start a small business in the NPA.
  - o Difference in price is \$100.00.

The tendered prices from all tenderers is included in Attachment B. The assessment panel recommended tenderers list (Attachment C) includes the second and third highest prices in case the highest tenderers advises that they do not want to purchase a particular item or fails to pay within the conditions of tendering as stipulated in the advertised tender documents.



- Payment received in full within five (5) business days or receiving the Tender acceptance Notice
- Payment is received in full after a deposit is received and a payment plan is entered into with Council that pays the item off over 25 business days.

## CRITICAL DATES

N/A.

## OTHER OPTIONS CONSIDERED

N/A.

## LEGAL AND LEGISLATION CONSIDERATIONS

N/A

## POLICY CONSIDERATIONS

Disposal of Council assets have been done as part of an open tender process.

## CORPORATE AND OPERATIONAL PLAN CONSIDERATIONS

We support and facilitate Indigenous and local employment and business opportunities.

## FINANCIAL AND RESOURCE CONSIDERATIONS

The plant and equipment disposal tender has been run in compliance with Councils approved policies. Revenue from sales will be managed by finance.

## CONSULTATION

- Finance Manager
- Fleet & Workshop Manager
- Chief Executive Officer.



## **TENDER NPARC 2024-08-01**

# **TENDER DOCUMENT SALE OF USED PLANT AND EQUIPMENT**

**CLOSING 4:30PM 23/09/2024**

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Chief Executive Officer  
NPARC  
PO Box 200  
BAMAGA QLD 4876

## INTRODUCTION

Subject to the Conditions of Tender and Specifications:

- (a) Northern Peninsula Area Regional (“Council”) is call tenders for Sale of used Plant and Equipment.
- (b) The Plant and Equipment will be sold on an “As is Where is” basis
- (c) The Plant and Equipment will be sold unregistered.

## CONDITIONS OF TENDERING

1. Tenderers shall clearly state the price in the Tender Form for each individual item listed. The price tendered shall remain fixed and shall **not** be subject to variation between closing date for tenders and the expiry of the delivery time provided the Council accepts a tender within forty-five (45) days from the closing date of the tender.
2. The **Tender Form** and **Agreement** must be signed by delegated person.
3. The GST component shall be included in the tendered price.
4. All costs associated with removal and transporting tendered items from designated storage site will be sole responsibility of the successful Tenderer.
5. It is recommended that Tenderers inspect items before submitting a tender.

Inspection dates and times are as follows:

- Thursday 05/09/24 8:00am-3:00pm, and
- Friday 13/09/24 8:00am-3:00pm.

6. The Highest or any tenders may **NOT** necessarily be accepted.
7. Tenders received by telephone or incorrectly addressed will not be considered.
8. Late tenders will **NOT** be accepted.
9. The Council reserves the right to award the tender to one Tenderer or multiple Tenderers for items listed in the Tender Form.
10. Council reserves the right to accept an alternate tender if payment is not made by the successful Tenderers within **5 business days** of receiving the tender acceptance notice.
  - a) Or a deposit is received and a payment plan is entered into with Council that pays the item off over 25 business days.
11. Successful Tenderers must collect item within seven (7) days of full payment.
12. **Submission of tenders can be VIA email or hand delivery** – Intending tenderers must complete the attached Tender Form and sign Agreement and place in a sealed envelope and address as follows: -

**Confidential – Tender No. NPARC 2024-08-01**

Tenders that are hand delivered must be lodged in the Tender Box at the Bamaga Council Office, 180 Adidi Street Bamaga QLD 4876, before 3pm on 23/09/2024.

13. **Submission by email** – Intending tenderers must complete the attached Tender Form and signed Agreement Form and submit their tender in PDF version via email to [tenders@nparc.qld.gov.au](mailto:tenders@nparc.qld.gov.au) with subject line stating **Confidential – Tender No. NPARC 2024-08-01**. Tenders that are emailed must be received no later than 3pm (EST) on 23/09/2024.

## **LOCATION AND INSPECTIONS**

1. The Plant and Equipment will be located on Lui Street, Bamaga opposite Bamaga Workshop
2. The Plant and Equipment will be available for inspection between the hours of **8:00am – 3:00pm, on Thursday 05/09/24 and Friday 13/09/24**. To arrange an inspection please contact Sireli Volavola, Workshop Manager, Office phone (07) 40904126 or email [workshopmanager@nparc.qld.gov.au](mailto:workshopmanager@nparc.qld.gov.au).

# TENDER FORM

## Tender NPARC 2024-08-01 – Sale of Used Plant and Equipment

Council offers for sale by tender the following on a “As Is Where Is” basis.

I hereby submit the following tender for the purchase of used Plant and Equipment as detailed below.

<u>Item No.</u>	<u>Plant &amp; Equipment</u>	<u>Plant No.</u>	<u>Condition</u>	<u>Age (as of 2024)</u>	<u>Tendered Price (AU Dollar)</u>
1	TOYOTA L/CRUISER UTILTY	6143	GOOD	20	
2	TOYOTA L/CRUISER WAGON	6102	POOR	19	
3	TOYOTA HILUX UTE	6009	POOR	19	
4	TOYOTA HILUX D/CAB	6140	FAIR	19	
5	TOYOTA HILUX S/CAB	6168	POOR	18	
6	TOYOTA COASTER BUS	6193	FAIR	16	
7	TOYOTA COROLLA SEDAN	6216	POOR	14	
8	TOYOTA COROLLA ASCENT HATCH	6249	GOOD	13	
9	TOYOTA COROLLA ASCENT	6007	FAIR	8	
10	TOYOTA LANDCRUISER WORKMATE	6210	FAIR	15	
11	TOYOTA HILUX UTILITY DIESEL S/CAB	6274	GOOD	8	
12	KUBOTA TRACTOR		POOR		
13	TOYOTA COROLLA SEDAN	6006	FAIR	8	
14	TOYOTA HILUX UTE	6116	FAIR	16	
15	ATV		POOR		
16	ATV		POOR		
17	ATV		POOR		
18	RIDE ON MOWER		POOR		
19	RIDE ON MOWER		POOR		
20	RIDE ON MOWER		POOR		
21	RIDE ON MOWER		POOR		
22	RIDE ON MOVER		POOR		
23	TYRE MACHINE		POOR		

**Name** .....  
(Please Print)

**Signature** .....

**Date** ...../...../.....

**Agreement**

Should my tender be accepted, I/We undertake to pay the full amount in cash or bank cheque within 5 business days of being advised.

Should I/We fail to do so, I/We accept that Council may accept an alternate offer.

I/We also accept that delivery (responsibility of the successful tenderer/s) cannot be made until such time as Council receives payment.

I/We also understand and agree that the item/s that I/We have tendered to purchase are offered by Council on a "As is Where is" basis.

**Name** .....  
(Please Print)

**Signature** ..... **Phone No.**.....

**Address** .....

**Email** .....

**Witness** .....  
(Please Print)

**Signature** ..... **Phone No.**.....

**Address** .....

**Email** .....

**Item # 1**

**2004 Toyota Land Cruiser Utility – Plant 6143**







**Item # 2**

**2005 Toyota Land Cruiser (4x4) 5sp Manual – Plant 6102**







**Item # 3**

**2005 Toyota Hilux Ute 5sp Manual – Plant 6009**





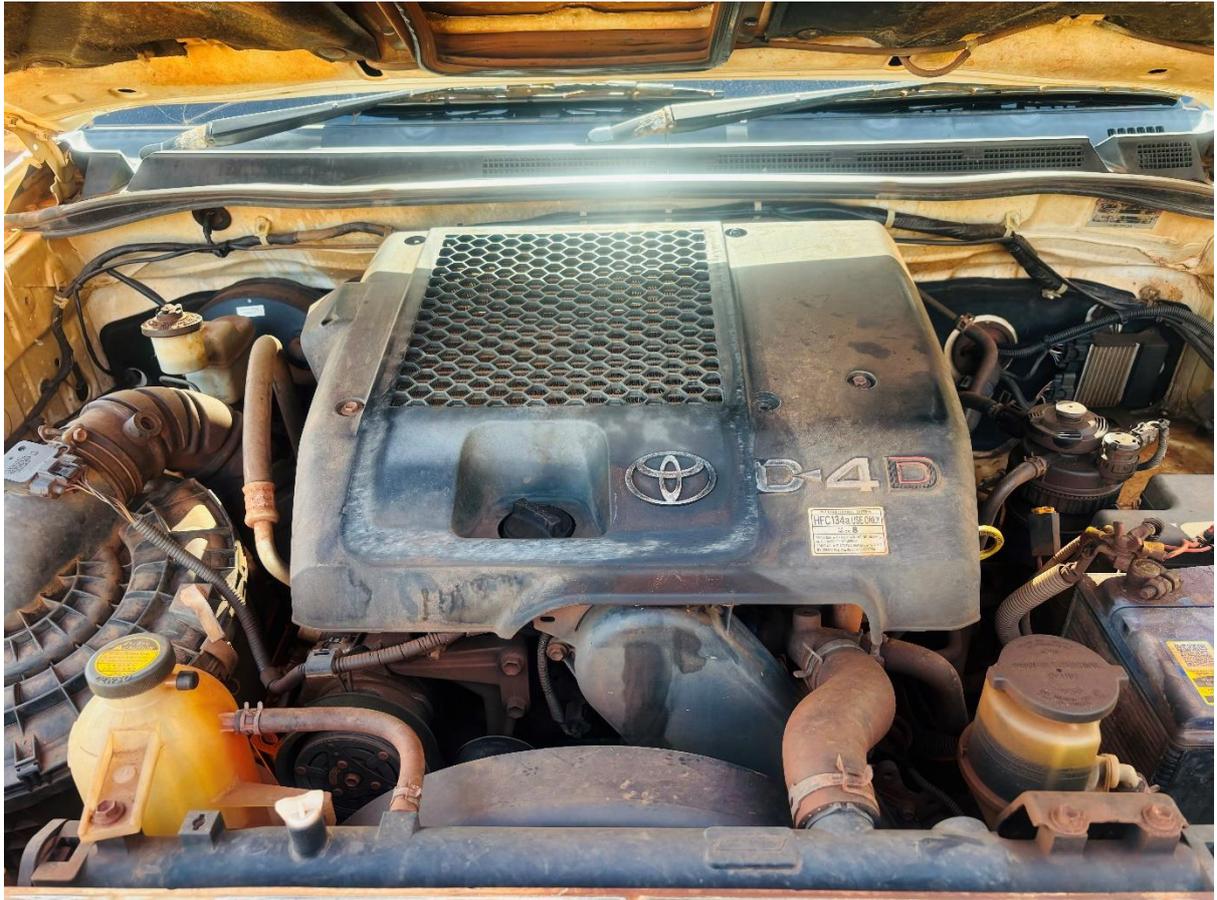


**Item # 4**

**2005 Toyota Hilux Ute Dual Cab – Rego: Plant 6140**





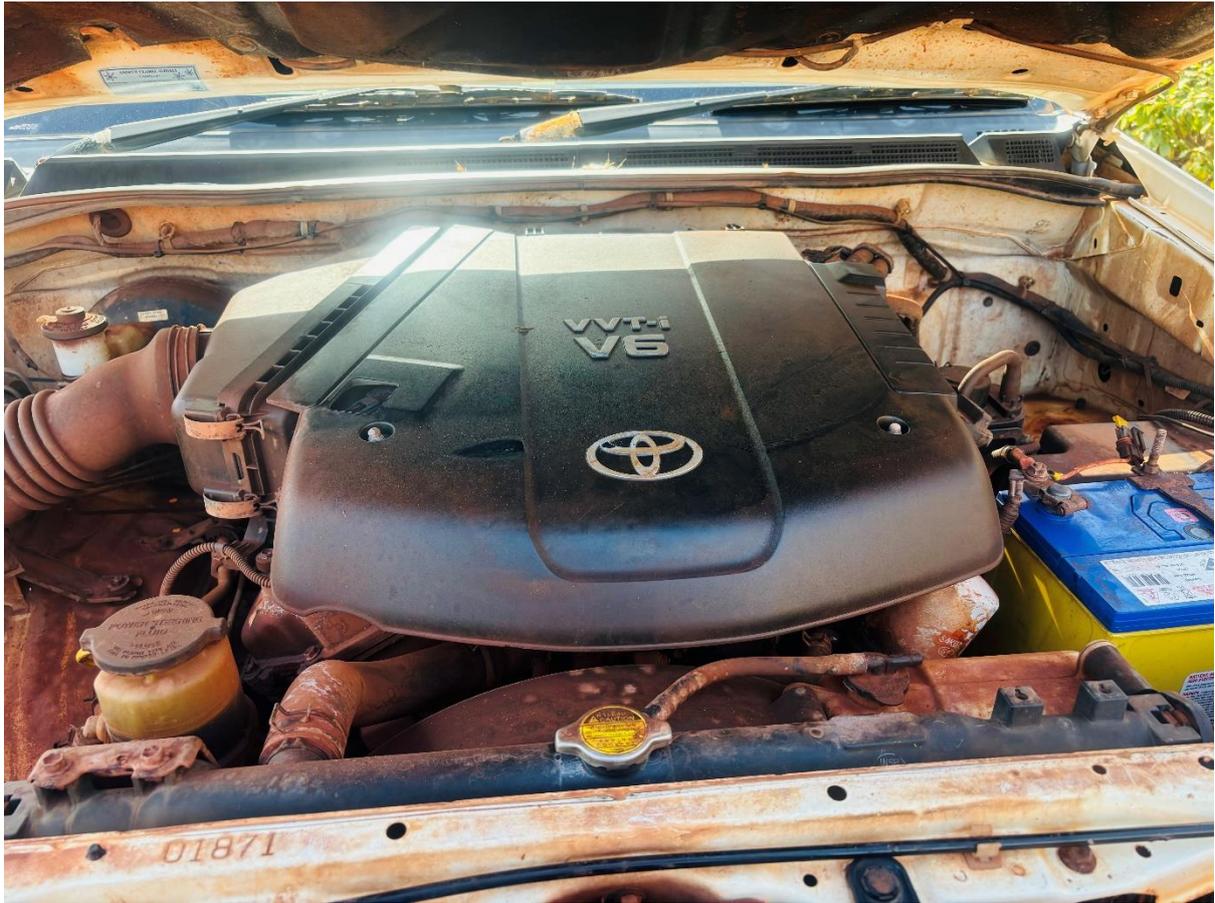


**Item # 5**

**2006 Toyota Hilux Single Cab – Rego: Plant 6168**







**Item # 6**

**2008 Toyota Coaster Bus – Plant 6193**



**Item # 7**

**2010 Toyota Corolla Sedan (Automatic) – Plant 6216**







**Item # 8**

**2011 Toyota Corolla Hatch (Automatic) – Plant 6249**





TENDER NPARC 2024-08-01 SALE OF PLANT AND EQUIPMENT

**Item # 9+**

**2016 Toyota Corolla Ascent (Automatic) – Rego: Plant 6007**







**Item # 10**

**Toyota Landcruiser Workmate 6210**

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**Item # 11**

**Toyota Hilux S/Cab 6274**



**Item # 12**

**Kubota Tractor**



**Item # 13**

**Toyota Corolla Sedan 6006**



**Item # 14**

**Toyota Hilux Ute 6116**



**Item # 15**

**Polaris ATV**



**Item # 16**

**Polaris ATV**



**Item # 17**

**Polaris ATV**



**Item #18**

**Ride On Mower**



**Item # 19**

**Ride On Mower**



**Item # 20**

**Ride On Mower**



TENDER NPARC 2024-08-01 SALE OF PLANT AND EQUIPMENT

**Item # 21**

**Ride On Mower**



**Item # 22**

**Ride On Mower**



**Item # 23**

**Tyre Machine**





**Title of Report:** 2024-25 Operational Plan Update  
**Agenda Item:** 8.7  
**Classification:** For Noting  
**Author:** Chief Executive Officer  
**Attachments:** Attachment A. Operational Plan Update

## Officers Recommendation:

### That Council:

- Note the Report

## PURPOSE OF REPORT

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

## BACKGROUND AND CONTEXT

Under the Local Government Act, Council Officers report back to Council on the progress of the operational plan. A status update of progress during Q1 is attached.

A total of 202 / 221 (91.4%) of action are completed or on track and progressing well. 18 / 221 (8.1%) are on track with minor challenges to implementation and 1 / 221 (0.5%) are on track with major challenges to implementation. The previous quarters amounts are included for reference.

Status	Number (percentage)
Completed	Q1 13
On track and progressing well	Q1 189
On track with minor challenges to implementation	Q1 18
On track with major challenges to implementation	Q1 1

### *On track with minor challenges to implementation*

3 of these actions relate to a dependent action

12 of these actions relates to a delay caused by a party external to Council outside of our control

3 of these actions relates to workload pressures

### *On track with major challenges to implementation*

1 of these actions relates to workload pressures

## CRITICAL DATES

NA



## OTHER OPTIONS CONSIDERED

NA

## LEGAL AND LEGISLATION CONSIDERATIONS

Local Government Act

## POLICY CONSIDERATIONS

Nil

## CORPORATE AND OPERATIONAL PLAN CONSIDERATIONS

NA

## FINANCIALS AND RESOURCE CONSIDERATIONS

Nil

## CONSULTATION

All staff

# 2024-25 NPARC Operational Plan

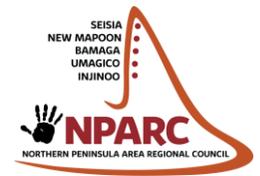


## Focus Area One: Strong Governance – Innovative, Efficient and Sustainable

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

Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
Improve Asset Management Capability	Review asset management plans for accounting impact	24/12/2024	FM	Accounting Review	OPEX	This work has commenced and being undertaken in collaboration with the Council Advisor
	Source funding for asset management plans for remaining classes	31/12/2024	EMCFS	Funding obtained	Grant Funding \$250-300k	Application made under LGSSP was refused. Further funding sources being sought
Improve repairs, maintenance and renewal against all aged asset classes	Determine whole life of cost of assets for potential divestment	30/06/2025	CEO, <b>FM</b>	Council report	OPEX	This work has commenced
	Development of hall use guidelines	31/12/2024	PFM	Completed guidelines	OPEX	This work has commenced
Increase available own-source revenue streams	Precinct planning of opportunities identified in NPA Climate and Economic Development Master Plan	31/03/2024	CEO	Council report	OPEX	DATSIP currently undertaking tender for phase 2
	Roll-out of Green Path project with Veolia	31/12/2024	CEO, <b>EMO</b>	Council report	In-kind support	A costed draft was discussed with VEOLIA.
	Implementation of new finance software inclusive of fees and charges software	30/06/2025	<b>EMCFS</b> , FM	New software adopted	\$500k	Proposal received. Finalising with tender
	Review of commercial leases and property	30/06/2025	<b>EMFCS</b> , FM, CLM	Fees and Charges	OPEX	This was undertaken for the 24-25 service charges.

# 2024-25 NPARC Operational Plan



Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
	fees and service charges					
	Implementation of excess Commercial Water Charges	24/12/2024	FM	Updated Service Notices	OPEX	This work has commenced
Increase revenue through government funding	Implementation of the KPMG Liquidity Review Findings	30/06/2025	CEO	Council Report	OPEX	Waiting on Financial Controller
	Project level analysis comparison of other council	24/12/2024	EMCFS, FM	Council Report	OPEX	This work has commenced

# 2024-25 NPARC Operational Plan



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

Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
Undertake a business system review	Implement the Business System Review	24/12/2024	EMCFS, MCA	Completed business system review	OPEX	This work has commenced
	Implement the Cyber Security Review findings	24/12/2024	EMCFS, MCA	Completed review	OPEX	This work has commenced
	Review of Cyber Security test	30/06/2024	EMCFS, MCA	Council Report	\$15k	This work has commenced
Develop an engagement strategy to incorporate preferred communication pathways	Implementation of Strategic Marketing Plan	30/06/2025	EMCFS, MCA	Milestone report	Already committed	This work has commenced
	Secure funding for Information Signs	24/12/2024	EMCFS	Secured funding	OPEX	Seeking funding sources
	Installation of our Information Signs	30/06/2024	EMCFS	Installed signs	\$60k	Dependent on above
Telecommunication improvements to support modern technology	Undertake a review of current telecommunication infrastructure and scope any gaps	30/06/2025	EMCFS			This work has commenced
	Present briefing report to Council for funding to implement changes as part of 2025-26 budget	30/06/2025	EMCFS			Dependent on above
	Seek grant funding to commission telecommunication engineering report to identify technological improvements	31/12/2024	CEO	Grant funded	\$50k	Seeking funding opportunities

# 2024-25 NPARC Operational Plan



Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
	Delivery of Seisia Telstra Tower infrastructure	31/12/2024	CEO	Completed infrastructure	OPEX	Lease finalised and works to commence shortly
	Roll-out of RCP Round 3 project with NBN Co	30/06/2025	CEO, <b>EMCFS</b>	Project Plan & delivery dates Native title consent	OPEX	Planning works have commenced with feedback given to NBN Co

# 2024-25 NPARC Operational Plan



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

Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
Investigate the Freehold Option	Undertake scoping report on the feasibility of the freehold option	31/03/2025	CEO	Completed report	OPEX	This has commenced
	Engage with the state regarding the outcomes for the development of a freehold instrument if eligible	30/06/2025	CEO	Completed report	OPEX	Dependent on above
Establish Trustee policy to document individual community decision making processes for trust change proposals	Undertake workshop with councillors for trustee policy	30/09/2024	CEO	Draft policy	OPEX	To be progressed. Awaiting on time within calendar. Looking to schedule with December Council Meeting
	Undertake community workshops to document community decision making processes	31/12/2024	CEO	Finalised policy	\$5k	Dependent on above
	Adopt policy	31/03/2025	CEO	Adopted policy	OPEX	Dependent on above

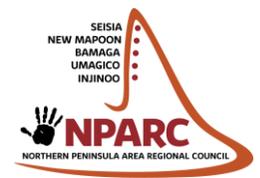
# 2024-25 NPARC Operational Plan



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

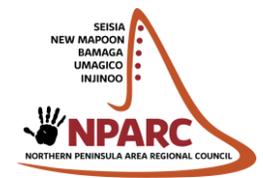
Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
Develop a fit for purpose policy and procedure framework	Finalise first group of HR policies following JCC consent	31/08/2024	HRM	Adopted policies	OPEX	HR Polices are near completion, documents are being re- reviewed and amended by HR Law.
	Finalise second group of HR policies following JCC consent	30/11/2024	HRM	Adopted policies	OPEX	As Above
	Delivery of first group of HR Workshops to explain policy to staff	30/11/2024	HRM	Workshops held	OPEX	To be completed once the Hr Polices are completed and presented to JCC
	Delivery of second group of HR Workshops to explain policy to staff	30/04/2025	HRM	Workshops held	OPEX	As Above
Develop robust internal audit processes	Delivery of internal audit training to new Governance Officer	31/12/2024	SEA	Completed training	\$10k	Governance officer has gone on maternity leave
	Ongoing implementation of internal audit framework and plan	30/06/2025	CEO, SEA	Internal Audit Meetings held	OPEX	Meetings held as scheduled
	Delivery of the action plan based on the QAO Feedback recommendations	30/06/2025	CEO, SEA	Report at Internal Audit Meetings	OPEX	Report provided at last Audit Meeting
Demonstrate value (ROI) to individual communities of Council operations	Undertake community feedback on the definition of value to community	31/10/2024	CEO	Drafted value statement	OPEX	This work has commenced. Looking at opportunities with Council Advisor

# 2024-25 NPARC Operational Plan



	Develop KPIs to potentially demonstrate value to community	30/11/2024	CEO	KPIs	OPEX	Dependent on above
	Trial report created for a community	31/12/2024	CEO	Trial report	OPEX	Dependent on above
	Developed report template for inclusion in corporate reporting framework	30/06/2024	CEO	Template report	OPEX	Dependent on above

# 2024-25 NPARC Operational Plan



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

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

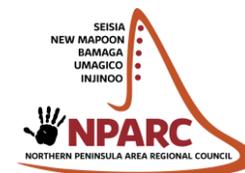
Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
Develop Cultural Protocols policy to ensure Aboriginal and Torres Strait Islander culture is embedded into operations	Appoint working group through JCC framework to develop draft Cultural Protocols policy	31/08/2024	HRM	Draft Policy	OPEX	To be completed
	Undertake consultation with community elders in terms of content	31/10/2024	HRM	Draft Policy	OPEX	Consultation with community elders delayed due to sorry business in the past few months. Planning to commence consultation process in 2025.
	Finalise draft policy	31/12/2024	HRM	Policy submitted for approval	OPEX	To be completed after consultation process.
	Obtain council feedback on policy and adopt	31/03/2025	HRM	Adopted Policy	OPEX	Policy to be drafted upon completion of the above process.
	Review all NPARC policies and procedures to incorporate cultural protocols	30/06/2025	HRM, SEA	Policies reviewed and updated	OPEX	To be completed.
Promote the cultural safety of our staff	Undertake consultation with staff to complete cultural safety audit	31/12/2024	HRM	Completed audit	OPEX	Working with Government appointed consultant to deliver survey to all staff.
	Undertake consultation through JCC framework	31/03/2025	HRM	Consultation	OPEX	To be completed

# 2024-25 NPARC Operational Plan



	to identify actions for improvement					
	Scope actions to be included as part of the 2025-26 budget	30/06/2025	HRM	Completed scope	OPEX	To be completed

# 2024-25 NPARC Operational Plan



Key Objective Two: We are a unified community

Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
Promote NPARC as one	Installation of community council boards at Injinoo, Umagico and New Mapoon Council Offices & Seisia IKC	31/10/2024	SEA	Updated council chambers	OPEX	Waiting on DATSIP to complete history research
	Scope for the building of chambers within Seisia Community	31/12/2024	CEO	Completed scope	W4Q Planning Project	W4Q approval received. Working to begin with projects
Recognise and celebrate the cultural differences of each community	Document history of each community to update website.	30/06/2025	MCA, <b>CSM</b>	Council Report	OPEX	History banners for each communities have been completed are displayed in each IKC's.
Develop community and region community value (belief) statements	Undertake targeted community consultation for individual and regional belief statements	31/03/2025	CEO	Completed consultation	OPEX	This has been scheduled for January community meetings
	Develop draft statements for feedback by Council	30/06/2025	CEO	Council report	OPEX	Dependent on above
Advocate for a review of the impacts and model of amalgamation	Obtain state commitment as part of the election campaign to review financial and non-financial impacts of amalgamation	30/11/2024	CEO	Commitment	OPEX	Will be dependent on outcome of Financial Controller

# 2024-25 NPARC Operational Plan



	Commission report into the review of amalgamation on NPARC	30/06/2025	CEO	Completed scope and quotes	\$150k ?W4Q Planning funding	Confirming funding availability within W4Q
Investigate alternative governance structures for individual communities outside of amalgamated councils	Initial report provided to Council on options for alternative governance structures	31/07/2024	CEO	Council report	OPEX	This was completed and requested further action as not taken
	Obtain state input into alternative governance structures for individual communities	30/11/2024	CEO	State feedback	OPEX	This was completed and requested further action as not taken
	Detailed scoping report on options for governance structures	31/03/2025	CEO	Completed report	\$150k Grant funding - TSRA	This was completed and requested further action as not taken
	Undertake consultation with similar councils to obtain support for LGAQ motion	30/06/2025	CEO	Consultation	OPEX	This was completed and requested further action as not taken

# 2024-25 NPARC Operational Plan



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

Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
Build strong relationships with Traditional Owners and representative bodies based on mutual trust and constructive dialogue to facilitate growth of the NPA whilst recognizing and respecting cultural values	Continue monthly operational meetings with Ipima Ikaya Aboriginal Corporation RNTBC	Ongoing	CEO, EMO	Meetings Held	OPEX	There are challenges with the availability of IIAC Manager. Progressing
	Continue quarterly meetings between Council and Ipima Ikaya Aboriginal Corporation RNTBC	Ongoing	CEO	Meetings Held	\$5k	These have recommenced
	Transition of Ranger Contract	30/06/2025	CEO, EMO, FM	Transition Plan	NIAA	ALT Ranger Transition Coordinator is drafting a transition plan
Scope DOGIT transfer with the PBC, key community stakeholders and Government	Lessons learned exercise from previous DOGIT transfer	31/12/2024	CEO	Council report	OPEX	Report provided to DoR. Awaiting response
	Report on Legislative & Governance implications of DOGIT Transfer	31/03/2025	CEO	Council report	\$20k	Dependent on above
	Establish working group with state, community and traditional owners to discuss DOGIT transfer	31/06/2025	CEO	Consultation	OPEX	Dependent on above
Renegotiate the current ILUA with the PBC	Workshop held with Ipima Ikaya Aboriginal Corporation RNTBC	31/10/2024	CEO	Workshop held	\$50k	Waiting on IIAC to nominate dates

# 2024-25 NPARC Operational Plan



	Draft ILUA changes for Council and Ipima Ikaya Aboriginal Corporation RNTBC Review	31/01/2025	CEO	Council Report	OPEX	Dependent on above
	Adopted ILUA Changes	31/03/2025	CEO	ILUA	OPEX	Dependent on Above
	Implementation of camping policy	31/12/2024	CEO, CLM	Completed permits	OPEX	Progressing well

# 2024-25 NPARC Operational Plan



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

Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
Develop a historical village and esplanade development (Injinoo)	Seek funds for project delivery	31/12/2024	CEO	Grant Funding	OPEX	Grant application is progressing well
	Redefined scope with consideration from GPR survey	30/06/2025	CEO	Completed scope	OPEX	Included within grant application
Recognise the history of each community through development of historical sites	Seek funds for precinct planning for historical sites	30/06/2025	CEO	Funding	\$240k	Working with DATSIP

# 2024-25 NPARC Operational Plan



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

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

Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
Investigate opportunities for profitable new Council Enterprise Investment	Precinct planning for the development of new enterprises	30/06/2025	CEO	Council report	OPEX	Tender has been run by DATSIP
Build capacity of new and existing local Indigenous Businesses by supporting business entrepreneurship workshops	Quarterly Small Business Workshops	Ongoing	EMCRS	Workshops	\$10k	Planning has commenced for “Meet the Contractors” Network gatherings.
Review and enhance our Local Indigenous Procurement Policy & Procedure	Comparative Policy Review undertaken with neighbouring councils	31/10/2024	FM	Council Report	OPEX	This is progressing well
	Procurement Workshop with local Indigenous Businesses including state providers	24/12/2024	FM	Workshop Held	\$3k	In progress
Form and maintain partnerships with tourism peak bodies (TTNQ / Tourism Qld / Chamber of Commerce)	Seek grant funding for re-establishment of NPA Tourism Officer Position	31/12/2024	EMCRS	1FTE	Grant Funded	Seeking funding opportunities from TSRA
	Attend CCC, TEQ, TTNQ, QTIC stakeholder meetings online or face to face relevant to Indigenous Tourism	Ongoing	CSM	Council Report	\$10k	EMCRS will attending the National Indigenous Conference to build

# 2024-25 NPARC Operational Plan



Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
						networks within the region
Community infrastructure is maintained and developed to support business development	Maintain essential services such as NPA water supply, wastewater treatment, waste management.	Ongoing	EMO	Improved service reliability.	OPEX	Ongoing
	Develop and adopt a project prioritisation tool to ensure infrastructure reliability.	30/11/2024	EMO, EMBI	Project Prioritisation Tool submitted and adopted by Council.	OPEX	PPT populated with Building Projects
	Workshop with elected officials to confirm priorities	<del>31/10/2024</del> 28/02/2025	EMO, EMBI	Workshop	OPEX	Reliant on above
Scope Jardine Ferry to be a roadhouse (with accommodation) and services to community	Adopted Precinct Plan in collaboration with Apudthama Land Trust	31/12/2024	CEO	Council Report	OPEX	Funding application is progressing well
	Secured funding for Precinct Plan	30/06/2025	CEO	Secured Funds	OPEX	Dependent on above
Provide additional opportunities of divestment to community enterprises	Scope potential opportunities for divestment and set agreed criteria with council	31/12/2024	CEO	Council report	OPEX	This is progressing well
	Develop transition plan inclusive of key milestones of community to support divestment	30/06/2025	CEO	Transition plan	OPEX	Dependent on above
Create opportunities for further traditional owner involvement	Provide advice to TTNQ, CCC, TEQ and QTIC on the traditional owner and native title arrangements	30/09/2024	CEO	Advice provided	OPEX	Completed

# 2024-25 NPARC Operational Plan



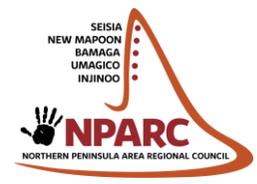
Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
in tourism partnerships	for the subject land within the NPA					
	Request information session with traditional owners by tourism partners to explore opportunities	31/03/2025	CEO	Workshops	OPEX	This has been request
Scope potential divestment of the Jardine River Ferry	Finalise outstanding ASMA obligations to ensure compliance	30/06/2025	CEO	Capital works	W4Q \$350k	W4Q has confirmed projects
	Discuss matter with Apudthama Land Trust to inform further planning	30/06/2025	CEO	Resolution	OPEX	Waiting on ALT, discussed informally. To be progressed following AGM
Explore opportunities for IEOPs to have return investment to individual communities	Review and update NPARC Community Capacity Statement to include identifying ATSI businesses and Community Location of Business	30/01/2025	EMO	Updated NPARC Community Capacity Statement presented to Council for noting	OPEX	Draft Community Capacity Statement (CCS) presented to September Council Meeting. ATSI & Local Businesses to be provided to RRILIPO to include in CCS
	Engage with RILIPO and DESBT for any future amendments to the Training Policy	Ongoing	EMO	Council report	OPEX	Initial conversations had with RILIPO and DESBT

# 2024-25 NPARC Operational Plan



Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
	Workshop for local contractors on IEOPs and potential benefits	31/12/2024	EMO	Workshops held	OPEX	No Action to Date
Council obtaining federal accreditation for large jobs to provided skilled opportunities	Scope accreditation requirements.	30/06/2025	EMO	Accreditation requirements presented to MANEX	OPEX	No Action to Date
Ensuring privatisation of business has return on investment to council for job creation	Scope the introduction of employment targets / incentives for private business	30/06/2025	CEO	Council report	OPEX	This has commenced
Support local business with access to Council's professional development to succession plan their staff	Develop training calendar for upcoming training and identify opportunities for local contractors to participate	31/12/2024	HRM	Training calendar	OPEX	Progressing, WHS coordinator has been in consultation with local contractors to identify training needs that aligns with NPARC training opportunities. Also liaising with LGAQ for the funding to deliver training. The 2025 training calenda to be drafted.
	Negotiate training fee or funding support as required for training	Ongoing	HRM	Completed training	OPEX	As above

# 2024-25 NPARC Operational Plan



# 2024-25 NPARC Operational Plan



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

Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
Scope and develop public transport options for community	Contact State to ascertain funding options for Bus service	31/12/2024	CEO	Grant Funding	OPEX	Tender released offering \$23k. Cost estimate is \$210k. Being discussed with GC
	Plan to implement Public Bus Program written & published for Community Consultation	30/06/2025	CEO	Completed Plan	OPEX	Dependent on above
Improve access to goods, materials and services and ensuring appropriate freight pricing to assist with cost of living pressures	Review current Seaswift Agreement: negotiate new agreement as necessary	31/12/2024	CEO	Seaswift Agreement	OPEX	Lease arrangements have been signed
	Discuss Road Freight options with supply companies	30/09/2025	EMCRS	Completed Report	OPEX	Raised freight concerns with Seaswift CEO. Ongoing discussion with new small businesses regarding road freight
	Engage companies, review, prepare and run tender	31/10/2024	EMCRS PM	Tender advertised	OPEX	Liase with Preston Law in November
	Award works to contractor	31/12/2024	EMCRS PM	Council Report	OPEX	
Upgrade to NPA Airport to ensure operability	Engage consultancy firm with experience in Airport design and operations to review existing design, prepare & run a tender and project	<del>31/10/2024</del> <a href="#">28/02/2025</a>	Council, CEO, <b>EMO</b>	Council Report	Growing our Regions and ATSI TIDs Grants	Consultant cannot be engaged until a Funding Agreement can be fully executed with - Growing Regions Program

# 2024-25 NPARC Operational Plan



Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
	manage the construction phase of the works.					
	Complete design review, prepare a construction tender, run tender.	10/03/2025	EMO, PM	Tender advertised	Growing our Regions and ATSI TIDs Grants	Reliant on Above
	Award works to contractor	05/04/2025	<b>EMO</b> , PM	Council Report	Growing our Regions and ATSI TIDs Grants	Reliant on Above
	Complete Airport Pavement upgrade	30/01/2026	<b>EMO</b> , PM	Practical completion certificate issued	Growing our Regions and ATSI TIDs Grants	Reliant on Above
Advocate for the implementation of the NPA Marine Hub Master Plan	Proposal to TMR to replace Seisia Boat Ramp	(ongoing)	CEO, <b>EMO</b>	Completed Proposal	OPEX	Ongoing
	Resolve tenure issues at current Seisia Wharf	30/09/2024	CEO	Leases signed	OPEX	Leases signed by SeaSwift. Awaiting receipt of documents by NPARC
Resolve irregularities in land tenure and local government boundaries for the Airport, Pajinka, Punsand Bay and Jacky Jacky	Meeting with Torres and Cook Shire Councils	30/09/2024	Council, <b>CEO</b>	Meeting Held	\$8k	Meeting proposed for 01/11
	Submission to Boundaries Commission	30/06/2025	CEO	Submission completed	OPEX	Dependent on above
	Establishment of Joint Local Government Activities for improved regulation	30/09/2024	CEO	Council Report	\$10k	Dependent on above
	Resolution of helicopter landing issues	31/12/2024	CEO	Appointed officers	OPEX	Awaiting response from TSC

# 2024-25 NPARC Operational Plan



Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
	Establishment of boundaries working group	30/06/2025	CEO	Terms of Reference	\$5k	Depending on above
Secure investment to seal road from Jardine River to Injinoo	Meeting with TMR to scope future investment of Cape York Roads Package	31/12/2024	CEO	Meeting held	OPEX	This has been scheduled
	Continue to lobby for the registering of access roads with TMR	Ongoing	CEO, <b>EMO</b>	Council Report	OPEX	Ongoing TMR position is that they are
	Delivery of NP1 Project	30/01/2025	EMO	Finalised project	CYRP QRA Betterment	Delivery in progress
	Delivery of NP2 Project	ongoing	EMO	Finalised project	Grant funds to be sought	Additional Betterment funding is allowing funds to be reallocated back to NP2 Discussions have commenced with TMR
	Seek additional funding	Ongoing		Funds confirmed		
	Delivery of ATSI-TIDs Design Project	30/06/2024	EMO	Finalised Design	ATSI TID's	Completed
Application for further projects under ATSI-TIDs	31/03/2025	<b>EMO</b> , EMCFS	ATSI TIDs Project allocations	OPEX	To be actioned in early 2025	
Explore opportunities for privatisation through taxi and private transport services	Scope opportunities and undertake workshop for interested community members	31/12/2024	CEO	Workshop held	OPEX	This has been planned
	Secure private or government investment to support establishment	30/06/2025	CEO	Funding secured	OPEX	Dependent on above

# 2024-25 NPARC Operational Plan



Key Objective Three: We facilitate homeownership opportunities in our community

Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
Advocate for homeownership and social housing needs.	Scoping of future subdivisions for Bamaga, Seisia and Umagico	31/12/2024	CEO, <b>EMBI</b>	Completed Review	Already Committed	Sites are being confirmed with all Councillors
	Secure funding for additional subdivision funding	30/09/2024	CEO, <b>EMO</b>	Secured funding	OPEX	Grant applications Submitted
	Implementation of tenant tidiness program	31/12/2024	<b>EMBI</b> , PFM	Completed program	OPEX	Flyer in development and an inspection program being developed

# 2024-25 NPARC Operational Plan

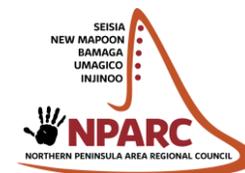


## Focus Area Four: Strong People - an Empowering and Engaging Council

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

Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
Improve internal communications with staff	Develop internal communication protocols based on the corporate structure	30/06/2025	MCA, HRM	Completed Protocol	OPEX	Has been drafted
Regular Divisional / Mayoral community meetings	Quarterly schedule developed	31/07/2024	CSOM. SEA	Meetings Held	OPEX	Meetings held. Further conversation before scheduling next round
Scoping of alternative spaces for community meetings	Secure planning project for alternative community meeting spaces for each community	30/06/2025	CEO	Planning projects	W4Q	This has commenced with determining availability within W4Q

# 2024-25 NPARC Operational Plan



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

Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
Review of delivery mechanisms and models for service delivery to community	NPA Service Mapping to document service providers reviewed by LTC	30/09/2024	CEO	Service Map	OPEX	Completed
	Service provision review and feedback provided by council / LTC	30/06/2025	CEO	Meetings held	OPEX	This has commenced
Our leaders undertake regular advocacy with all levels of Government	Monthly meetings with government champion	Ongoing	CEO	Meetings held	\$5k	These have been held
	Bi-monthly meetings with ministerial champion	Ongoing	CEO	Meetings held	\$5k	These have been held
	Establishment of TSNPAROC Framework & strategic Plan	31/12/2024	CEO	Adopted Charter	\$10k	Funding secured. Meeting scheduled for Nov
	Deputation for council with Federal ministers	30/06/2025	CEO	Meetings held	\$15k	To be held post election
	Deputation for council with state ministers	31/03/2025	CEO	Meetings held	\$15k	To be held post election
Advocate for the continuation of the Local Fare Scheme	Seek confirmation from TMR regarding LFS ongoing funding	31/12/2024	CEO	Position identified	OPEX	Awaiting response from TMR
Advocate for increase services for vulnerable groups	Support local needs analysis for NPA	31/12/2024	CEO	Completed LANA	OPEX	This has commenced
	Identify gaps in service provision and send correspondence to relevant minister	30/06/2025	CEO	Gap Report	OPEX	Dependent on above

# 2024-25 NPARC Operational Plan



Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
Advocating for specially targeted programs	Support service providers with advocacy and funding applications where necessary	Ongoing	CEO	Correspondence	OPEX	Ongoing
	Support the establishment of Torres and Cape Health Care (TORCH) community-controlled commissioning entity	Ongoing	CEO	Established entity	OPEX	CaTCH has formed. Deputation at Nov TCICA meeting
Ensure activities for all segments of the Community including youth and elderly	Review strategic and service plans of relevant stakeholders for gaps	30/06/2025	CEO	Council Report	OPEX	Awaiting these to be sent
	Secure funding for Community Safety Plan	Ongoing	CEO	Council Report	OPEX	Awaiting response from DATSIP
	Refresh and update Community Safety Plan	30/06/2025	CEO	Council Report	\$15k (LTC)	Dependent on above
Assert Council as the lead change-facilitator in NPA	Document process to review and document permission requests for visitors	31/12/2024	CEO, CSOM	Council Report	OPEX	Proposed to be discussed at December Council Meeting with other workshop with Preston
	Document and follow up on commitments from external agencies to the NPA	31/12/2024	CEO, CSOM	Register	OPEX	This has commenced
Our elected leaders embrace their role as Civic Leaders supported by Management	Completion of QTC Induction Training	31/07/2024	CEO	Completed Training	OPEX	Completed
	Training skills assessment undertaken with all Councillors	30/09/2024	CEO	Completed skills training	OPEX	To be completed with Council Advisor
	Training plan developed for Councillors	31/12/2024	CEO	Training plans	OPEX	Dependent on above

# 2024-25 NPARC Operational Plan



Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
Increase the number of social houses available for allocation in the NPA	Scoping report into transition of social housing	31/12/2024	EMBI	Council Report	OPEX	This has commenced
Provide opportunities for community control of social housing	Obtain membership of ATSI Housing	31/10/2024	CEO	Council report	OPEX	Ongoing
	Request support to discuss co-op options with community	30/06/2025	CEO	Workshops held	OPEX	To be commenced

# 2024-25 NPARC Operational Plan



Key Objective Three: We empower our people and invest in their futures

Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
Establish a Succession Plan and Skills Transfer Program	Completing training matrix for all staff	31/12/2024	HRM	Training Matrix	\$5k	Work in progress, draft matrix established, discussion with department managers delayed, to present information to Government consultant for feedback.
	Development of a succession planning policy & framework	30/06/2024	HRM	Completed policy	OPEX	As above, to be completed.
Provide tailored training opportunities for career progression	Roll-out of performance management/supervision framework across organisation	31/12/2024	HRM	Training completed	OPEX	In progress, performance management document has been completed and implemented across organisation.
	Provide training to managers to support staff with identifying career aspirations and documenting career progression	30/06/2025	HRM	Training completed	OPEX	To be completed, delayed and is still a priority for completion.

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

Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
Review working conditions to better suit the EBA	Undertake workshop in progress to deliver explanatory guide new Agreement for staff and supervisors	31/12/2024	HRM	Workshops held	OPEX	Discussions was held at JCC meetings , liaising with unions to lock in suitable dates for delivery of workshops.
Improve the quality and quantity of staff housing to attract and retain staff	Forward plan positions within NPARC that potentially require housing within current structure to provisionally allocate	Ongoing	<b>PFM, HRM</b>	Draft allocation	OPEX	Ongoing, continued discussions with PFM to update information.
	Consult with other remote Councils regarding standard of staff housing	30/09/2024	<b>CEO, EMBI</b>	Consultation complete	OPEX	Waiting on response from other councils
	TCICA / LGAQ presentation for Staff Housing Advocacy	31/12/2024	CEO	Completed Presentation	OPEX	Not current TCICA priority – potential centre of excellence
Development of talent attraction and retention measures	Desktop audit of talent attraction and retention measures available	31/10/2024	HRM	Council Report	OPEX	Desktop audit in progress, ongoing
	Budget review of implications of measures	31/12/2024	HRM, <b>FM</b>	Council Report	OPEX	To be completed.
	Staff & Union consultation on preferred options	31/03/2025	HRM	Completed consultation	OPEX	To be completed
	Implementation plan developed in collaboration with the JCC	30/06/2025	HRM	Completed plan	OPEX	To be discussed at JCC.

# 2024-25 NPARC Operational Plan



Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
Increased attendance rate in the work place	Consult with staff and supervisors to determine barriers for attendance	30/9/2024	HRM	Barriers identified	OPEX	Working with Government appointed consultant to deliver survey to all staff.
	Develop monthly reporting templates for managers to report on unexpected absences	31/07/2024	HRM	Reporting template	OPEX	To be drafted gathered from survey information.
	Develop strategies and mechanisms to improve and monitor attendance	31/3/2025	HRM	Attendance improved by measurable rate (10%)	OPEX	As above, to be completed.
	Development of attendance KPIs and associated reward structure	30/06/2025	HRM	Council report	OPEX	As above, to be completed.
Provide opportunities for staff to provide exposure to local government across Queensland	Consult with LGMA about similar programs across Australia	30/09/2024	CEO	Completed consultation	OPEX	LGMA confirmed no similar programs. Suggesting partner council
	Identify potential partner councils and discuss feasibility	31/12/2024	CEO	Completed consultation	OPEX	This has commenced
	Secure fund for pilot program	30/06/2025	CEO	Funding obtained	OPEX	Dependent on above

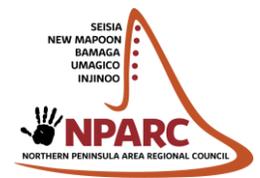
# 2024-25 NPARC Operational Plan



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

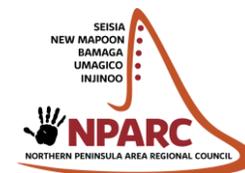
Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
Workplace Health and Safety Policies are complete, effective and implemented	New WHS system (preferred online) to be recommended and implemented	31/10/2024	HRM	Council report	\$30k	In progress, preferred provider to be finalised and follow up final approval.
	Implementation of WHS program online	31/03/2025	HRM	Implementation completed	OPEX	To be completed upon implementation of new system.
Tool Box talks implemented at each workplace	Training in WHS system to be completed with Supervisors/managers are trained in responsibilities re: WHS requirements	31/1/2025	HRM	Completed training	\$15k	Training to be delivered once new system is approved and implemented. Currently toolbox talks are being held individually with supervisor and managers.
	Training in WHS system to be completed with all staff	30/04/2025	HRM	Completed training	OPEX	As Above
	WHS requirements included as part of manager reporting	31/12/2024	HRM	Reporting Framework	OPEX	Completed
Develop a robust wellbeing program to support the psychosocial needs of our staff	Consult with LGMA regarding similar programs in Queensland	30/09/2024	CEO	Completed consultation	OPEX	LGMA has provided some options
	Undertake program design in consultation with staff through HSR committee	31/12/2024	HRM	Draft program	OPEX	HSR committee established, to be discussed at future meetings.
	Obtain approval through JCC consultation provisions	31/03/2025	HRM	Completed program	OPEX	To be completed

# 2024-25 NPARC Operational Plan



	Provide report to secure funds in future budget	30/06/2025	HRM	2025-26 Budget	OPEX	To be completed
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# 2024-25 NPARC Operational Plan



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

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

Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
Develop a formal community beautification program and checklist	Street and Roadside tree management plan	20/12/2024	EMO, WM, P&GM	Council Report	OPEX \$75K/annum	1 <sup>st</sup> draft Completed
	Parks and Open Spaces Strategy	20/12/2024	EMO	Council Report	1FTE	1 <sup>st</sup> draft Completed
	Desktop audit of Verge Guidelines & Policy	20/12/2024	EMO	Completed audit	OPEX	1 <sup>st</sup> draft Completed
	NPA Specific Verge Guidelines & Policy	20/12/2024	EMO	Council report	OPEX	1 <sup>st</sup> draft Completed
	Community consultation regarding adopted policy	20/03/2025	CEO, EMO	Completed Consultation	\$5k	To be commenced after above policies and strategies have been finalised
	Implemented Policy with community	20/12/2024	CEO, EMCRS	Start date of policy	OPEX	Dependent on Above
Support Master Planning –Jardine River/ Spatial Plans	Secured funds for Precinct Plans	31/12/1014	CEO	Secured Funds	OPEX	Funding opportunity identified and applications progressing well
Improve community signage / directions	Review existing road safety audit.	31/12/2024	EMO, WM, PM	Road safety audit recommendations implemented.	OPEX	Existing audit reviewed and required signs identified
	Procure and install new signs.	Ongoing	EMO, WM	New signs installed	\$15K	Ongoing

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	Undertake sign audit of existing signs within NPA community and remove / replace as required within budgetary constraints.	Ongoing	EMO, WM & PM	Sign audit is undertaken as part of annual works program.	\$30K/annum	Ongoing
Ensure community policy and infrastructure support families during sorry business	Scope for future cemetery development incl of columbarium	31/12/2024	EMO, EMCRS	Scoping report	OPEX / DSDSATSIP	Initial conversations had with RILIPO Funding allocated through 24 – 27 W4Q planning allocation
Rehabilitation of pre-NPARC sand and gravel pits to preserve and rehabilitate country	Include rehabilitation clause into work scopes for future project.	30/09/2024	EMO	Clause included in tender / contracts. And item included in works schedules	Funded CAPEX projects	Will be fully actioned once Gravel ILUA is finalised

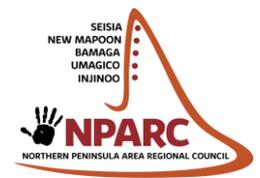
# 2024-25 NPARC Operational Plan



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

Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
Improve organizational energy efficiency and workforce awareness	Promote energy efficient use of electricity within various Council offices.	Ongoing	MANEX	Reduced power consumption.	OPEX	Ongoing. Working with Ergon as part of their Power Savvy Program
Implement a waste strategy incl Recycling	Scope NPA waste strategy	31/12/2024	EMO, WM	Council Report	OPEX \$10,000	Yet to commence
	Develop a NPA waste strategy	30/06/2025	EMO, WM	NPA waste strategy developed.	OPEX \$30,000	Dependent on above
Improve waste management practices / strategy	Review waste streams accepted at the NPA facilities	31/03/2025	EMO, WM	NPARC Fees and Charges adopted	OPEX	Waste stream audit included in the MIP7 project proposal
	Purchase appropriate machinery for use at the transfer station and landfill site	Grant dependant	EMO FWM	New machines are purchased	External Grant	Quotes / prices being collected by grant application with DES
Review opportunities regarding regional waste strategy	Maintain existing and future relationships with the regional waste stakeholders e.g. Queensland Department of Environment, TSRA, TSIRC, TSC.	Ongoing	CEO, EMO, MRS	Opportunities are identified and reported to Council for consideration.	OPEX	Ongoing
Mitigate the impact of the climate on our region	Implement the Yumpla Coast Strategic Plan	30/06/2025	EMCFS		External Grant	Ongoing
	Source funding for the implementation of the Shoreline Erosion Management Plan	30/06/2025	EMCFS		External Grant	Ongoing
	Participate in the NPA and Torres Strait Climate Resilience Centre	Ongoing	CEO	Completed meetings	OPEX	Ongoing

# 2024-25 NPARC Operational Plan



Review waste management strategies for traditional practices and hunting to minimise impact on the community	Liaise with the ALT to include key deliverables under the Ranger Work Plan to rebuild Kup Murri Sheds and undertake targeted consultation with hunters	30/06/2025	EMO	Targeted consultation undertaken	NIAA Ranger budget	Ranger Coordinator to commence consultation in second quarter

# 2024-25 NPARC Operational Plan



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

Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
Lead the regular engaging of LDMG	Meetings scheduled to meet legislative requirements	31/08/2024	SEA	Meeting scheduled	OPEX	Meetings scheduled
Development and regular updates of Disaster Management Policies and Procedures	Review and update as required the Local Disaster Management Plan, Sub Plans, policies and procedures, Annually	31/10/2024	CEO, <b>EMO</b>	Council Report	OPEX	Local Disaster Management Plan was endorsed by Council in the August Ordinary Meeting
Advocating for improved SES / Rural Fire response	NPA Fire Station works commenced	30/09/2024	CEO, <b>EMO</b>	Works commencement	OPEX	Contractor appointed and they have been planning with Council
	Secure accommodation for new service delivery	31/12/2024	CEO	Secured Accommodation	OPEX	Part of Seisia GEH development
	Opening on NPA Fire Station	31/03/2025	CEO	Opened station	OPEX	Dependent on construction

# 2024-25 NPARC Operational Plan



Key Objective Four: We have a safe community able to be enjoyed by all

Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
Community Safety Plan to be developed and actions implemented	Secure ongoing funding for Community Safety Plan	31/12/2023	CEO	Secured funding	OPEX	Waiting on response from DATSIP
Improved Sport and Recreational Programs and Infrastructure including playgrounds	Source additional funding to improve the sports and recreation facilities.	31/05/2024	CSM	Secured funds	OPEX	Play our way grant application submitted
	Ongoing establishment of a Sports Reference Group to ensure community input and consultation.	Ongoing	CSM	Quarterly Reports	\$10k (GF)	Grant application submitted.
	Deliver programs across the five communities with a range of sport codes, activities, and school holiday programs.	Ongoing	CSM	Increased participation Increase in physical activity programs.	\$50-\$90k (GF)	Junior league, Basketball program, commenced and ongoing.
Implement Animal Management Strategy for dogs, horses and crocodiles	Ongoing implementation of local law no. 2 for the management of dogs and horses.	Ongoing	<b>EMCRS, MRS</b>	Reduced number of wandering dogs and horses within community.	NIAA / Ranger OPEX	Planning has commenced to implement Public health strategic plan.
	Animal Census & Facilities Report conducted	31/10/2024	MRS	Completed report	OPEX	Commenced.
	Implementation of dog and horse registration	31/12/2024	MRS	Completed registration	OPEX	Completed.
	Engage consultants to provide quotes for the implementation	20/12/2024	<b>EMCRS, MRS</b>	Completed consultation	\$40k	Ongoing conversations with public health to

# 2024-25 NPARC Operational Plan



Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
	of the Horse Euthanasia strategy.					assist with rolling out the program.
	Installation of horse transportation signs	30/09/2024	EMCRS, MRS	Installed signed	OPEX	Signs are being ordered.
	Maintain existing crocodile warning signs and implement new warning signs as necessary.	Ongoing	EMO, Ranger Coordinator	Crocodile warning signs are maintained in appropriate condition.	NIAA / Ranger OPEX	Signs are replaced when damaged / stolen
Work with stakeholders to improve community security	Stakeholder reporting framework against action items	31/12/2024	CEO	Reporting Framework	OPEX	This has commenced
Work with stakeholders to address noise and antisocial behaviour within community	Fortnightly meetings with QPS and DCHDE to review noise complaints and follow up actions	Ongoing	PFM	Meetings held	OPEX	New Housing Manager. Waiting for OIC to return than these can commence
	Community campaign to increase awareness of how to report noise complaints	31/12/2024	PFM, MCA	Campaign	OPEX	This has commenced
Support development of Community Gardens inclusive of fruit trees	Add to community meeting agendas to gauge interest of each community.	<del>30/09/2024</del> <a href="#">31/03/2025</a>	EMO	Communities provided opportunity to discuss at	OPEX	Was not raised in the first round of Community meeting.  Propose that estimated completion be extended to <a href="#">31/03/2025</a>
	Request communities establish a Community Gardens Committee or similar	<del>30/09/2024</del> <a href="#">31/03/2025</a>	EMO	Community meetings Community identifies committee	OPEX	Dependant on above

# 2024-25 NPARC Operational Plan



Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
	Identify potential sites for communities and submit PANs to IIAC	<a href="#">31/10/2024</a> <a href="#">30/04/2025</a>	EMO	Sites selected for communities wanting community gardens and PAN's Submitted to IIAC	OPEX	Dependant on above
	Support committees in seek funding for community gardens	Ongoing	EMO	Support provided	OPEX	Dependant on above

**Title of Report: Adoption of Regional Infrastructure Advisory Committee Terms of Reference**

**Agenda Item: 8.8**

**Classification: For decision**

**Author CEO**

**Attachments Attachment A – Draft RIAC Terms of Reference**

## Officers Recommendation:

### That Council:

- Adopt the Regional Infrastructure Advisory Committee Terms of Reference as attached to this report
- Appoint xxx as proxy for Mayor Poipoi to the Regional Infrastructure Advisory Committee

## PURPOSE OF REPORT

To seek Council endorsement for the adoption of the Regional Infrastructure Advisory Committee Terms of Reference.

## BACKGROUND AND CONTEXT

The TSRA established the Regional Infrastructure Advisory Committee in 2020–21, with the aim of providing strategic oversight to current and future regional infrastructure for the Torres Strait region. Following the local government elections, there has been multiple workshops held to review and update the Terms of Reference.

TSRA provides funding to the 3 local councils to undertake infrastructure projects. The TSRA works with its delivery partners – the 3 local councils in the NPA & Torres Strait region – to identify and mitigate project risks, which ensures a strategic approach to advocacy and project delivery. Infrastructure projects in the region face the same construction challenges as projects in the broader Australian community, but with additional complexity due to their remote location. Direct and indirect challenges include global supply chain shortages, difficulties accessing skilled construction workers, project management resource shortages and increased funding constraints due to rising freight and building material costs. The Regional Infrastructure Advisory Committee provides a platform for TSRA will continue to work in partnership with local councils to ensure that critical infrastructure projects continue to proceed.

The draft Regional Infrastructure Advisory Committee Terms of Reference are attached to this report. It details the membership, functions, roles of members and administrative functions of the RIAC. NPARC Ordinary membership of RIAC is open to one elected representative and members may nominate an alternate elected official as proxy, in the event they are unable to attend a meeting. It is proposed to also nominate a proxy at this time in the event Mayor Poipoi is unable to attend.



## CRITICAL DATES

Terms of Reference to be adopted prior to TSRA Board Meeting in November

## OTHER OPTIONS CONSIDERED

N/A.

## LEGAL AND LEGISLATION CONSIDERATIONS

NA

## POLICY CONSIDERATIONS

NA

## CORPORATE AND OPERATIONAL PLAN CONSIDERATIONS

NA

## FINANCIAL AND RESOURCE CONSIDERATIONS

NA

## CONSULTATION

- TSRA
- NPARC
- TSIRC
- TSC
- GBK



Torres Strait  
Regional Infrastructure Advisory Committee  
(RIAC)

TERMS OF REFERENCE

*Draft: 4<sup>th</sup> October 2024*

Date endorsed:

Date for review:

## 1. BACKGROUND AND CONTEXT

The Torres Strait Regional Authority (TSRA) established the Regional Infrastructure Advisory Committee (RIAC) under Part 142M of the *Aboriginal and Torres Strait Islander Act (2005)* (as amended). RIAC was formed to provide strategic oversight on current and future regional infrastructure in alignment with the Torres Strait and Northern Peninsula Area Regional Plan 2009 - 2029. RIAC has now evolved to be an independent and autonomous voice for the Region and its constituents.

RIAC delivers on Priority Reform 1 of the National Agreement on Closing the Gap to accelerate place-based progress on closing the gap through formal partnership arrangements.

The Region includes the Torres Strait and Northern Peninsula Area and its constituent communities (The Region).



## 2. RIAC PURPOSE

To co-ordinate an integrated approach to infrastructure of regional importance to Torres Strait Islander and Aboriginal people in The Region, through collaboration and high level strategic advice and advocacy.

## 3. MEMBERSHIP

There are two categories of RIAC membership – Ordinary Membership and Non-voting Membership.

Ordinary Members are regionally based, have full voting rights and make up the quorum for meetings. Ordinary membership of RIAC is open to one elected representative from the following:

- The Torres Strait Regional Authority (TSRA)
- The Mayor from each Local Government:
  - Torres Strait Island Regional Council (TSIRC),
  - Torres Shire Council (TSC),
  - Northern Peninsula Area Regional Council (NPARC)
- The Chairs of the Region’s Native Title Service Provider/Native Title Representative Body:
  - The *Gur A Baradharaw Kod* Torres Strait Sea and Land Council
  - The Cape York Land Council

Non-voting Members, are critical stakeholders in planning and priority setting for regional infrastructure. Non-voting Members are not included in the meeting quorum. Non-voting membership is open to one elected representative from the following:

- The Queensland Government (Premier, or their delegate)
- The Australian Government (Prime Minister, or their delegate)

All members may nominate an alternate elected official as proxy, in the event they are unable to attend a meeting. State or Commonwealth Government Members unable to attend a meeting also have the option to nominate a senior political advisor or a senior bureaucrat as proxy.

## 4. FUNCTIONS OF THE RIAC

The specific functions of the RIAC are to:

1. Provide a united voice for The Region to attract infrastructure investment.
2. Improve collaboration and coordination, across all levels of government and with Traditional Owners, to address policy and funding opportunities and deficits.
3. Identify limitations and barriers that impede infrastructure opportunities and offer solutions to matters such as whole-of-life asset funding and management.
4. Develop a RIAC Action Plan and regularly monitor its progress.
5. Review and monitor regional infrastructure programs to ensure they are designed and delivered in line with the Regional Infrastructure Principles of:

- o **Native Title** – The rights of Traditional Owners are respected in the planning, design and delivery of infrastructure projects.
- o **Self-determination and community management** – Decisions will be made by our people in the best interests of our people
- o **Community benefit** – All infrastructure is designed to enhance the lives of people living in the region.
- o **Economic opportunity** – Local Torres Strait Islander and Aboriginal training, employment and business outcomes are a legacy of infrastructure development.
- o **Operational sustainability** – Whole-of-life infrastructure maintenance is valued and incorporated in planning and development.
- o **Climate change resilience** – Resilience and adaptability to climate change is incorporated through design, development and maintenance of infrastructure.

## 6. ROLES AND RESPONSIBILITIES OF MEMBERS

### TSRA

- Chair RIAC meetings and provide RIAC Secretariate support
- Provide funding for RIAC meetings
- Provide regional coordination and advocacy
- Provide funding support or secure resources for members to reasonably undertake agreed RIAC work

### Local government members

- Share up to date information about Councils' infrastructure
- Share Councils' infrastructure strategies
- Share current and proposed advocacy, where appropriate to RIAC's function
- Lead the statutory function of providing, constructing and maintain public infrastructure

### Native Title Service Provider/Native Title Representative Body members

- Provide advocacy and support, relevant to RIAC's function
- Act as a connector between RIAC and organisational board
- Advice and assistance necessary to manage potential barriers to infrastructure development

### State and Commonwealth Government members

- Provide advice on regional investment priorities to relevant Ministers and Cabinet
- Provide advice to RIAC on government priorities

## 7. CHAIR

The RIAC Chair will be the TSRA representative. The responsibilities of the Chair are:

- To Chair the RIAC meetings

- To work with the Secretariate in the preparation of meeting agendas
- To represent RIAC on general matters

## 8. SECRETARIATE

TSRA will host RIAC meetings and provide secretariate support. This includes:

- Preparation and distribution of meeting agendas
- Arranging meeting logistics
- Arranging travel for members (excluding State and Commonwealth government representatives)
- Documenting meeting outcomes in the form of a communique following each RIAC meeting and distributed to members and the TSRA Board
- Centralise documents for ease of access to members.

## 9. MEETINGS

- **Quorum** - A quorum is half of the ordinary membership, plus one.
- **Timing** - RIAC will meet quarterly.
- **Out of session meetings** - Sometimes decisions are required more quickly than meeting schedules allow. In this case, out of session meetings (by email) may be used as a method of last resort and/or when urgent matters are required for important decisions.
- **Participation/Attendance** - Members have the option to invite the CEO or a senior officer from their organisation to act as an advisor. These advisors have observer status within the RIAC meetings. Observers can attend and participate in RIAC meetings and receive any information the ordinary members receive before meetings. However, they do not have voting rights.
- **Invited guests** - RIAC may invite content and technical experts to attend meetings to provide advice on specific matters.
- **Procedures** - Meetings are conducted in the spirit of collaboration.

## 10. DECISION MAKING

Members have a responsibility to consult the organisation they represent, on key issues, to provide an informed position in RIAC discussions and decision making.

Therefore, a forward schedule of decisions and associated papers will be distributed by the Secretariate 2 months prior to the RIAC quarterly meeting. This will enable sufficient time for members to consult the organisation they represent.

Consensus decision making is preferred. If consensus can't be reached, then a majority vote of Ordinary Members will be taken. A communique is then developed by the RIAC Secretariate to capture the outcomes that are achieved either by consensus or majority vote.

## 11. REPRESENTATION

Advocacy is one of the functions of RIAC. Therefore, RIAC will determine who should represent and speak on behalf of RIAC on a case-by-case basis. The representative may be an individual member or a delegation.

When representing RIAC, the member is responsible for conveying the agreed RIAC position.

The RIAC Chair represents RIAC on general matters.

## **12. WORKING GROUPS**

RIAC may establish working groups to support the implementation of the RIAC Action Plan. Working groups may be established for specific areas or projects, with membership dependent on the needs of each project.

Working groups report to RIAC.

## **13. CODE OF CONDUCT**

All members will be obligated to act in good faith, act honestly and exercise a reasonable degree of care and diligence in the discharge of their duties. Members must not make improper use of inside information to gain an advantage for themselves or someone else.

Members will perform all duties associated with their positions diligently, impartially, conscientiously, in a civil manner and to the best of their ability.

All RIAC members are bound by their relevant Code of Conduct, including:

- TSRA Board Code of Conduct (for TSRA Board Members)
- Code of Conduct for Councillors in Queensland
- APS Code of Conduct (for TSRA staff members and other APS employees)
- Ministerial Code of Conduct or Code of Conduct for the Queensland public service
- Code of Conduct for Ministers

Members not governed by one of the above Code of Conducts should be guided by the TSRA Board Code of Conduct.

## **14. DISCLOSURE OF INTERESTS**

Any member of the RIAC, who has a direct or indirect interest in a matter being considered or about to be considered, must, as soon as possible after the relevant facts have come to the member's knowledge, disclose the nature of the interest at a meeting of the committee.

A disclosure of interests must be recorded in the minutes of the meeting and be maintained in a register. Failure, without reasonable excuse, to disclose interests will result in termination of the appointment of that individual member of the committee.

## **15. COMMITTEE COSTS**

The costs associated with regular committee meetings, workshops, and other activities required to develop and monitor the RIAC Action Plan will be borne by the TSRA Infrastructure

Program. This includes all travel and associated costs for members, excluding Ministers and State and Commonwealth Government representatives.

Travel and associated costs of attendance by non-members (eg advisors) at committee meetings will not be borne by the TSRA Infrastructure Program. These costs are the responsibility of the member organisation.

On occasion, content and technical experts may be invited by the RIAC to attend meetings to give advice. These costs may be covered by the Major Infrastructure and Other Projects Trust.

## **16. REVIEW OF THE TERMS OF REFERENCE**

A review of the Terms of Reference will be undertaken annually to ensure RIAC continues to achieve its purpose, in line with changing political landscapes, contemporary policies and regional aspirations.

**Title of Report:** Management Arrangements for Rumble in the Jungle

**Agenda Item:** 8.9

**Classification:** For decision

**Author:** Chief Executive Officer

**Attachments:** Current Site Photos

## Officers Recommendation:

### That Council:

1. Undertake a public EOI to appoint caretakers for the area known as Rumble in the Jungle through a Management Agreement

## PURPOSE OF REPORT

To progress management arrangements for the area known as Rumble in the Jungle.

## BACKGROUND AND CONTEXT

There is an extended history with the site known as 'Rumble in the Jungle' due to the multiple party issues and the lack of building certificated. A solution to resolve the issue at Rumble in the Jungle was first provided to WCCCA in July 2022.

In February 2023, the Ely Bauxite Mine Beneficiaries Corporation Pty Ltd (Ely Trust) submitted an EOI for the area known at Rumble in the Jungle. At the time, there were buildings constructed on this site by a community organisation for community use that never undertook building certification. At the time, the Ely Trust was intending to use the site to complete these necessary building works. At the time, the Trustee requested that engagement was undertaken with Ely Trust to undertake public consultation with beneficiaries. Following this, the matter was reconsidered at the September Trustee meeting as there was no engagement from the Ely Trust.

At this meeting, the Trustee resolved to undertake a public EOI to appoint caretakers for the area known as Rumble in the Jungle through a Management Agreement. To facilitate this

- A notice was provided to all interested parties that NPARC will be taking control of assets unless a valid objection can be raised
- \$62k W4Q funding was allocated to undertake necessary works to certify the buildings

These works are at a conclusion, meaning Council is now in a position to run a public EOI to seek interested parties to enter into a Management Agreement to caretake the premise moving forward.

This EOI has been drafted to maximise the use of the Facility as a campground. The purpose of the EOI at a minimum is for the facility to:

- operate as a campground for the public and camping fees to be paid;
- have clean and tidy recreational areas;



- have well maintained and working facilities.

While there are fees set under the Council Fees and Charges, the EOI would allow an interested party to set their own fees.

The purpose of this report is to confirm Council intent to undertake the public EOI. Alternatively Council could retain the facility, but careful planning would need to be undertaken to ensure the facility does not enter into disrepair. It would be the opinion of Council Officers that Council does not have the capacity to maintain and manage the facility at this time.

## CRITICAL DATES

NA

## OTHER OPTIONS CONSIDERED

NA

## LEGAL AND LEGISLATION CONSIDERATIONS

NA

## POLICY CONSIDERATIONS

NA

## CORPORATE AND OPERATIONAL PLAN CONSIDERATIONS

N/A

## FINANCIAL AND RESOURCE CONSIDERATIONS

NA

## CONSULTATION

Preston Law

























**Title of Report: Community Housing Project Phase 2**

**Agenda Item: 8.10**

**Classification: For Decision**

**Author Executive Manager, Building & Infrastructure**

**Attachments Attachment A- Council Resolution C6.1.-27062023**

**Tabled – Lackon Fee Proposal – Phase 2**

## Officers Recommendation:

### That Council

- 1. Authorise the Chief Executive Officer and Executive Manager Building and Infrastructure to finalise the engagement of Lackon Pty Ltd to provide Project Management Services to the Northern Peninsula Area Regional Council. For (Stage 2) Community Housing Project \$449,000.00 (ex GST)**
- 2. Approve an contingency of 20% \$89,800.00 (ex GST) be applied to these works to allow for any unforeseen variations that may occur.**

## PURPOSE OF REPORT

To obtain approval to raise a purchase order for Lackon Pty Ltd for \$449,000.00 (ex GST), to undertake Phase 2 Project Management & Superintendent Services for the Community Housing Project. Utilising the Fee Proposal submitted by Lackon using their schedule of prices supplied under – Contract No. NPA – PMHD20230502T

## BACKGROUND AND CONTEXT

A Request for Tender (RFT) was run in April - May 2023 to engage a suitably qualified Consultant to assist Council design and project manage the NPARC Forward Capital Housing Program (NPARC Community Housing Project Management Services NPA-PMHD20230502C).

Lackon was the recommended successful tenderer for Community Housing PM Services. A copy of the Council resolution C6.1.-27062023 has been attached (Attachment A) for Councillors information.

NPARC Community Housing Project Management Services NPA-PMHD20230502C includes:

### Planning and Preparation (Stage 1)

- Project management services.



- House design
- Development applications
- Building approvals

### Works Phase (Stage 2)

- Project Management & Superintendent Services.
- Contractor Management

Lackon have successfully demonstrated throughout stage 1 their commitment to working with Council, to deliver this project to the highest possible standard for the NPA Communities. Lackon's stage 1 fee estimate was realistic, with stage 1 Project Management Services delivered under budget being around \$15k under their estimate.

Council Project Managers have requested that Lackon provide a fee proposal (Tabled doc A) for phase 2 Project Management and Superintendent Services the expected construction phase of the works awarded to Richardson's Builders.

## CRITICAL DATES

30<sup>th</sup> October 2024

- Richardson Builders will be given possession of site **30<sup>th</sup> October 2024**
- Richardson's Builders have advised that they will commence works on site on the 30<sup>th</sup> of October 2024

## OTHER OPTIONS CONSIDERED

N/A

## LEGAL AND LEGISLATION CONSIDERATIONS

N/A.

## POLICY CONSIDERATIONS

Council Procurement Policy, as the value of the works exceeds \$200,000; why it has been brought to council for Consideration.

## CORPORATE AND OPERATIONAL PLAN CONSIDERATIONS

N/A.

## FINANCIAL AND RESOURCE CONSIDERATIONS

All costs associated with this engagement will be fully claimable against the Forward Capital Housing Program from the Department of Housing.



**ORDINARY COUNCIL MEETING # 7**  
**Agenda Item 8.10**  
**Thursday 31<sup>st</sup> October 2024**  
**Seisia IKC**

## **CONSULTATION**

Executive Manager Building & Infrastructure  
Project Manager



**Meeting Minutes**  
**SPECIAL COUNCIL MEETING**  
**Tuesday 27<sup>th</sup> June 2023**  
**Bamaga Boardroom**

**Agenda Item 6. Other Business**

**Agenda Item 6.1 Tender Award – Community Housing PM Services**

**Resolution**

**That Council:**

1. Endorse that Lackon Pty Ltd be engaged under a schedule of rates agreement to provide Project Management Services for the NPARC Community Housing Project (Forward Capital Works).
2. Authorise the Chief Executive Officer and Executive Manager Operations to liaise with Lackon Pty Ltd to commence providing Project Management Services to the Northern Peninsula Area Regional Council.

**Moved: Cr Whap**

**Vote: 3/0**

**Seconded: Cr Tamwoy**

**Resolution: C6.1.-27062023**

**CARRIED**

**Title of Report:** September 2024 Finance Report  
**Agenda Item:** 9.1  
**Classification:** For Noting  
**Author** Manager Finance  
**Attachments** Statement of Comprehensive Income  
Enterprise Financial Summary  
Cash Position Summary  
Statement of Financial Position  
Debtors and Creditors Outstanding  
Sustainability Ratios

## Officers Recommendation:

### That Council:

Note and accept the Manager of Finance Report for the period ending 30 September 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

### Quick Summary

*What is happening with our cash reserves? Constrained / Unconstrained*

- The Financial Controller and his team has been working on this
- Currently council does have a healthy cash balance due to the payment of the Indigenous Council Sustainability Grant
- Cash Flow is always tricky as we receive the majority of our untied grant revenue at either the beginning of the Financial Year – this includes our FA Grant, Indigenous Council Sustainability Grant and Enterprise revenue
- Towards the end of the year we might get next year FA Grant as well as increased revenue from the Ferry and Batching Plant following the end of the year

*What areas are significantly under or over budget? What are we doing about this?*

- **Employee Benefits** - So far YTD we have made 7 payrolls (as they aren't evenly timed between fortnights and months). Even when this is considered, there is a slight variance in increased employee benefits. Firstly there are some coding errors in payroll that are being addressed. Once these journals have been fixed, then we will have an idea at a job cost level where there is overspend and work these down

- **Materials & Services** – This is over budget as we paid our 12 months of insurance (\$1.2mil) up front. It will reduce over the course of the year
- **Grants** – a few of our grants haven't paid their quarterly amount. Margie is chasing these up to get these paid
- **Service Charges** – these started to be issued in October
- **BAS Revenue** – Qbuild is working with Rob J on this at the moment. There is an issue with getting payments for Upgrade works
- **Events** – It looks like we have spent a lot in events, but that is because we have run our two big events for the FY already. This will reduce over time
- **Corporate / Governance** – we went through every Cost Code and found about \$283k of incorrectly costed creditors payments. In addition there were 27 employees who were having their wages incorrectly costed to Corporate, Governance or Finance Job Costs that is being fixed.

*Are we up to date with our compliance issues? Examples – GST returns, paying super, audit etc.*

- **GST Returns** – have been lodged to Jul 24. August and September do need to be lodged and this is waiting on the bank reconciliation
- **Super** – super is paid automatically each pay as part of the payroll
- **Audit** – The auditors are here auditing 22-23 at the moment. The plan then is to knock over 23-24 to be back on track for 24-25

*What is the trend? What does the future look like?*

- Council needs to be worried about cash reserves. While they look good at the moment, they will drop very quickly over the next 6 months. We need to boost our untied funds reserve by limiting non-grant funded expenditure to emergencies
- Overall the budget is tracking behind, but there will be some short term improvements
  - Services charges being issued and the BAS upgrades revenue being fixed will help this
- Council needs to be aware that some enterprises are largely seasonal. We will stop receiving income for the Jardine Ferry and Batching Plant when the rain starts, but we will continue to incur costs. Most of the enterprises are in a much better position than the same time as last year except for the Umagico Supermarket. There has been less income at the Umagico Supermarket but more expenses. Some of these expenses are unpaid bills from last year, so there are issues that need to be resolved

## Overall position

### Financials for the month of September and YTD

In the month of September, the bank recorded \$2.87M of this revenue 53% of this comes from 4 different contributes. Council YTD bank recorded \$19.59m.

## Revenue

Operational Revenue for the period to 30 September 2024 is tracking lower than budgeted for the month, as revenues received is only 45% compared to 100% of the month, our YTD we have received



35% compared to 100% year this is due to a few grants that has been paid in advance. The enterprises also did especially well with revenue I would contribute this to tourist season and the culture festival.

### Expenses

Operational Expenditure is tracking on Budget for the month of September council has spent 0% over budget of its monthly allocation. The YTD council is only 1% over its YTD budget allocation for councils. the YTD. The actual expenditure YTD is 25.24% of the actual budget allocation for the year, this makes it that council is on track to the budget.

Materials and Services comprises 52% of Councils Operational Expenditure at \$7.176m YTD, and approximal a third of this is payments to contractors and consultants for the upkeep of Council assets.

The other two thirds of the material and service charges contributed to the Insurances that Council required to hold, administration costs, the purchase of stock for the various Enterprises and for Repairs & Maintenance of Council assets.

For the month of September employee benefits are higher than compared budget expectations for 2024/25. The YTD employee benefits are also higher than budget expectations this contributed to events that occurred this year I do believe that in the long term that employee benefits will be in line with budget expectations.

Depreciation and finance cost will exceed budget this will be due ongoing factors.

Overall, I expect the operational expenses for 24/25 fiscal year to be as per budgeted forecast.

As of the year to date the enterprises made a combined profit of \$1.064M, a breakdown is as follows:

The Alau Supermarket has a YTD loss \$265K I have narrowed this down to the way we are accounting for stock this is a WIP to fix this error.

The Injinoo Batching Plant made a YTD profit of \$260K.

The Injinoo Service Station made a YTD profit of \$158k.

The Jardine Ferry & Roadhouse made a YTD profit \$911K.

### Budget and Management Reporting

Budget for the 2024/25 will be having its half yearly review in January and I will be able to forecast a projection for financial year end.

### CRITICAL DATES

The external auditors will be here on the 28th October, they will be completing the 22/23 fiscal year audit.

### 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

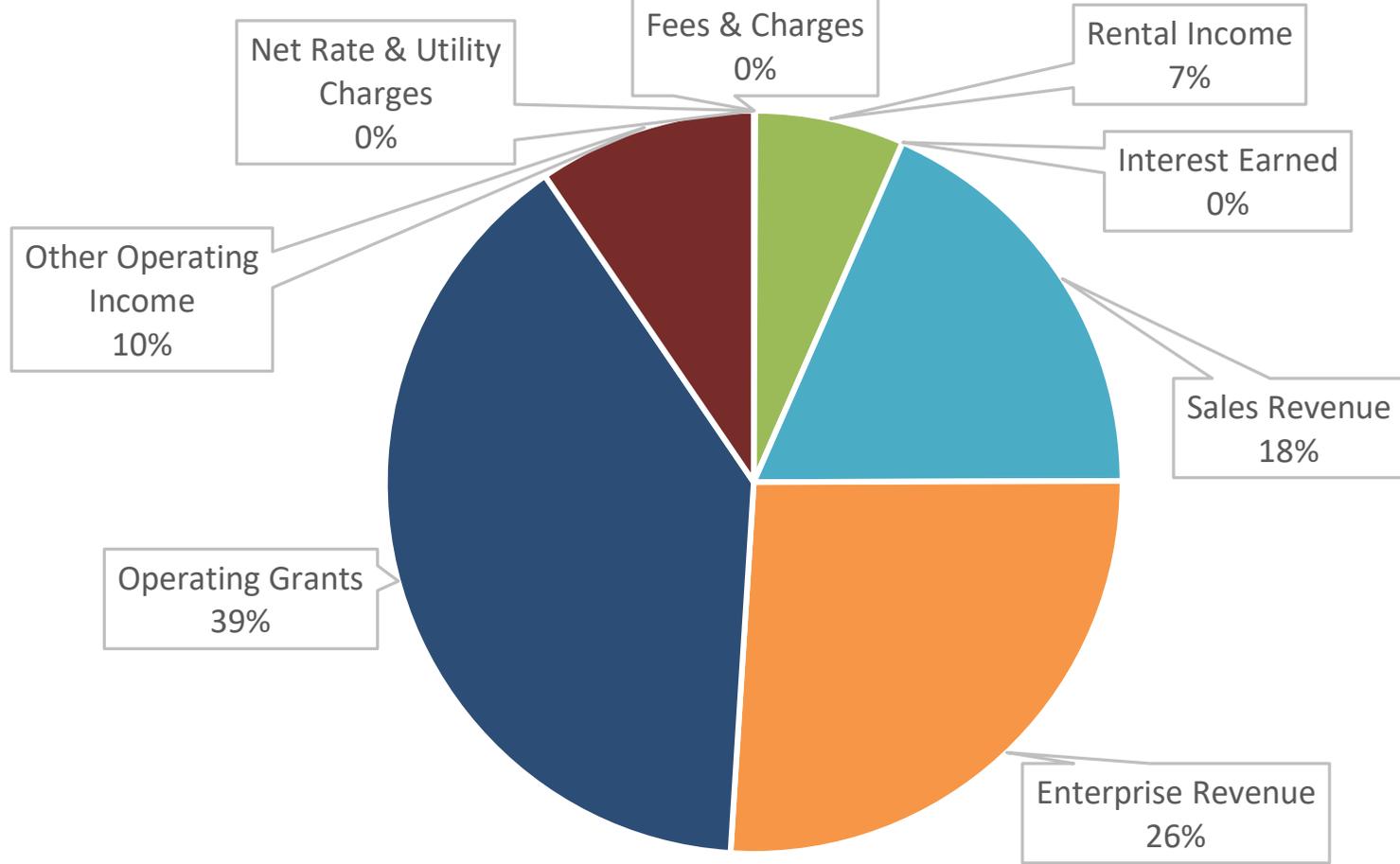
## FINANCIAL AND RESOURCE CONSIDERATIONS

N/A.

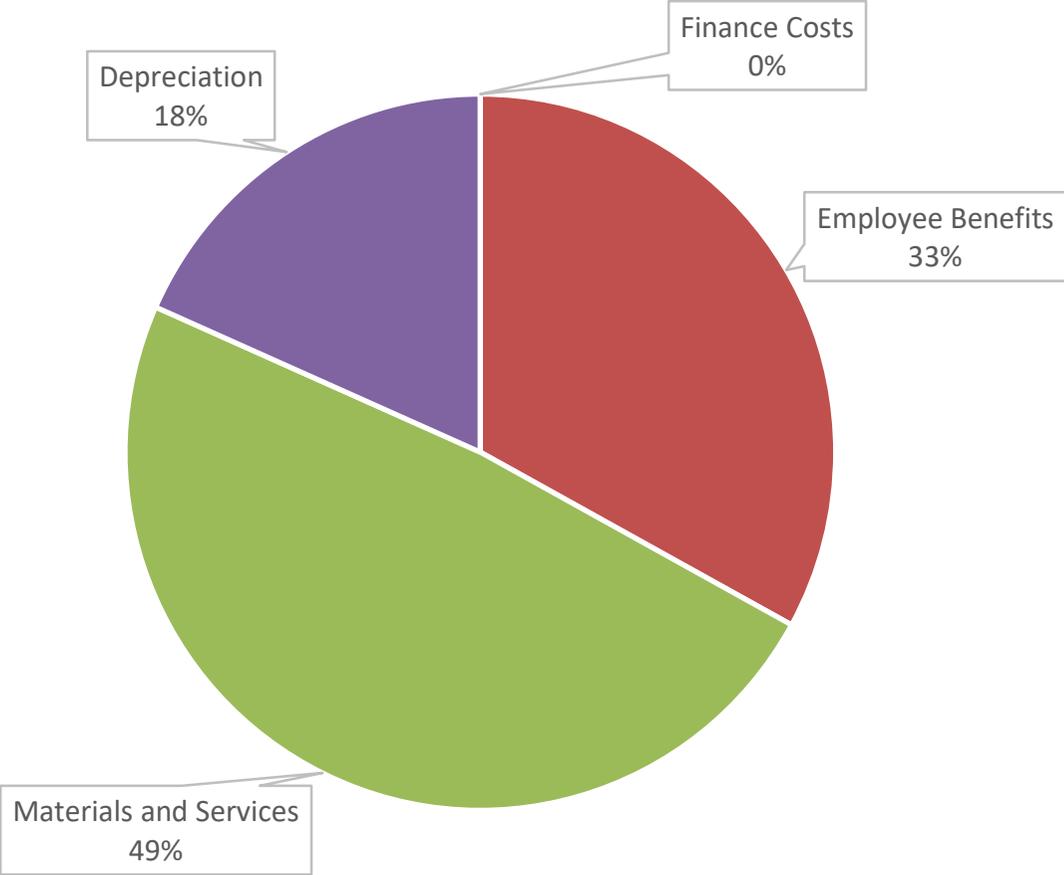
## CONSULTATION

N/A.

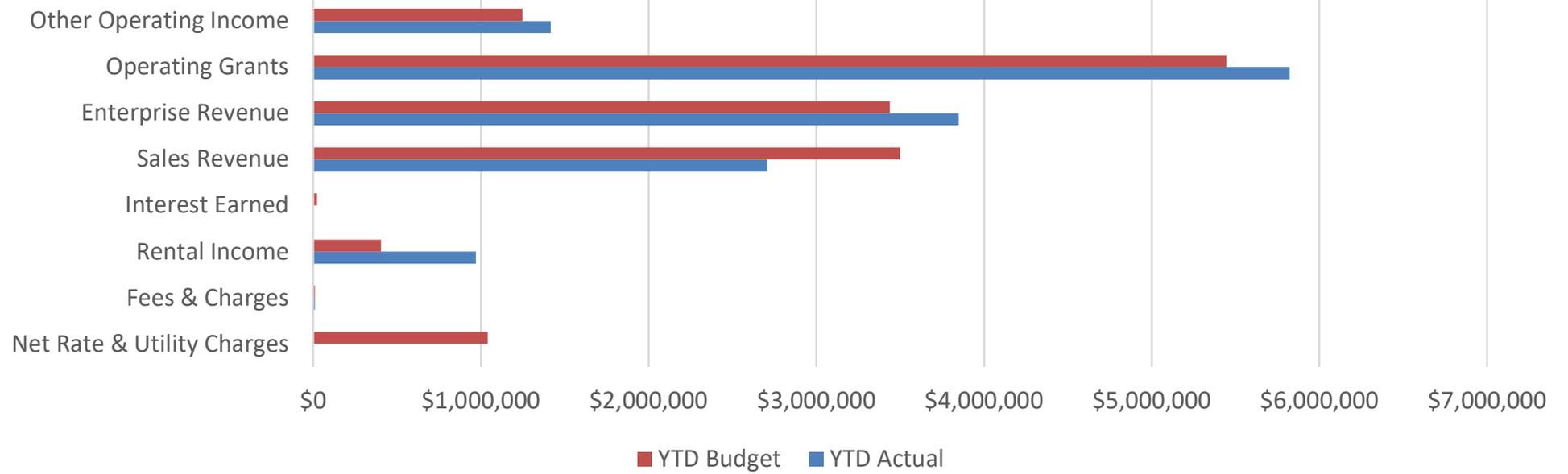
# Where Council Made Money



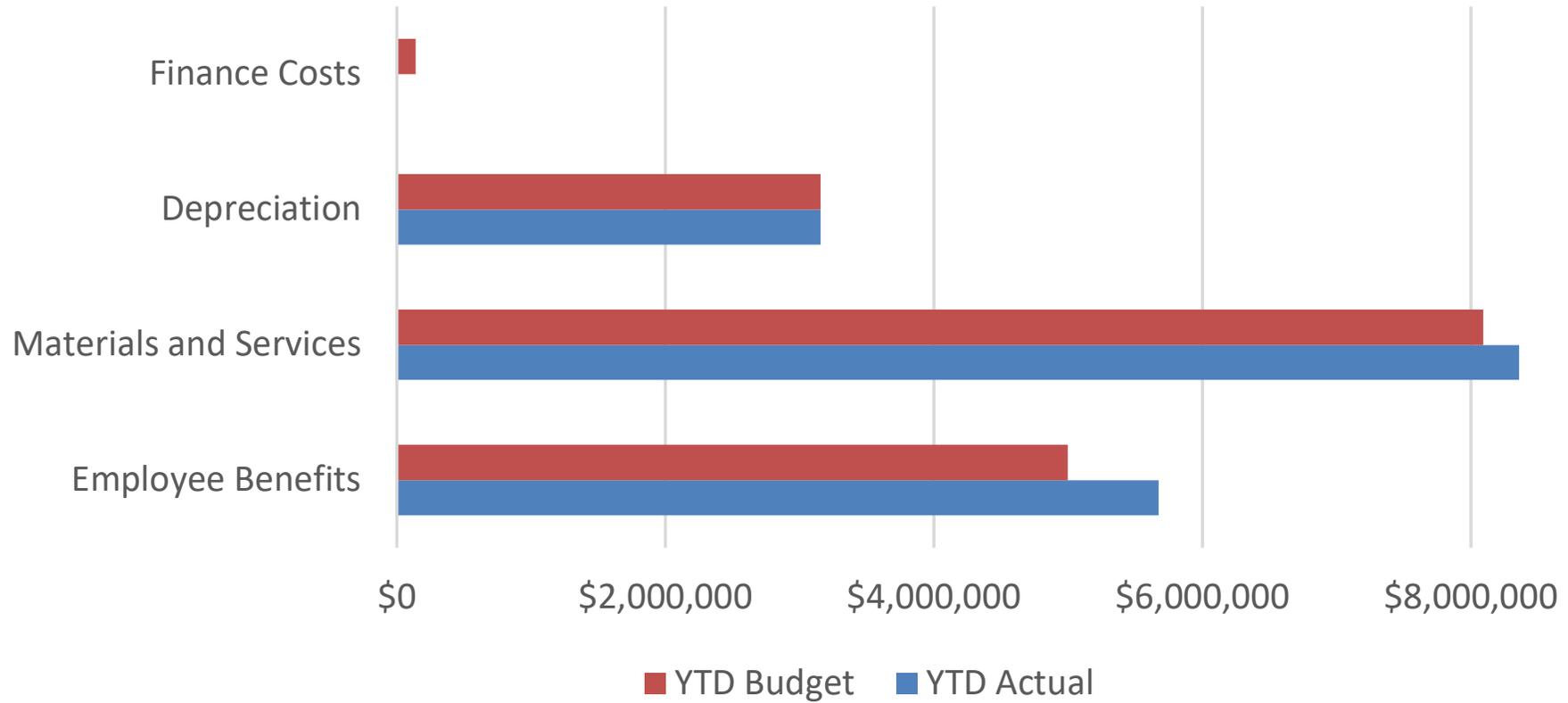
# Where Council Spent Money



### INCOME - YTD Actual Vs Budget



## EXPENDITURE - YTD Actual vs Budget



<b>Operating Income</b>	YTD Actual	YTD Budget	Variance	Annual Budget
Net Rate & Utility Charges	\$0	\$1,039,794	-\$1,039,794	\$4,159,177
Fees & Charges	\$8,956	\$10,750	-\$1,794	\$43,000
Rental Income	\$968,662	\$404,131	\$564,531	\$1,616,526
Interest Earned	\$0	\$22,500	-\$22,500	\$90,000
Sales Revenue	\$2,707,490	\$3,499,310	-\$791,820	\$13,997,241
Enterprise Revenue	\$3,849,789	\$3,437,525	\$412,264	\$13,750,100
Operating Grants	\$5,822,267	\$5,443,760	\$378,507	\$21,775,040
Other Operating Income	\$1,415,947	\$1,247,810	\$168,137	\$4,991,239
<b>TOTAL INCOME</b>	\$14,773,111	\$15,105,581	-\$332,470	\$60,422,323

<b>Operating Expenses</b>	YTD Actual	YTD Budget	Variance	Annual Budget
Employee Benefits	\$5,672,851	\$4,996,085	-\$676,766	\$19,984,341
Materials and Services	\$8,357,102	\$8,090,179	-\$266,923	\$32,360,716
Depreciation	\$3,154,532	\$3,156,032	\$1,500	\$12,624,129
Finance Costs	\$793	\$140,250	\$139,457	\$561,000
<b>TOTAL EXPENSES</b>	\$17,185,278	\$16,382,547	-\$802,732	\$65,933,704

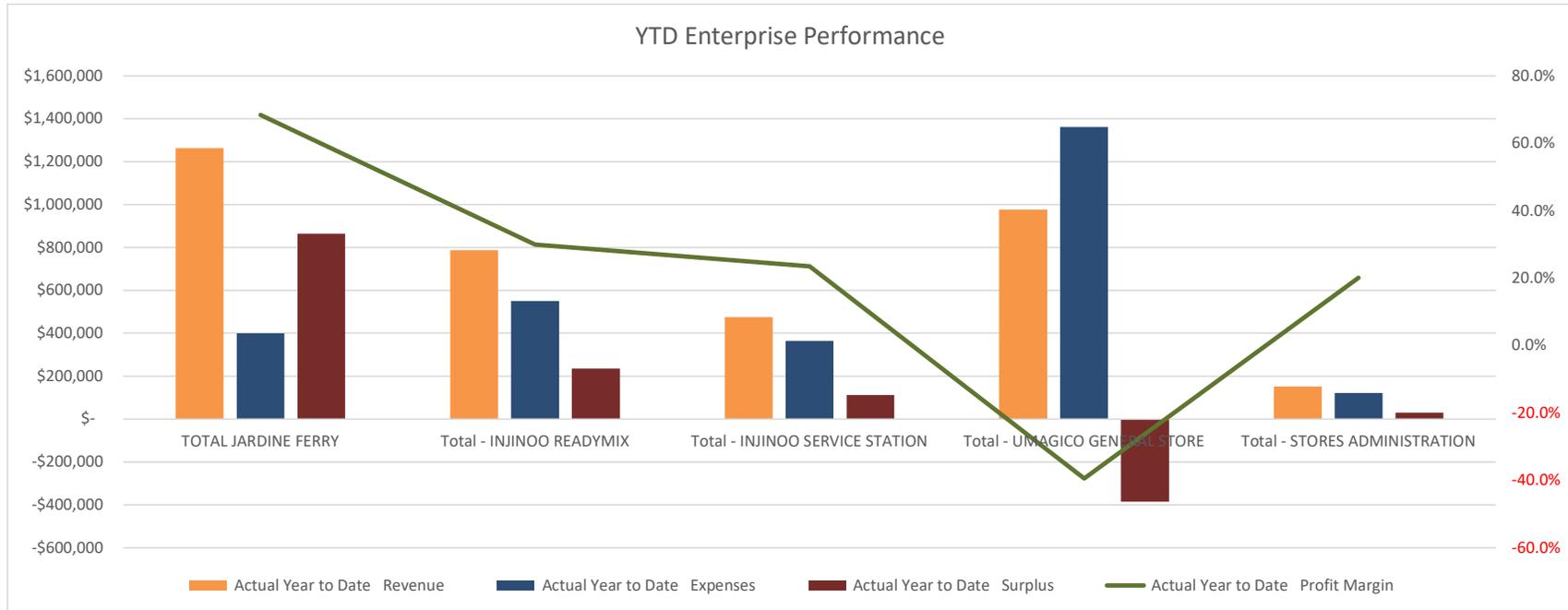
<b>OPERATING OPERATING RESULT</b>	<b>-\$2,412,167</b>	<b>-\$1,276,966</b>	<b>-\$1,135,201</b>	<b>-\$5,511,382</b>
<b>OPERATING RESULT BEFORE DEPRECIATION</b>	<b>\$742,365</b>	<b>\$1,879,066</b>	<b>-\$1,136,701</b>	<b>\$7,112,747</b>

Enterprise Breakdown

TOTAL JARDINE FERRY  
 Total - INJINOO READYMIX  
 Total - INJINOO SERVICE STATION  
 Total - UMAGICO GENERAL STORE  
 Total - STORES ADMINISTRATION  
 TOTAL BUSINESS ENTERPRISES

Actual Year to Date			
Revenue	Expenses	Surplus	Profit Margin
\$ 1,263,202	\$ 399,252	\$863,950	68.4%
\$ 787,426	\$ 551,211	\$236,215	30.0%
\$ 475,522	\$ 363,628	\$111,894	23.5%
\$ 976,537	\$ 1,361,454	-\$384,917	-39.4%
\$ 151,275	\$ 120,808	\$30,467	20.1%
\$ 3,653,962	\$ 2,796,353	\$857,609	23.5%

Last Year to Date			
Revenue	Expenses	Surplus	Profit Margin
\$ 1,048,277	\$ 349,276	\$699,001	66.7%
\$ 326,195	\$ 360,375	-\$34,180	-10.5%
\$ 455,331	\$ 512,439	-\$57,108	-12.5%
\$ 1,118,243	\$ 1,111,254	\$6,989	0.6%
\$ 186,639	\$ 210,291	-\$23,652	-12.7%
\$ 3,134,685	\$ 2,543,635	\$591,050	18.9%



Department Breakdown

25.0%

TOTAL WATER & SEWERAGE SERVICES  
 TOTAL CORPORATE/GOVERNANCE  
 TOTAL FINANCE & ADMIN  
 TOTAL COMMUNITY & CULTURAL  
 TOTAL OPERATIONS  
 TOTAL COMMUNITY EVENTS  
 TOTAL COMMUNITY AGED CARE  
 TOTAL BUSINESS ENTERPRISES  
 TOTAL PROPERTIES & LEASING  
 TOTAL COUNCIL CONTRACTS  
 TOTAL RANGERS PROGRAMS  
 TOTAL SPORT & RECREATION  
 TOTAL HEALTH & ENVIRONMENT

Budget 2025	
Revenue	Expenses
\$ 4,159,177	\$ 7,648,839
\$ 13,121,174	\$ 6,048,064
\$ 9,571,388	\$ 3,683,683
\$ 269,781	\$ 2,843,663
\$ 1,058,987	\$ 16,747,018
\$ 251,849	\$ 475,856
\$ 822,080	\$ 1,246,201
\$ 12,915,811	\$ 11,713,065
\$ 15,265,357	\$ 12,429,796
\$ 100,000	\$ 100,000
\$ 1,911,925	\$ 1,911,925
\$ 237,961	\$ 334,461
\$ 736,833	\$ 751,134
<b>\$ 60,422,323</b>	<b>\$ 65,933,704</b>

Actual Year to Date	
Revenue	Expenses
\$ 112,842	\$ 1,986,874
\$ 1,034,425	\$ 2,846,894
\$ 5,435,631	\$ 780,304
\$ 113,656	\$ 583,985
\$ 243,026	\$ 4,326,835
\$ 134,310	\$ 333,332
\$ 92,926	\$ 295,745
\$ 3,653,962	\$ 2,796,353
\$ 3,627,188	\$ 2,498,996
\$ -	\$ 1,421
\$ 26,875	\$ 513,833
\$ 110,695	\$ 97,077
\$ 188,939	\$ 213,463
<b>\$ 14,774,475</b>	<b>\$ 17,275,113</b>

% of Budget INCOME	% of Budget EXPENSES
2.7%	26.0%
7.9%	47.1%
56.8%	21.2%
42.1%	20.5%
22.9%	25.8%
53.3%	70.0%
11.3%	23.7%
28.3%	23.9%
23.8%	20.1%
0.0%	1.4%
1.4%	26.9%
46.5%	29.0%
25.6%	28.4%
<b>24.5%</b>	<b>26.2%</b>

CONSOLIDATED

**Northern Peninsula Area Regional Council**  
**Statement of Cash Flows**  
**For the period 1 July 2024 to 30 September 2024**

	<b>2024 Actual</b>
<b>Cash flows from operating activities:</b>	
Receipts from customers	5,311,779
Payments to suppliers and employees	- 11,645,765
	- 6,333,986
Interest received	74,411.54
Rental income	971,467
Non-capital grants and contributions	9,135,620
Finance costs	- 12,102
<b>Net cash inflow (outflow) from operating activities</b>	<b>3,835,411</b>
<b>Cash flows from investing activities:</b>	
Payments for property, plant and equipment	-3,296,207
Finance lease receipts	
Grants, subsidies, contributions and donations	2,400,320
<b>Net cash inflow (outflow) from investing activities</b>	<b>- 895,886</b>
Cash flows from financing activities	
<b>Net cash inflow (outflow) from financing activities</b>	
<b>Net increase (decrease) in cash and cash equivalents held</b>	
Cash and cash equivalents at beginning of reporting period	2,998,558
<b>Cash and cash equivalents at end of reporting period</b>	<b>2,939,525</b>
<b>Cash and cash equivalents at 30-September-2024</b>	<b>5,938,083</b>

	<b>OPENING BALANCE</b>	<b>Movement YTD</b>	<b>Closing BALANCE</b>
<b>CURRENT ASSETS</b>			
CASH AND CASH EQUIVALENTS	2,468,426.09	1,525,173.21	3,993,599.30
DEBTORS	3,325,010.33	184,018.42	3,509,028.75
STOCK ON HAND	968,161.30	-66,241.97	901,919.33
ACCRUALS AND PREPAYMENTS	-324,967.39	0.00	-324,967.39
OTHER CURRENT ASSETS	206,883.02	0.00	206,883.02
<b>CURRENT ASSETS TOTAL</b>	<b>6,643,513.35</b>	<b>1,642,949.66</b>	<b>8,286,463.01</b>
<b>NON CURRENT ASSETS</b>			
AIRPORT ASSETS	11,850,800.13	38,659.99	11,889,460.12
BUILDING ASSETS	44,527,193.32	19,315.13	44,546,508.45
ROAD & DRAIN ASSETS	68,007,409.85	1,890,800.80	69,898,210.65
WATER ASSETS	47,776,184.69	232,186.02	48,008,370.71
SEWER ASSETS	11,840,457.29	0.00	11,840,457.29
PLANT & EQUIPMENT ASSETS	7,438,795.76	443,476.75	7,882,272.51
INFRASTRUCTURE ASSETS	15,634,597.73	202,408.24	15,837,005.97
COMMUNITY HOUSING ASSETS	16,182,155.06	16,200.00	16,198,355.06
NDA WIP	5,991,817.66	1,211,562.22	7,203,379.88
LEASED ASSETS NON CURRENT	17,421,671.56	0.00	17,421,671.56
Local Roads & Comm Infra (LRCI)	96,936.78	33,945.75	130,882.53
WATER & SEWERAGE TOTAL	323,752.53	0.00	323,752.53
Dept Local Govt-CNLGG	48,042.65	0.00	48,042.65
Local Thriving Communities funding W4Q 2021-24	1,111,171.53	18,175.13	1,129,346.66
15 x 3 bed Social Houses	500,685.00	208,053.90	708,738.90
COMMUNITY SERVICES	262,212.01	2,580.00	264,792.01
<b>NON-CURRENT ASSETS TOTAL</b>	<b>249,153,859.28</b>	<b>4,317,363.93</b>	<b>253,471,223.21</b>
<b>TOTAL ASSETS</b>	<b>255,797,372.63</b>	<b>5,960,313.59</b>	<b>261,757,686.22</b>
<b>CURRENT LIABILITIES</b>			
PAYABLES	3,328,853.06	-798,135.81	2,530,717.25
EMPLOYEE ENTITLEMENTS	1,077,713.89	564,222.13	1,641,936.02
OTHER LIABILITIES	6,155,046.57	0.00	6,155,046.57
GRANTS TOTAL	4,549,212.49	0.00	4,549,212.49
<b>CURRENT LIABILITIES TOTAL</b>	<b>15,110,826.01</b>	<b>-233,913.68</b>	<b>14,876,912.33</b>
<b>NON-CURRENT LIABILITIES</b>			
LSL Payable Non Current	198,365.00	198,365.00	198,365.00
Provision Tip Rehabilitation	1,629,901.00	1,629,901.00	1,629,901.00
<b>NON CURRENT LIABILITIES</b>	<b>1,828,266.36</b>	<b>0.00</b>	<b>1,828,266.36</b>
<b>TOTAL LIABILITIES</b>	<b>16,939,092.37</b>	<b>-233,913.68</b>	<b>16,705,178.69</b>
<b>NETT ASSETS/(LIABILITIES)</b>	<b>238,858,280.26</b>	<b>6,194,227.27</b>	<b>245,052,507.53</b>
<b>EQUITY</b>			
<b>EQUITY TOTAL</b>	<b>238,858,280.26</b>	<b>6,194,227.27</b>	<b>245,052,507.53</b>

# AGED DEBTORS REPORT

version: DR2021.3.25.

Financial Year Ending 2025

ACCOUNT	DEBTOR NAME	90 DAYS	60 DAYS	30 DAYS	CURRENT	TOTAL
ADI255	REGINA J WASIU	12 805.71	480.00	480.00		13,765.71
ADICAS	CASSANDRA ADIDI	4 311.98				4,311.98
AKITEA	TEANNA AKI-FUJI	- 188.80			-	188.80
AMAGAV	GAVIN AMARASIRI	- 646.52			-	646.52
AOG	ASSEMBLY OF GOD CHURCH	6 568.38	505.26	505.26		7,578.90
APUISIC	APUDTHAMA INJINOO SPORTING INDIGENOUS	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	634.70				634.70
AUSPOST	AUSTRALIA POST	1 999.86				1,999.86
AUSWASTE	AUSWASTE FNQ Pty Ltd	1 960.93		1,999.38		3,960.31
BALKANU	BALKANU CAPE YORK DEVELOPMENT	102.00			423.53	525.53
BAMHOS	BAMAGA HOSPITAL	4 680.10	-	14,265.00	-	9,584.90
BAMKAZIL	BAMAGAU KAZIL TSI CORPORATION	127 539.23	4,957.30	6,910.15	40.56	139,447.24
BASCON	QBUILD - DEPT OF ENERGY & PUBLIC WORKS			176,493.17		176,493.17
BASMAINT	DEPT OF ENERGY & PUBLIC WORKS	24 683.62	51,945.58	192,605.02	35,038.08	304,272.30
BASSMOKE	QBuild, Dept of Energy & Public Works	0.01				0.01
BASUPG	DEPT OF ENERGY & PUBLIC WORKS	9 835.12		143,556.60	63,779.10	217,170.82
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	-68 215.38	44,013.10	2,875.27	-	27,077.55
BEL2	BEL PTY LTD	-11 169.68	9,072.00	1,296.00	-	801.68
BEL3	BAMAGA ENTERPRISE LTD	26 919.48	3,133.70	2,963.65	678.19	33,695.02
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				724.56	724.56
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	-1 855.75	732.68	571.40	-	3,159.83
BLAKEA	Keas Blarrey	- 5.51			-	5.51
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	480.00		631.43
BRO68	MERVYN BOND	5 508.57	360.00	360.00		4,788.57
BRO72B	JANELLE LIFU	11 220.86				11,220.86
BRO76	LESTER BOND	41 763.93	480.00	480.00		42,723.93
BUNGIE	BUNGIE HELICOPTERS	4 786.22	7,895.12	3,828.75	9,076.08	25,586.17
C3CHURCH	C3 CHURCH - CAIRNS	300.00				300.00
CAPCON	CAPITAL CONSTRUCTIONS (QLD) PTY LTD	-6 499.12			-	6,499.12
CAPSTRA2	CAPE 'N' STRAITS PTY LTD	12 129.28		4,713.27		16,842.55
CARMODY	ROB CARMODY Lease budget lodge	68 908.18	1,904.64	10,532.43		81,345.25
CARRON	RON CARTER	-1 101.91			-	1,101.91
CBM	COYS BUDGET MOTORS	95 487.75	500.00	500.00		96,487.75
CHC	CAMERON HERBERT CONSTRUCTION PTY LTD	14 677.35	358.60	10,482.53	2,904.73	28,423.21
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	825.00				825.00
CYBUILD	CAPE YORK BUILDING & MAINTENANCE		254.00	13,043.25	5,717.20	19,014.45
CYJET	CAPE YORK JETSKI TOURS			523.88		523.88
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	-1 110.27			-	1,110.27
CYTET	CAPE YORK TOP END TOURS	1 300.00		3,654.72		4,954.72
DAFF	DEPT OF AGRICULTURE, FISHERIES & FORESTR	18 721.00	1,235.00	1,235.00		21,191.00
DAGF	DEPT OF AGRICULTURE, FISHERIES	478.95				478.95
DASERV	DAINTREE AIR SERVICES	9 657.40	4,739.71	1,654.38		16,051.49
DATSIP	DEPT OF ABORIGINAL & TORRES STRAIT	294.00				294.00
DAWR	DEPT OF AGRICULTURE, FISHERIES		-	700.00	-	700.00
DEIS	DEPT EDUCATION INFRASTRUCTURE SERVICES	-10 109.96			-	10,109.96
DHS	DEPARTMENT OF HUMAN SERVICES	14 368.38	-	100.30	823.99	13,444.09
DREAM	BAMAGA DREAMTIME	581.16				581.16
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

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Financial Year Ending 2025

ACCOUNT	DEBTOR NAME	90 DAYS	60 DAYS	30 DAYS	CURRENT	TOTAL
EMERDON1	KAIWAI GULIGO	18 675.31	480.00	480.00		19,635.31
ERGON	ERGON ENERGY CORPORATION LTD	100.00				100.00
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	- 905.96	100.00	100.00	-	905.96
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	15 570.53	62,469.49	31,961.60	3,850.57	113,852.19
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	- 294.12	600.00	600.00	-	294.12
HRMAIER	ERICA MAIRU	7 062.86				7,062.86
HRNONA	TOLOWA NONA & GINA NONA	- 221.97	220.00	220.00		218.03
HRPETTER	TERRY GINA PETER	- 675.72	280.00	40.00	-	435.72
HRSAMO	DALE & NORAH SALEE	35 884.31	200.00	200.00		35,484.31
HRS AUS	HRS Australasia Pty Ltd			2,860.00		2,860.00
IBIS	IBIS - ISLANDERS BOARD OF INDUSTRY & SER	- 304.00			-	304.00
IBUMCF	McFARLANE IBUAI	60.00				60.00
IIACORP	IPIMA IKAYA ABORIGINAL CORP RNTBC	961.05				961.05
INGW	WILLIAM INGUI	- 500.00			-	500.00
JJPLANT	J & J PLANT HIRE	3 785.58				3,785.58
KSSONS	KEVIN SEBASIO & SONS (no credit)	48 500.00	100.00	100.00		48,300.00
LAN81A	YOSHABELLE BOND	14 433.57	420.00	420.00		15,273.57
LAN81B	TALITA NELIMAN	835.00	420.00	420.00		1,675.00
LDMC	L & D MAINTENANCE & CLEANING	2 430.80	1,603.09	1,627.10	710.36	3,165.17
LFLE77	NORMAN SAILOR	30 966.43	480.00	480.00		31,926.43
LFLE78	BILLY & FLORENCE DANIEL	22 222.24	480.00	480.00		23,182.24
LLVEND	L&L VENDING	33 868.88		2,520.00		36,388.88
LOYALTY	LOYALTY BEACH CAMPGROUND	108 867.95	189.60		189.60	108,488.75
LUI045	DWAYNE NONA	7 105.71	480.00	480.00		8,065.71
LUI061	ALLISON GOWA/MICHAEL SOLOMON	13 732.14	240.00	240.00		14,212.14
LUI064	JENNIFER SEBASIO	5 565.43				5,565.43
LUI070	REGINALD WILLIAMS & JEAN WILLIAMS	6 712.86	400.00	400.00		7,512.86
LUI071	LYELL BOWIE	- 948.57	360.00	480.00	-	828.57
LUI073	KENNY NEWMAN & PAMELA WILLIE	-2 112.43	510.00	240.00	-	2,382.43
LUI076B	ESME NEWMAN	- 988.07	40.00	40.00	-	1,068.07
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 & ACCESSORIES	1 700.00				1,700.00
MCDR	ROY MCDONNELL	298.45				298.45
METMIN	METRO MINING LIMITED	- 849.00			-	849.00
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	6 340.68	480.00	480.00		7,300.68
MUTTRU	MUTUAL TRUST	-1 535.54			-	1,535.54
NAI	NAI-BEGUTA AGAMA CORPORATION	-82 884.51	438.05	2,951.33	-	80,371.23
NAKTET	TETSUO NAKACHI	- 19.00			-	19.00
NAWSHI	SHIRLEY NAWAKIE	152.00	200.00		-	48.00
NEVTAY	TAYISSA NEVILL			500.00		500.00
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	0.20				0.20
NONBEA	BEATRICE NONA	0.02				0.02
NPA JUST	NPA JUSTICE SERVICES ATSI CORP	1 191.61				1,191.61
NPABE	NPA BUSINESS ENTERPRISE	3 527.44	799.98		648.42	4,975.84
NPACON	NPA CONSTRUCTION	73 677.46				73,677.46
NPAEM	NPA EARTHMOVING	2 579.65	1,946.54	6,913.71	3,394.16	14,834.06
NPAFACS	NPA FAMILY & COMMUNITY SERVICES	18 143.22	137.00	14,708.90	10,667.30	43,656.42

# AGED DEBTORS REPORT

version: DR2021.3.25.

Financial Year Ending 2025

ACCOUNT	DEBTOR NAME	90 DAYS	60 DAYS	30 DAYS	CURRENT	TOTAL
NPAFACS2	NPA FAMILY & COMMUNITY SERVICES 2			2,810.25		2,810.25
NPAHCS	NPA HOLIDAY CLEANING SERVICES	1 632.85		137.75		1,770.60
NPASC	NPA STATE COLLEGE	43 121.73		2,620.95	835.16	46,577.84
NQBUILD	NQ BUILDERS	1 041.04	500.00	3,538.78		5,079.82
NQFP	NQ FIRE PROTECTION PTY LTD	540.00				540.00
OPTUS	OPTUS MOBILE PTY LTD	- 671.78			-	671.78
ORC269	THOMAS SEBASIO	- 648.57	240.00	240.00	-	648.57
OUILOR	LORRAE OUI	- 226.20			-	226.20
PABLAW	LAWRENCE PABLO	400.04				400.04
PCC	POSITIVE CONCRETE & CONSTRUCTION PTY LTD	24.00		391.50		415.50
PETMAR	MARGRET PETER	199.71				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			6,147.38	5,175.03	11,322.41
QBILD	QBUILD, DEPT OF ENERGY & PUBLIC WORKS	7 626.40				7,626.40
QCS	QLD CORRECTIVE SERVICES	505.00				505.00
QG DISAB	DEPT OF ENERGY & PUBLIC WORKS	0.93				0.93
QGHOUSIN	DEPT OF ENERGY & PUBLIC WORKS	132 744.92	-	10,294.72	5,147.36	117,302.84
QIFVLS	QLD INDIGENOUS FAMILY VIOLENCE LEGAL SE	- 224.99			-	224.99
QLDED	EDUCATION QUEENSLAND	-83 495.00			-	83,495.00
RANA	RANA LANDSCAPING	7 229.20				7,229.20
RBSERV	RICHARDSON'S BUILDING SERVICE	44 954.49				44,954.49
REM	ROB'S EARTHMOVING HIRE PTY LTD	2 652.81	399.16	309.74	5,009.98	8,371.69
REX	REGIONAL EXPRESS	-5 196.40			-	5,196.40
RKOR01	SHANNAY GEBADI	3 825.00		420.00		4,245.00
RKOR71A	ARTHUR WONG	7 956.43				7,956.43
RNCARP	RONALD NONA CARPENTRY				- 1,219.90	1,219.90
RTWEIPA	RIO TINTO WEIPA	-2 605.00			-	2,605.00
SAGGUY	GUY SAGAUKAZ			1,000.00		1,000.00
SAGSID	SID SAGAUKAZ			1,000.00		1,000.00
SAIRAY	RAY SAILOR	- 134.55	89.70	0.01	-	224.26
SEASWIFT	SEASWIFT	215.58				215.58
SEB033	MRS CHERYL SAILOR	9 968.07	360.00	360.00		10,688.07
SEB041	ALBERT BOWIE/PATRICIA TAPAU	10 722.85	240.00	240.00		11,202.85
SEB042	VANESSA HUDSON	14 463.31	480.00	480.00		15,423.31
SEB044	RONALD NONA & ANNA NONA	450.50	212.00	212.00		874.50
SEB048	LAVINIA JACOB	14 909.86	480.00	480.00		15,869.86
SEB049A	CHARLEE MUDU	1 930.00	420.00	420.00		2,770.00
SEB049B	JEAN VALERIE WILLIAMS	7 610.00	420.00	420.00		8,450.00
SEB050A	EDITH GOWA	14 561.50	40.00	40.00		14,481.50
SEB050B	JUANITA OBER	3 240.00	420.00	420.00		4,080.00
SEB051	KENNY SEBASIO	- 201.43			-	201.43
SEB052	MICHAEL BOWIE	16 891.71	480.00	480.00		17,851.71
SEB053	DANNY & ANGELA SEBASIO	19 971.43	480.00	480.00		20,931.43
SEB066/1	HASSIM ADIDI	3 270.54	420.00	420.00		4,110.54
SEB066/2	SARAH LUI	2 865.00	420.00	420.00		3,705.00
SEB077	GORDON & PAULINE CUNNEEN	247.57	360.00	360.00		967.57
SEB078	MYLEE TABUAI	641.02				641.02
SEB079	BEVERLEY ATU	- 221.44			-	221.44
SEB080	MERSANE BOND	1 320.43	480.00	480.00		2,280.43
SEB252	MONICA AMEY (DECEASED)	4 877.14				4,877.14
SEB254	RODNEY & DEBORAH KIWAT	135.70	480.00	480.00		1,095.70
SEB43	SYLVIA SEBASIO	11 332.44	360.00	360.00		12,052.44
SEBENICO	SEBENICO GROUP PTY LTD	- 0.06			-	0.06
SEIFIS	SEISIA FISHING ASSOCIATION	47 030.00				47,030.00
SEISEN	SEISIA ISLAND ENTERPRISES	1287 496.21		552.60		1,288,048.81
SGA	ST GEORGE'S ANGLICAN CHURCH	11 423.70				11,423.70
SHAC	SHELTER HOUSING ACTION CAIRNS	809.27				809.27
SHBOTROB	ROBERT BOTTGER	5 348.57	320.00	320.00		5,988.57
SHDAVA	ADAM DAVIES	1 475.00	420.00	420.00		2,315.00
SHDAVROB	ROBERT & CECELIA DAVI	9 411.43	480.00	480.00		10,371.43
SHDOUBRU	BRUCE DOUGLAS			342.86		342.86
SHHALKER	KERRIE HALL			205.70		205.70
SHHERGAV	GAVIN HERBST		185.68	400.00		585.68
SHISHLEO	LEONIE ISHMAIL			85.71		85.71
SHLENDEV	DEV LENGJEL		100.01	520.00	-	620.01

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ACCOUNT	DEBTOR NAME	90 DAYS	60 DAYS	30 DAYS	CURRENT	TOTAL
SHMADMIC	MICHAEL MADELEY			150.00		150.00
SHNADYAN	YANETTA NADREDRE	- 128.57	700.00	700.00	-	1,528.57
SHNAKMAR	MARLON NAKACHI	-1 310.96			-	1,310.96
SHSENAMB	AMBER SENIOR			188.56		188.56
SHSHESCO	SCOTT SHELDON			85.70		85.70
SHTAMROB	ROBERT TAMWOY	1 710.01				1,710.01
SHVOLSIR	SIRELLI VOLAVOLA			450.00		450.00
SHWALSHA	SHANE & SONIA WALLER	- 400.00			-	400.00
SHYATAUG	AUGUSTUS YATES			119.98		119.98
SHYOEM	MYIESHA YOELU	4 409.21				4,409.21
SKREMOTE	S KIWAT REMOTE PLUMBING SERVICES			646.25	-	646.25
SKY2	SKYTRANS AIRLINES	7 870.50		12,498.30	19,834.20	40,203.00
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
TAFEQLD	TAFE QUEENSLAND			2,100.00		2,100.00
TAMRIC	RICHARD TAMWOY			600.00		600.00
TCHHS	TORRES AND CAPE HOSP & HEALTH SERVICE	72 292.22				72,292.22
TELSTRA	TELSTRA CORPORATION LIMITED	23 761.94				23,761.94
TEM	TOP END MOTORS	30 357.00				30,357.00
THUCOFF	THUPMUL COFFEE	1 080.00				1,080.00
TIDS-ATS	TIDS-ATSI	10 370.00				10,370.00
TOBHEN	Henry Toby		100.00	200.00	705.83	405.83
TOLLMAR	TOLL MARINE LOGISTICS	125.00				125.00
TORCIVIL	TORRES CIVIL	11 296.10		3,360.00		14,656.10
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
TSRAMIP	TSRA MIP TRUST FUND	- 0.20			-	0.20
TSTREE	Torres Strait Tree Management			1,500.00		1,500.00
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)	-21 113.75	1,947.75	23,259.17		197.67
WCCCA	WESTERN CAPE COMM COEXISTENCE	943.50				943.50
WHALOR	LORENZO WHAP			160.00	1,411.66	1,251.66
WHAMAB	MABELINE WHAP	410.00				410.00
WILANG	ANGELINA WILLIAMS	550.00	300.00	234.38		15.62
WILL122	PASTOR SANIMO	42.86				42.86
WILREG	REGINALD WILLIAMS	52 266.27	1,008.33	1,008.33		54,282.93
WISAT	ALLAN & THELMA WISEMAN	27 135.50				27,135.50
WUTHATHI	WUTHATHI ABORIGINAL CORPORATION RNTBC				1,264.65	1,264.65
XAD1258	THOMAS REUBEN	- 324.00			-	324.00
XAD1157	TALISHA YUSIA	202.86				202.86
XAD1158	JARDINE KIWAT	1 090.00				1,090.00
XAD1159	GRETA SAM	5 126.93				5,126.93
XAD1255	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	8 651.35				8,651.35

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ACCOUNT	DEBTOR NAME	90 DAYS	60 DAYS	30 DAYS	CURRENT	TOTAL
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	- 90.00	-	100.00	-	290.00
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
XHRMOKFR	FRED MOOKA (do not use)	- 110.00			-	110.00
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	4 370.19	-	100.00	-	4,170.19
XHRPABJ	JEFFREY PABLO	6 237.25				6,237.25
XHRPABL	LAWRENCE PABLO	9 545.53				9,545.53
XHRPABM	MICHAEL PABLO	2 021.97				2,021.97
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)	4 302.28	-	50.00	-	4,202.28
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	750.00	-	100.00	-	550.00
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

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ACCOUNT	DEBTOR NAME	90 DAYS	60 DAYS	30 DAYS	CURRENT	TOTAL
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	3 510.00	-	50.00		3,460.00
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 PAII & 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
XLFLE79	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	650.00				650.00
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
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
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	6 076.50	-	240.00	-	5,596.50
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

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ACCOUNT	DEBTOR NAME	90 DAYS	60 DAYS	30 DAYS	CURRENT	TOTAL
XSHMAMI	MICHAEL MARA-SEBASIO	18 054.25	-	100.00	-	17,854.25
XSHMOSR	ROSE MOSBY	- 557.10			-	557.10
XSHPALL	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
<b>TOTALS:</b>		<u>4,115,318.10</u>	<u>201,742.74</u>	<u>688,568.01</u>	<u>164,508.50</u>	<u>5,170,137.35</u>

## Council Controlled Revenue Ratio

Council controlled Revenue is an indicator of Councils financial flexibility, ability to influence its operating income, and capacity to respond to unexpected financial shocks

A higher Council controlled revenue ratio indicates a stronger ability to generate operating revenue without relying on external sources. A lower ratio indicates that Council has limited capacity to influence its operating revenue and is more reliant on external funding sources such as operational grant funding and recoverable works contracts.

Calculation is as below

$$\frac{\text{Net Services Charges + Fees \& Charges + Rental Income} + \text{Enterprises Income}}{\text{Total Operating Revenue}}$$

For YTD 30 Sept 2024, calculation is

$$\frac{4,660,472}{17,871,664}$$

Ratio is 26.08%

## Operating Surplus Ratio

The Operating Surplus Ratio gives an indication of whether Council is generating sufficient operating revenues to cover the operating expenditure. A surplus would indicate that Council is managing its finances within its funding envelope and has funds which could be made available for capital works projects or placing in reserve for future initiatives. A deficit indicates that Council is not generating sufficient revenues to cover its expenditure, and whilst this is not necessarily a problem in the short-term, over a long period it means Council has limited (or no) ability to fund capital projects without the assistance of external funding being provided

Calculation is as below

$$\frac{\text{Operating Result}}{\text{Total Operating Revenue}}$$

For YTD 30 Sept 2024, calculation is

$$\frac{3,738,941}{17,871,664}$$

Ratio is 20.92%

## Operating Cash Ratio

The Operating Cash Ratio indicates whether a council is generating sufficient cash to cover its operating expenditure less the non-cash based expenditure such as Depreciation and amortisation. A positive cash ratio indicates that Council is generating surplus cash from its operations which could be used for capital works requirements. A negative cash ratio indicates that Council may face future potential liquidity issues as insufficient cash is being generated to pay for expenditure

Calculation is as below

$$\frac{\text{Operating Result + Depreciation + Finance Costs}}{\text{Total Operating Revenue}}$$

For YTD 30 Sept 2024, calculation is

$$\frac{6,225,899}{17,871,664}$$

Ratio is 34.84%

## Unrestricted Cash Expense Cover Ratio

This Ratio indicates the proportion of Councils cash held which is not constrained by internal policies or external party obligations and can be used to meet ongoing expenses and emergent financial demands. It is an indicator of solvency/potential for insolvency. It represents the number of months Council could continue to operate at current monthly expenditure levels. A higher Ratio indicates Council has the ability to contribute to future planned/unplanned expenditures, whereas a lower Ratio indicates Council would have limited ability to meet any unexpected financial shocks.

Calculation is as below

$$\frac{\text{Total Cash \& Equivalents + Investments less Externally restricted cash}}{\text{Total Operating Expenditure less Depreciation less Finance Costs}}$$

For YTD 30 Sept 2024, calculation is

	-6,006,401
	<hr/>
	8,238,541
Ratio is	<b>-72.91%</b>



**AGENDA ITEM 9.2**  
**ORDINARY COUNCIL MEETING #7**  
**Thursday 31<sup>st</sup> October 2024**  
**Seisia IKC**

## **9.2 Update from Financial Controller**



**Title of Report:** Operational Update on Aged Care & Disability Support Service

**Agenda Item:** 10.1

**Classification:** For noting

**Author:** Aged Care Manager

**Attachments:** 1 x Compliance report - September

## Officers Recommendation:

**That Council:**

Note the Report

## PURPOSE OF REPORT

*To provide a summary of current operations within the Aged Care and Disability Support Services*

## STAFFING

Current staffing – 12

7 Full time staff

5 Casual staff

1 x Manager

1 x Coordinator

2 x Yardmen

1 x Cooks

1 x Transporter

1 x Receptionist,

4 x Support Care workers

1 Floater

2 x resignations.

1 x Activity officer

1 x Male support worker

1 x Yardman away due to family business

1x Transporter high level of absenteeism.

1 x care worker maternity leave

Successfully Interviewed 1 male and 1 female support workers for a floater casual position. Waiting for HR document completion.



Some staff members are going above and beyond to ensure that client-focused services are delivered effectively.

## SCOPE OF DELIVERY

5 support workers and floater - 5 clients each

2 x Yardmen meeting client garden maintenance requirements

Services delivered include:

- Transportation: Providing group transportation for activities, Meal drop off, shopping, medication pickups, and health appointments.
- Meals: Offering daily lunches and dinners from Monday to Friday.
- Domestic Assistance: Clients are assigned domestic assistance based on their care plans
- Personal Assistance: Provided according to individual care plans.
- Social Support Individual: Tailored to each client's care plan. Medication pickups.
- Social Group Activities: Scheduled for Tuesdays and Thursdays.
- Home Maintenance: Scheduled as required.

All services are documented to meet reporting and record-keeping requirements.

We ensure that all services provided meet our clients' needs, and we are actively addressing any areas where services may not meet appropriate standards, striving for continual improvement. Also address over service in many areas.

## ACHIEVEMENTS

- Gained access to government portals, including PRODA.
- Improved client outcomes by navigating the My Aged Care system.
- Received and delivered a new yardman vehicle.
- Received a new bus, lift installation in rear and sidestep required for safer access and egress.
- Ongoing restructuring of the computer drive.
- Continuing to restructure the filing system.
- Conducted a centre shutdown and reset; most staff participated in a deep clean and resource consolidation.
- Held three prestart meetings per week with strong staff attendance and contributions.
- Made alterations to the reception area for an enhanced visitor experience, including an ergonomic stand-up desk and supportive office chair for admin staff.
- Relocated the fingerprint scanner for improved accessibility.
- Transported and supported clients to attend a high school market stall.
- Engaged with community organizations, including health centres, schools, and NPAWS, to enhance community outreach.
- Held several discussions with government agencies regarding HCP client letters.
- Continue to meet with each client to update their care plans and service requirements.
- Launched a new monthly menu.
- Consulted with PHC about medication checks between pharmacy and clients.
- Referred 28 CHSP clients to home care packages.
- Commenced ETools training.

### Data

- Data is recorded daily and regularly entered into the compliance spreadsheet.
- The collected data indicates significant over-servicing across most service types.
- Meal quantities have risen in response to an increase in the number of clients.
- A substantial number of clients are actively participating in activities.
- Meeting with Grants hub and identified over servicing areas.
  - Transport 365%
  - Personal care / medication 34.26%
  - Domestic assistance 38.6%
  - Social support- individual 82.5%
  - Group support 189.41%
  - Home maintenance 257.32%
  - Meals Home / at service 465.22%

Feedback that stats are improving.

### Impact

The provision of meals has significantly increased due to a rise in client numbers, with an excess of meals being provided without client contributions. Additionally, we are serving community members not registered with My Aged Care. Social support for individuals is also experiencing a notable rise and requires close monitoring. Overall, community needs are being effectively addressed.

### Gaps

Staffing gaps have been identified during absences due to leave, carer's leave, and personal reasons, highlighting the need for additional casual pool staff. Additionally, there is a reluctance among some current workers around flexibility and to take on extra tasks when needed. Furthermore, the failure of some workers to notify the center of their absences adds additional pressure on staffing.

## CHALLENGES

- Casual Pool Staff: Additional casual staff are needed to cover absences, with a particular focus on hiring male staff to ensure sufficient client support.
- Front Electric Gate: Requires several repairs, including the installation of a roller, servicing of electronics, and replacement of a missing bar.
- Additional Cook: An extra cook is needed to maintain food service standards due to the absence of current staff.
- Over Servicing: There is a need to address over-servicing across all areas to improve efficiency and reduce costs.
- Communication Issues: Staff are not consistently informing the centre when running late or absent, leading to operational challenges.
- Activity Coordinator Position: Instead of a full-time role, consider creating a flexible "floater" position. This role would involve assisting in various areas, such as kitchen duties, cleaning, and care work, in addition to primary responsibilities as an Activity Coordinator.
- Daily Statistics: Staff members are not completing daily statistics required for record-keeping.
- Task Handover: Staff are leaving without finishing their assigned tasks or informing management, and failing to arrange for another team member to complete the work.
- Client Home Care Package Allocation: Clients not meeting registration requirements are being placed on a 6-9 month waitlist.



## RECOMMENDATIONS

- **Restructure Services:** Revise and streamline all services to improve effectiveness, address over-servicing, and reduce costs.
- **Client Contributions:** Develop and implement a system for clients to contribute towards the services they receive.
- **Service Reduction:** Adjust services to align with CHSP and HCP guidelines.
- **Casual Pool List:** Retrieve and review the list of casual pool workers to ensure availability and coverage.
- **Enhance Communication:** Improve transparency and communication regarding workloads and activities among staff.
- **Staff Absences:** Establish clear accountability measures and consequences to improve attendance and reduce absenteeism.

## HOME CARE SERVICES MONTHLY AGED CARE COMPLIANCE REPORT

<b>REPORT TO</b>	Yanetta Nadardre
<b>REPORT DATE</b>	03/10/2024
<b>REPORT FROM</b>	Beth Wright

### AGED CARE SERVICE DELIVERY

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

Reporting item	Number	Comment
HCP Clients	9	Level 1: 2    Level 2: 7    Level 3:    Level 4:
New HCP Clients	5	Level 1: 1    Level 2: 4    Level 3:    Level 4:
HCP Enquires		
Referrals for assessment or reassessment	28	

#### Summary of CHSP client status and activity

Reporting item	Number	Comment	
Number of clients	38	A thorough review of My aged care revealed more clients that have not been receiving services and clients receiving service that are not registered with MAC	
Number of new clients	14		
Clients on waiting list	4		
Number of clients transitioned to HCP			
CHSP Hours	Monthly target	Hours delivered	Comment
Social support group	546	410	
Domestic assistance	136	40	
Social support individual	78	98.5	
Personal care	25	10	Medication delivery
Home/ garden maintenance	11.5	12	
Flexible respite		-	
Meals at centre	223	68	
Meals at home	707	830	Client Increase for meals
Transport	145	161	Client for dialysis 3 days a week
Home Modifications	\$395	-	

#### Aged care legislative compliance status report

Compliance requirement	Number of clients	Overdue	Action taken
Charter of aged care rights explained	46	46	Review ongoing
Signed aged care agreements	32	46	Review ongoing
Signed current care plans	32	46	Review ongoing

Advanced health directives completed (HCP clients only)	0	0	Need health appt to conduct this procedure.
---	---	---	---

### Aged care activity reporting

Agency	Report submitted in the past month	Date due	Date Submitted
Operational update	04/08/2024	14/08/2024	04/08/2024
Compliance report	04/08/2024	14/08/2024	04/08/2024

### STAFF MANAGEMENT

#### Staff changes over the past month.

Staff	Staff establishment	Current number of staff	Number of resignations	Number of new staff
Total staff	14	14	2	2 Casual care worker /floaters
Carers	6	8 inc. cook	2	

#### HR Management

Reporting item	No of staff	Overdue	Action required
Current Police checks	14	14	Evidence required
Aged Care Code of conduct	14	14	
Current Drivers licence	13	4	Currently updating staff files with DL's
Performance review	14	14	
Annual Flu vax	3	14	Emails and visit to PHC to schedule flu vax to clients. Awaiting response.

#### Status of Core training

Mandatory training	No of staff	Overdue	Action Required
Orientation	14	2	
Fire Safety	14	14	
First Aid	14	3	All staff due for CPR refresher in October 2024
Manual Handling	14	14	Staff completed training
Infection control	14	14	
Elder Abuse	14	14	Training being organised through NPAWS
Food Safety	14	14	Health and food safety will deliver training in September
Open disclosure	14	14	

## QUALITY IMPROVEMENT

### Progress against Plan for Continuous Improvement

#### Feedback/complaints management

Complaints	Total No	Type of incident			
		Employee	Service	Facilities	Other
Number of Complaints in the reporting period	0		0		
% Investigations completed within 5 days	0		0		

#### Key issues and action taken

- No complaints as yet, in the process of doing a Consumers survey, on what changes they like to see and if our delivery of care effective and sufficient.

#### Incident/near miss management

Incidents	Total No	Type of Investigation				
		Client	Employee	Equipment	Facility	Medication
Number of Incidents in the reporting period	0					
% Investigations completed within 5 days	0					
Number of SIRS Incidents in the reporting period						
% SIRS Investigations completed within 24 hours						
% SIRS Investigations completed within 30 days hours						

#### Key Issues & action taken

- The main gate at the aged care center was dislodged, posing a high risk of falling and potentially injuring a staff member.
- The grey motor box effectively prevented the gate from falling onto to worker.
- 

#### Actions Taken:

- The Safety Department investigated the situation and pursued a quote for a new gate.
- A quote for installing a bracket to secure the gate and prevent it from falling was obtained.

- The Safety Department received and reviewed the quote for a new gate and has followed up accordingly.

**Next Steps:**

- Implement the recommended solution based on the quotes and ensure the gate is secured to prevent any future risks.



**Title of Report:** Operational Update on NPA Airport

**Agenda Item:** 10.2

**Classification:** For noting

**Author:** Airport Manager

**Attachments:** Nil

## Officers Recommendation:

**That Council:**

Note the Report

## PURPOSE OF REPORT

To provide a summary of current operations within the NPA Airport.

## STAFFING

Provide summary of the staff and positions within the unit, any HR Challenges and Vacancies

Damien Elu – Airport Manager

Mervyn Bond – Assistant Airport Manager

Michael Babia - ARO

Karl Visser – Casual Airport Report Officer

No current HR challenges.

## SCOPE OF DELIVERY

Daily operations of the NPA airport including daily safety inspections of the of the runway, daily operations of the airport terminal, airstrip, and surrounds vegetation maintenance, refuelling of aircraft, quality control of fuel, ensuring all airside operations and users comply with NPA airport manuals and procedures in addition to CASA legislation.

## ACHIEVEMENTS

All key roles within the airport structure have been filled with permanent staff. All site manuals have been updated. All airport staff are fully trained in airport operations and have Airport Reporting Officer (ARO) accreditation.

Skytrans have increased flights into and out of the NPA airport.

Grant funds have been secured for the following major projects:

- Runway pavement strengthening with construction expected in the 2025 Calendar year.
- Mains power connection to the airport ERGON has been engaged with power expected to be connected in 2025.



## OUTCOMES

### Data

The AVDATA system collects details on all flights arriving and departing the NPA airport, this data shows seasonal and annual trends in visitation to the NPA. The AVDATA system also report passenger numbers entering and departing the NPA Airport.

Fuel Sales are tracked through the COMPAC system.

### Impact

The runway strength is negatively impacted during the wet season, this has led to disruption to services during and immediately after the wet.

### Gaps

When manual fuel sales are completed at the airport staff are unable to monitor payment of fuels. Airport manager will liaise with the Manager of Finance and look for opportunities to improve this system.

Comfort for the traveling public could be improved by air conditioning the Airport Terminal and replacing seating.

## CHALLENGES

Mobile phone connection is intermittent when there are large groups at the airport.

The new bore / well that was installed to replace the previous bore / well damaged by fire struggles to keep up with demand in the dryer months. Rainwater tanks for drinking water at the terminal and accommodation run out in drier years.

There are a large amount old and unusable materials stored in various locations around the airport that staff would like to find the time to sort through and clean up.

The current AVGAS storage capacity is limited, and the airport runs out of AVGAS supply at times.

Power supply isolator for fuel supply trips due to the generator and current wiring at the airport

## RECOMMENDATIONS

Install additional rainwater tanks at the terminal upgrade the bore / well.

Communications seek upgrades to the Telstra system through future resilience funding.

Look for opportunities to increase the AVGAS storage capacity to suit growing demand.

Look for funding opportunities to improve, upgrade or replace the airport terminal.

**Title of Report:** Operational Update on Fleet & Workshop

**Agenda Item:** 10.3

**Classification:** For noting

**Author:** Manager Fleet & Workshop

**Attachments:** Nil

## Officers Recommendation:

**That Council:**

Note the Report

## PURPOSE OF REPORT

To provide a summary of current operations Fleet and Workshop Section

## STAFFING

Provide summary of the staff and positions within the unit, any HR Challenges and vacancies

Council Staff

- Sireli Volavola - Manager
- Dwyane Nona – Diesel Fitter
- Emmerson Mairu – Diesel Fitter - Casual
- Shaun Jacob – Tyre Fitter – 6 Months Leave Without Pay
- Rodney Luff – Small Plant Mechanic – Work Cover QLD Leave
- Benjimin Elu – Trade Assistant
- Francis Namok – Trade Assistant

Contractors

- Andrew – Auto Electrician / Air conditioning

## SCOPE OF DELIVERY

Provide summary of the areas managed within the unit and any services delivered

- Servicing all light vehicles and heavy machinery making up Councils Fleet
- Providing call out services to Councils fleet items as required
- Tire fitting service internally to Council and externally to community when resources allow

## ACHIEVEMENTS

Key achievements for the past 6 months are as follows:

- Heavy Machinery Servicing completed.
- Light Vehicle Servicing and Checks have commenced.

- Interviews are underway for the 2 applicants that applied for the vacant Diesel Fitter/Mechanic position, and we are hoping to have the new person on board in the next 2 weeks.
- Works that was done on the bigger ranger boat has now complete and back on the water and the other will also be ready by next week.
- Work is in progress for us to include our inventory list into the Mentor APM system, so it'll make it easier to book out stock items once job is completed. This will require some time and effort and we will need an extra person to do this to get us up to date in the system.
- Monthly stocktakes will commence at the end of this month as required by the new office coordinator (Shirley Nawakie)

## OUTCOMES

### Data

There is no data that can be presented at this stage

### Impact

The improvements in the services provided by the workshop over the last 6 months has led to a better meeting of the Councils and communities needs. Workshop staff are continually working on improvements an working towards delivering a sustainable service to the community.

### Gaps

Identified are included in the Challenges section below.

## CHALLENGES

- Staff taking Longer breaks during lunch and smoko.
- Staff calling in sick or going home when job gets too hard.
- Doing stocktake every month will be a challenge, Workshop will discuss other options this with the Finance Team
- Tradesman not willing to learn new ideas or ways of doing jobs so we don't have to be always relying on contractors.
- Some simple tasks are taking way longer to complete than expected and this is a combination of not knowing what to do, would not ask for directions and the lack of/no sense of willingness/eager to complete each task when is required.
- Staff taking time off without giving any notice because they are casual employee.
- Trade staff have limited experience to draw on

## RECOMMENDATIONS / CONCLUSIONS

Any recommendations to improve future delivery

- Apprenticeship:
  - Remove current Busy at Work apprentice from apprenticeship as they have been on long term leave with no return date so far.
  - Engage with a training provider to enrol both Trade Assistant as apprentices
  - Ensure training provider can support apprentices undertaking their block training on Thursday Island.
- Workshop
  - Improve repair lighting



**ORDINARY COUNCIL MEETING # 7**

**Agenda Item 10.3**

**Thursday 31<sup>st</sup> October 2024**

**Seisia IKC**

- Invest in specialist tools for the workshop.
- Invest further into training and personal development of existing staff.
- Further implementation of the MENTOR APM asset management system into the workshop



**AGENDA ITEM 11**  
**ORDINARY COUNCIL MEETING #7**  
**Thursday 31<sup>st</sup> October 2024**  
**Seisia IKC**

## **11. Mayor Verbal Report**



**Title of Report** CEO Report

**Agenda Item:** 12

**Classification:** For Noting

**Author** Chief Executive Officer

**Attachments** ILUA Register Extract  
Limited Program Schools List  
HR Manager Report

## Officers Recommendation:

### That Council:

- Note the Report

## 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*

Under the Local Government Act, Council is required to have a 5 year Corporate Plan. Copies of the updated corporate plan were provided to Community Members and Staff at Community Meetings and published on the website.

### *Annual Operational Plan and Budget*

The 2024-25 annual operational plan and budget was adopted at the special budget meeting. Monthly operational budget reporting at a job cost level is being provided to managers each month. These were used to update the reporting of the P&L for the council at this meeting. The Q1 update of the operational plan was provided today.

## KEY PROJECT UPDATES

### *Use of Sand and Gravel*

The Gravel ILUA has been registered on 24 October 2024. The ILUA Register is attached to this report. This is a great achievement by NPARC working in collaboration with Traditional Owners. We are working on the delivery of the requirements of the ILUA.

### *Works for Queensland*

There has been no communication from the minister in response to the correspondence sent regarding W4Q allocations. This will be followed up post election. Projects were approved by the Department in early October, with the project funding schedule provided on 22/10.

### *Bypass School*

A long term piece of advocacy has been the registration of NPA State College as a Bypass School, to support parents wishing to access boarding school with the process. This has now been finalised by the state and commonwealth. We have requested the state do some media regarding this.

This will be of great assistance to families.

#### *Indigenous Centre of Excellence*

The CEO has been discussing this with Arun and requested a further presentation be made to elected members to make an informed decision. Unfortunately there has been very little information provided previously which has left the sector concerned about the governance and future of the Centre.

## HUMAN RESOURCES

HR Manager report is attached to this report.

Tabled with this report is the Apprentices list information received from Department of Training. Since amalgamation a total of 75 apprentices / trainees have been on a registered agreement with NPARC.

There has been recruitment occurring for the Finance Manager and Management Accountant Positions. Unfortunately the successful applicant for Finance Manager withdrew. The management accountant position has been filled.

The recruitment process for the EM – Building and Infrastructure was completed with Rob James the successful candidate. Recruitment for a permanent EM – Corporate and Finance Services is ongoing, but we are thankful to have Lew Rojhan joining us for the next 3 months to provide some support.

## UPCOMING MEETINGS & VISITS

The following upcoming visits and meetings are scheduled.

Date	Time	Purpose	Venue
01/11	8.30am to 10am	Trustee Meeting	Bamaga Boardroom
	<i>All day</i>	<i>Visit by TSC</i>	<i>TBC</i>
04/11	9am to 1pm	Regional Interagency	Cairns
	<i>2pm to 4pm</i>	<i>Indigenous Centre of Excellence</i>	<i>Boland Centre</i>
05/11	9am to 1pm	TS & NPA ROC Meeting	Cairns
	2pm to 5pm	Regional Governance Assembly	Cairns
06/11	All day	TCICA Meeting	Cairns
11/11	All day	Remembrance Day	
	10am to 1pm	LTC Meeting	Bamaga Boardroom
	1pm to 3.30pm	NPA LDMG	Bamaga Boardroom
13/11	9am to 11am	Meeting with CEQ re CCH Proposal	Bamaga Boardroom
	12.30pm to 2.30pm	Technical Working Group	Bamaga Boardroom
25/11	10am to 5pm	Trustee Meeting	Bamaga Boardroom



**ORDINARY COUNCIL MEETING # 7**  
**Agenda Item 12**  
**Thursday 31<sup>st</sup> October 2024**  
**Seisia IKC**

26/11	All day	Council Meeting	Bamaga Boardroom
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# Extract from Register of Indigenous Land Use Agreements

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<b>NNTT number</b>	QI2024/009
<b>Short name</b>	NPARC Quarrying ILUA
<b>ILUA type</b>	Body Corporate
<b>Date registered</b>	24/10/2024
<b>State/territory</b>	Queensland
<b>Local government region</b>	Cook Shire Council, Northern Peninsula Area Regional Council, Torres Shire Council

---

## Description of the area covered by the agreement

### 5 ILUA Area

5.1 This Agreement applies to the ILUA Area.

5.2 In addition to the ILUA Area, this agreement applies to specifically identified activities outside the ILUA Area.

[Schedule 1A (Approved Pits), Schedule 1B (Water Points) and Schedule 1C (Pit 71, Pit 88, Pit 89) form part of the agreement. A copy of Schedules 1A, 1B and 1C is attached to this Register extract.]

The following general description of the agreement area has been provided by the National Native Title Tribunal to assist people to understand the location of the agreement area. It is provided for information only and should not be considered part of the Register of ILUAs:

*The agreement area consists of two areas with a total combined area of about 6,861 sq km and is located approx. 75 km north east of Weipa on the Cape York Peninsula.]*

**Agreement** means this document [the Northern Peninsula Area Regional Council Quarrying Indigenous Land Use Agreement] including all schedules.

**Approved Pits** means:

- (a) the areas identified by the maps shown in Schedule 1A; and
- (b) any additional area agreed to form part of this Agreement pursuant to Clause 6.5.

**ILUA** means Indigenous Land Use Agreement.

**ILUA Area** means the whole of the NCY #1 Determination Area.

**Indigenous Land Use Agreement** has the meaning given in the NTA.

**NCY #1 Determination** means the determination of native title made by the Federal Court in *Woosup on behalf of the Northern Cape York Group #1 v State of Queensland (No 3)* [2014] FCA 1148.

**NCY #1 Determination Area** means that part of the NCY #1 Determination in which native title rights and interests exist.

**NTA** means the *Native Title Act 1993* (Cth).

**Pit 71** means the area shown by the plan attached to this Agreement in Schedule 1C.

**Pit 88** means the area shown by the plan attached to this Agreement in Schedule 1C.

**Pit 89** means the area shown by the plan attached to this Agreement in Schedule 1C.

**Quarry** means to dig, extract, win or remove Quarry Material.

**Quarry Material** means means stone, gravel, sand, rock, clay, earth and soil.

**Water Points** means those locations that are described in Schedule 1B and which are utilised by NPARC to extract water in order to Quarry.

## Parties to agreement

### Applicant

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<b>Party name</b>	Ipima Ikaya Aboriginal Corporation RNTBC (ICN 8114) (IIAC)
<b>Contact address</b>	c/- Cape York Land Council Aboriginal Corporation PO Box 2496 Cairns QLD 4870

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<b>Party name</b>	Northern Peninsula Area Regional Council (NPARC)
<b>Contact address</b>	c/- Preston Law 15 Spence Street Cairns QLD 4870

### Other Parties

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<b>Party name</b>	N/A
<b>Contact address</b>	N/A

## Period in which the agreement will operate

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<b>Start date</b>	not specified
<b>End Date</b>	not specified

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## 3 Commencement

3.1 Subject to clause 3.2, this Agreement commences on the later of:  
(a) the day the Agreement is executed by all of the Parties; or  
(b) if executed by the Parties on different days—the last of those days.

3.2 Clauses 5 to 8 commence on the Commencement Date.

## 17 Termination and review

17.1 This Agreement will not be terminated, other than for breach of a fundamental condition.  
17.2 Without limiting the operation of clause 13, the Parties will collaboratively review the operation of this Agreement on the third anniversary of the Commencement Date, and each three years after that.

**Commencement Date** means the day after this Agreement is Registered.

**Parties** means the parties to this Agreement.

**Register of Indigenous Land Use Agreements** has the meaning given in the NTA.

**Registered** means registered on the Register of Indigenous Land Use Agreements.

## Statements of the kind mentioned in ss. 24EB(1) or 24EBA(1) or (4)

## 6 Future Acts

6.1 The Parties consent to:  
(a) NPARC Quarrying within the Approved Pits, to the extent it is a Future Act;  
(b) the grant of a Sales Permit to NPARC for it to Quarry in the Approved Pits, to the extent it is a Future Act;  
(c) the authorisation of NPARC to Quarry on Aboriginal Land within the Approved Pits given by the grantee of the Aboriginal Land concerned, to the extent it is a Future Act; and  
(d) NPARC using any Water Points to take water, to the extent such activities are Future Acts;  
(e) NPARC rehabilitating any areas within the ILUA Area used by NPARC for Quarrying to the extent such activities

are Future Acts, provided such rehabilitation occurs consistently with clauses 10 and 11 and Schedule 3 of this ILUA;

(f) anything necessary for, or reasonably incidental to, the matters set out in (a) to (d), to the extent it is a Future Act.

6.2 The Parties acknowledge that the Non-extinguishment Principle applies to the Future Acts described in clause 6.1.

6.3 It is a condition of the consent in this clause that any Quarry Materials from, or Water Points within, the ILUA Area are not used other than for:

- (a) local government purposes (excluding the purpose of undertaking a Business Activity);
- (b) reasonable community purposes at the request of community members or organisations, for example for headstone unveilings, and works associated with infrastructure installed by community members or organisations, provided NPARC is not generating a commercial return from the use of Quarry Materials in this way; or
- (c) uses associated with projects being undertaken by the State Government or Commonwealth Government (or an agency of the State Government or Commonwealth Government).

6.4 The parties agree that nothing in this Agreement affects rights held by NPARC under the Existing ILUA, including in respect of any Future Acts that are validated under the Existing ILUA.

6.5 Clauses 6.6 to 6.14 apply if NPARC wishes to use part of the ILUA Area that is not an Approved Pit or Water Point under this Agreement.

6.6 NPARC may give IIAC or a Nominated Entity a notice (a **New Area Notice**) of NPARC's request to use part of the ILUA Area as if it were an Approved Pit or Water Point under this Agreement (**New Area**).

6.7 A New Area Notice must provide details of:

- (a) the location of the New Area;
- (b) any relevant extract from the Aboriginal Cultural Heritage Register or Aboriginal Cultural Heritage Database under the *Aboriginal Cultural Heritage Act 2003* (Qld), or the Torres Strait Islander Cultural Heritage Register or Torres Strait Islander Cultural Heritage Database under the *Torres Strait Islander Cultural Heritage Act 2003* (Qld);
- (c) the date from which NPARC wishes to commence using the New Area;
- (d) where the New Area is proposed to be used for Quarrying, a detailed Work Program for the New Area that complies with Schedule 2, Clause 5.2(c) of the CHA;
- (e) any other information reasonably requested by IIAC.

6.8 IIAC or the Nominated Entity must respond to a New Area Notice within forty (40) Business Days of receiving a New Area Notice (**New Area Response**).

6.9 The New Area Response must identify whether IIAC or the Nominated Entity approves, approves with conditions, or refuses to approve NPARC's request to use a New Area set out in a New Area Notice.

6.10 If IIAC or the Nominated Entity refuses to approve a New Area, or imposes conditions on the use of a New Area, IIAC or the Nominated Entity will provide details of its reasons for the refusal (or the imposition of any conditions) within twenty (20) Business Days, so that the Parties can attempt to resolve any Dispute between them under clause 14.

6.11 If the New Area Response approves a New Area without conditions:

- (a) this Agreement applies to the New Area as if it were an Approved Pit or Water Point (as the case may be); and
- (b) NPARC may use the New Area as if it were an Approved Pit or Water Point (as the case may be).

6.12 If the New Area Response approves a New Area with conditions, and NPARC has given IIAC or the Nominated Entity notice of its acceptance of the conditions:

- (a) this Agreement applies to the New Area as if it were an Approved Pit or Water Point (as the case may be).;
- (b) NPARC may use the New Area as if it were an Approved Pit or Water Point (as the case may be).;
- (c) any condition contained in the New Area Response shall be binding on NPARC in relation to the New Area as though the condition were a term of this Agreement.

6.13 If NPARC disputes a condition contained in a New Area Response, then the dispute resolution process in clause 14 applies to any Dispute concerning the New Area Response.

6.14 To avoid any doubt, the Parties agree that IIAC and any Nominated Entity are under no obligation to approve any New Area Notice.

6.15 IIAC or a Nominated Entity may, by written notice to NPARC, request that a particular Approved Pit, part of an Approved Pit, or Water Point is closed (**Closure Notice**).

6.16 The Closure Notice must:

- (a) identify the Approved Pit, part of an Approved Pit, or Water Point to be closed;
- (b) nominate a date by which the identified Approved Pit, part of an Approved Pit, or Water Point is to be closed. That date may not be sooner than four (4) months from the date the Closure Notice is given;
- (c) provide reasons for the proposed closure of the Approved Pit, part of an Approved Pit or Water Point (as the case may be).

6.17 If IIAC or a Nominated Entity provides a Closure Notice, then IIAC and NPARC agree to meet within thirty (30) days of the date the Closure Notice is served, with the purpose of the meeting to discuss the Closure Notice and whether it is feasible to close the Approved Pit, part of an Approved Pit, or Water Point (as the case may be) identified in the Closure Notice.

6.18 While the parties agree to act in good faith in participating in the meeting contemplated by clause 6.17, IIAC acknowledges that:

- (a) the Approved Pits provide Quarry Material that is essential for NPARC to utilise for the benefit of the Northern Peninsula Area community;
- (b) the timing of any closure of an Approved Pit, or part of an Approved Pit, will have regard to NPARC's demand for Quarry Material;
- (c) the use of the Water Points is also essential for NPARC to carry out local government activities for the benefit of the Northern Peninsula Area community;
- (d) the Approved Pit, part of an Approved Pit, or Water Point specified in a Closure Notice may not be closed and rehabilitated by the date nominated in the Closure Notice.

**Aboriginal Cultural Heritage** has the meaning given in the *Aboriginal Cultural Heritage Act 2003* (Qld).

**Aboriginal Land** has the meaning given in the *Aboriginal Land Act 1991* (Qld).

**Business Activity** has the meaning given in the *Local Government Act 2009* (Qld).

**Business Day** means a day that is not a Saturday, Sunday or Public Holiday.

**CHA** means the Cultural Heritage Management Agreement which is Schedule 2 of this ILUA.

**Dispute** means a difference or disagreement between the Parties about the operation of this Agreement.

**Existing ILUA** means the Northern Peninsula Area Regional Council Northern Cape York Group #1 Indigenous Land Use (Area) Agreement, dated 15 October 2014 – Indigenous Land Use Agreement (QI2014/075) registered on 2 April 2015.

**Future Act** has the meaning given in the NTA.

**Nominated Entity** means an entity nominated in writing given to NPARC by IIAC for the ILUA Area (or any specified part of the ILUA Area):

- (a) to receive the Royalty Fee payable in accordance with clause 8 of this Agreement (or any specified part of it); or
- (b) to perform contractual obligations under clauses 6 and 11.

**Non-extinguishment Principle** has the meaning given in the NTA.

**Public Holiday** means a day that is a public holiday in Bamaga.

**Royalty Fee** means the annual sum calculated in accordance with clause 8 and, where the context requires, any instalments of the Royalty Fee.

**Sales Permit** has the meaning given in the *Forestry Act 1959* (Qld).

#### **Attachments to the entry**

[QI2024\\_009 Schedule 1A - Approved Pits \(Part 1 of 2\).pdf](#)

[QI2024\\_009 Schedule 1A - Approved Pits \(Part 2 of 2\).pdf](#)

[QI2024\\_009 Schedule 1B - Water Points.pdf](#)

[QI2024\\_009 Schedule 1C - Pit 79, Pit 88, Pit 89.pdf](#)

Schools with year levels that can be bypassed for access to Queensland Government *Living Away from Home Allowances Scheme (LAFHAS)* and Australian Government *Assistance for Isolated Children (AIC) Scheme*, *ABSTUDY* assistance and Youth Allowance.

Code	School	Year Levels	Bypassable Year Levels
0517	<b>Alpha State School</b> Milton Street ALPHA QLD 4724	PY-10	7 to 10
0312	<b>Aramac State School</b> Porter Street ARAMAC QLD 4726	PY-10	7 to 10
0274	<b>Aurukun State School</b> Wuungkam Street AURUKUN QLD 4871	0P-12	7 to 12
0299	<b>Blackall State School</b> Cnr Hawthorne and Shamrock Streets BLACKALL QLD 4472	PY-12	11 and 12 only
0379	<b>Bwgc Colman Community School</b> Creek Road PALM ISLAND QLD 4816	0P-12	7 to 12
0289	<b>Cunnamulla P-12 State School</b> 17 Francis Street CUNNAMULLA QLD 4490	0P-12	11 and 12 only
1001	<b>Dirranbandi P-10 State School</b> Jane Street DIRRANBANDI QLD 4486	PY-10	7 to 10
0330	<b>Doomadgee State School</b> Goodeedawa Road DOOMADGEE QLD 4830	0P-10	7 to 10
0388	<b>Hughenden State School</b> Moran Street HUGHENDEN QLD 4821	PY-12	11 and 12 only
1723	<b>Injune P-10 State School</b> Cnr Hutton Street & Fourth Avenue INJUNE QLD 4454	PY-10	7 to 10
0460	<b>Kowanyama State School</b> Kowanyama Street KOWANYAMA QLD 4871	0P-10	7 to 10
0505	<b>Lockhart State School</b> Puchewoo Street LOCKHART RIVER QLD 4871	0P-12	7 to 12
0291	<b>Mornington Island State School</b> Lardil Street Mornington Island GUNUNA QLD 4871	0P-10	7 to 10
0360	<b>Normanton State School</b> Little Brown Street NORMANTON QLD 4890	PY-10	7 to 10
1243 *	<b>Northern Peninsula Area State College *</b> Sagaukaz Street BAMAGA QLD 4876	PY-12	7 to 12
1594	<b>Quilpie State College</b> Chulungra Street QUILPIE QLD 4480	0P-10	7 to 10
0576	<b>Richmond State School</b> 88 Crawford Street RICHMOND QLD 4822	PY-10	7 to 10
0142	<b>Surat State School</b> 55 Robert Street SURAT QLD 4417	PY-10	7 to 10
0150	<b>Tambo State School</b> 16 Mitchell Street TAMBO QLD 4478	0P-10	7 to 10
0478	<b>Winton State School</b> 71 Cork Street WINTON QLD 4735	PY-12	7 to 12

**Total: 20**

\* From Semester 2, 2024



# Northern Peninsula Area Regional Council

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## HR Monthly Report

**Author:** Leonie Ishmail - HR Manager

**Authorizer:** Kate Gallaway – CEO

**Attachments:** 1 – NPARC Apprenticeship/Traineeship Report

**Purpose of Report:** HR Monthly Report – October 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 – 141
- Part Time – 10
- Casual – 106

### **Resignation/Terminations**

<b>New of Employee</b>	<b>Position</b>	<b>Department</b>
Stephine Bond	Finance Coordinator	Finance and Corporate Services
Victor Sebasio	Storemen	Finance and Corporate Services

### **Upcoming Training**

- Forklift Training

## 2. Recruitment

### Positions Advertised:

Position	Status
Sports and Recreation Coordinator	Advertise position
Sports and Recreation Officer	Readvertise position – no suitable applicant
Events Coordinator	Readvertise position – no suitable applicant
Events Officer	Advertise position
Waste Leading Hand	Reviewing applicants /Interview process
Administration Officer – Jardine River Ferry	Readvertise – suitable applicants
Administration Officer – Bamaga	Reviewing applicants /Interview process – delayed due to sorry business.
Jardine Ferry Supervisor	Reviewing applicants /Interview process – delayed due to sorry business.
Fleet and Workshop Admin Officer (6 months)	Successful applicant appointed, however declined position – Manager to advise forward process.
Diesel Fitter Automotive	Interview process

### New Appointments

No new appointments to report.

### **NPARC Apprenticeship and Traineeships.**

A total 75 apprenticeship/traineeships NPARC has supported over the past 10 years, see break down below and attachment for further information.

- 43 Apprenticeships, 16 completed, 3 active, 23 cancelled, 1 expired.
- 32 Traineeships, 9 completed, 1 active, 18 cancelled, 1 withdrawn, 3 expired.

Title	Total	Active	Completed	Cancelled	Withdrawn	Expired
<b>Apprenticeship</b>	<b>43</b>	<b>3</b>	<b>16</b>	<b>23</b>	<b>0</b>	<b>1</b>
<b>Traineeship</b>	<b>32</b>	<b>1</b>	<b>9</b>	<b>18</b>	<b>1</b>	<b>3</b>

### **Work Health & Safety**

#### **Incidents**

- 3 x Incidents / Injury reports.
- 2 x Hazard reports

#### **Induction**

- No induction conducted.

#### **Training**

- Training for Animal Management team on Pest Management completed.
- Ongoing training for Cert IV Animal Management Training for 3 x employees

#### **Toolbox Meeting**

- Toolbox talk month was Take 5 for Safety and PPE delivered by Workfront Managers.

#### **Workcover cases**

- Two employees under Workcover – Ongoing.

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

- Admin employee continuing work on light duties.

#### **Site Inspection**

- None to report.

#### **Complaints received:**

- No complaints received.

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

- Weekly Prestart Meeting forms
- Toolbox Safety Awareness Talk Sign on Sheets
- Any SWMS filled out for the week.
- Any Take5 books filled out for the week.
- All vehicle prestart checklist (we will pass onto workshop)

### **Other Works**

- Meeting with Cairns council WHS Manager to discuss WHS Systems.
- Continual update of Safeplan system.
- Continual Identification of training needs
- Visit from Worksafe QLD

### **Positives**

- Improvement with returning of SWMS, prestart & toolboxes.

### **Concerns for Improvement**

- Our continual involvement at all work fronts is having a positive impact for NPARC to achieve a better Safety Culture mine set.
- Getting message across to Managers and supervisors of the understanding of the importance of reporting and recording of WHS information.
- Continual roll out of current Safeplan system while looking at future proofing the WHS area in terms of making it a practical program to deliver.

### **RECOMMENDATION**

Report for HR and Work Health and Safety be received and noted.

Thank you.



**AGENDA ITEM 13**  
**ORDINARY COUNCIL MEETING #7**  
**Thursday 31<sup>st</sup> October 2024**  
**Seisia IKC**

### **13. Presentation from Advisor**



**Title of Report:** September Operations Information Report

**Agenda Item:** 14.1

**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. Umagico to Bamaga Cycleway

- Aurecon has submitted the 100% design drawings on 23 August 2024.
- Further review comments have been received from TMR – Council is currently considering whether to respond to these queries and make further design amendments.
- Council has contacted Alchemy and A-WAY for quotes to supply a prefabricated bridge over Nona Creek. A-WAY quote came in at \$113k and are based on the Sunshine Coast while Alchemy quote came in at \$62k and are based in Cairns which will also mean lower transport cost.
- Council has engaged Alchemy and draft design documentation has been received.

##### Forecast Activities Next Month

- Council will consider how to respond to the additional design review comments
- Council will be prioritising the construction of the Umagico and Bamaga sections of the cycleway, along with the installation of the bridge.
- Procurement of the bridge is expected to occur by October.

##### 2. Bamaga to Seisia Cycleway

- 80% Design submission issued to TMR on 5 August 2024.
- 80% Review comments have been received from TMR – Comments are minor in nature and 100% design submission will be completed by October to close out this project.

##### Forecast Activities Next Month

- 100% design package to be submitted
- Project to be acquitted.

### 3. NP1 – Ferry Road Southern Approach

- Contractor is continuing with their gravel extraction activities and earthworks operations. Contractor currently on site through to 29 October and will be returning back to site on 4 November.
- Contractor currently has an estimated 6-7km of pavement and earthworks remaining to be completed, along with table drain and drainage works.
- Contractor is currently behind program and there are concerns whether the whole project will be delivered before the wet season. These concerns have been expressed to the Contractor and a request for an updated, expedited program will be issued.
- 1km of the project has been sealed. Improvements to quality are required and have been communicated to the Contractor and appear to have been implemented in subsequent pavement preparation sections.
- Contractor has mobilised a second road crew to improve productivity. A third crew is yet to be mobilised as advised by the Contractor.
- Traffic management is in place over the project extents.
- The Contractor continue to work on a 3:1 roster. Aurecon site inspector Ben Campbell is currently on site, with Kyle Carter-Tobin to return next swing

#### **Forecast Activities Next Month**

- The Contractor is expected to continue earthworks operations and commence culvert and concrete works over the next month.
- Pavement works will continue to be undertaken in stages as earthworks are completed progressively, with further sealing likely to occur toward the end of October.

### 4. NP2

- NP2 is currently on hold due to funds having been reallocated to NP1.
- Additional betterment funds have been secured through QRA which may be used to help with delivery of NP2 and NP1.
- A meeting with TMR was undertaken with TMR on 22 August to discuss how these additional funds can be utilised to maximise delivery for Council by reallocating funds back to NP2. TMR had no objections to the delivery strategy and reallocation of funds proposed, however, requested a letter formally requesting this approval to present back to the Australian Government.
- Aurecon prepared a letter and issued this to TMR on 28 August 2024. We currently await feedback/approval of the letter.
- If the letter is approved, the delivery strategy for NP2 is summarised as follows:
  - Re-creating design model to validate quantities and support technical queries from Contractor. Design drawings will not be reproduced.
  - Advertise Tender in February
  - Construct during 2025 dry season with a June 2026 completion date for contingency
  - It is noted that whilst we intend to construct the whole NP2 project, we may be constrained by budget and will need to de-scope accordingly
  - Would look to start at the Ferry end and progress toward town

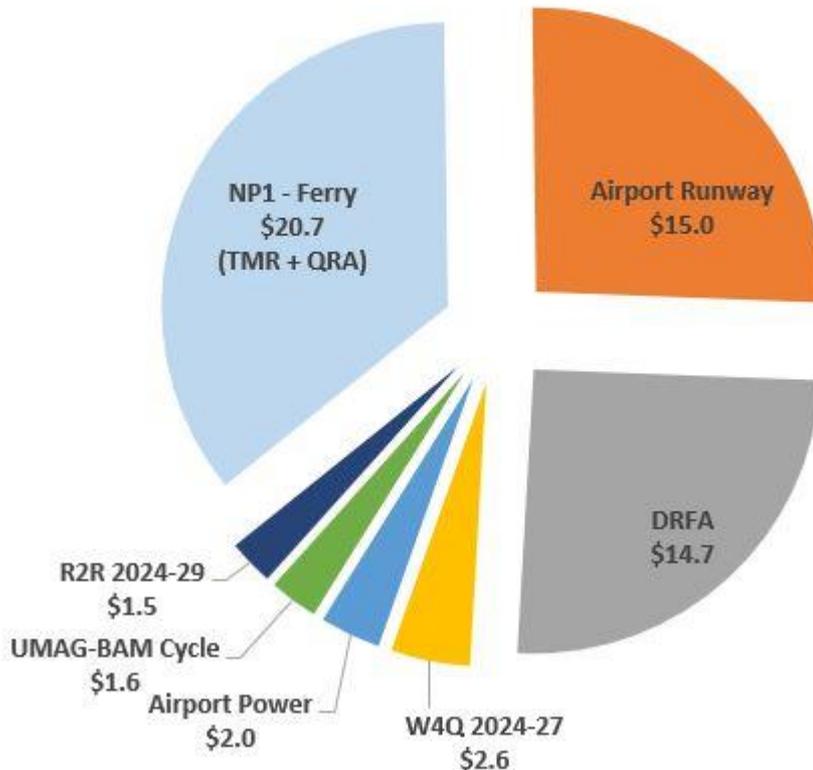
### 5. Pre-Qualified Supplier Register

- Prequalified Suppliers on the existing register have been contacted to provide updated rates for the next financial year
  - Tender was advertised for new businesses to register their services on Council's prequalified suppliers lists for both trade services and plant machinery hire (Civil and Building Works). The tender closed on 2 August 2024 and tenders are currently being reviewed and assessed.
  - A tender evaluation report and updated prequalified suppliers register has been prepared and was received by Council on Wednesday 16 September 2024 along with the updated registers.
  - Council to review report recommendations and issue letters of acceptances to successful suppliers.
6. Environmental Management Register – Removal of Lot 7
- A Preliminary Site Investigation Report has been prepared
  - Council has engaged a Contaminated Land Auditor and an initial meeting has been held between Council, Aurecon, and the Auditor
  - Project is now entering the next phase whereby additional information is being prepared to supply to auditor to make assessment. Aurecon are currently awaiting further information from Defence to close out Preliminary Site Investigation report and progress to next stage.
7. Grant Applications
- Council has submitted grant applications (on 16 August) under the Housing Support Program – Community Enabling Infrastructure scheme for the following project:
    - Bamaga 20 Lot Social Housing Development
    - Umagico 9 Lot Social Housing Development, Stage 3 – Mooka St
    - New Mapoon Social Housing Development – Langie Draha St Upgrade
    - Seisia 32 Lot Residential Development
  - Council submitted an application under the Safer Local Road Infrastructure Program (SLRIP) for the following project:
    - Injinoo Back Road Section 2 (south of Muttee Heads turn off)
    - Design works completed and estimate prepared
    - Application seeks funding for construction of this section of road (~4km)
    - Application was submitted 30 September
  - Council submitted a grant application under TMR's 2025 Cycle Network Local Government Grants Program on 30th September
    - Application is for funding to construct the New Mapoon to Seisia Cycleway, currently under design.

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 (58.1M)



0. 2023 REPA Town Streets (3105-4810)
  - Tender recommendation presented to Special Council Meeting Thursday 17 October. Contract awarded to Yusia NPA. Council supplying Principal Supplied Materials including reinforcement and concrete.
  - **Forecast activities next month**
  - Prestart scheduled for this week. Work to commence on site by end of October.
1. 2023-24 TC Jasper - Emergency Works (3105-4811)
  - Claim for \$545,000 fully approved by QRA, awaiting payment.
2. 2023-24 TC Jasper – Major Roads (3105-4812)
  - Construction progressing – PDR, Mutee Head, Punsand Bay Roads completed, and Pajinka Road to the Somerset Road turnoff complete, currently working on Ferry Road and Pajinka Road North.
3. 2023-24 TC Jasper – Minor Roads (3105-4813)
  - Tender awarded to Yusia NPA. Works scheduled to commence Monday 21 October 2024.
4. 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 1.63M. Total project value \$2.05M.
- Ergon has completed the design phase. Ergon is finalising 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.
- Connection scope from the Ergon Pillar Box to all the current facilities at the airport including the terminal, strip lighting, fuel, house, generator, etc. This was undertaken by qualified electricians last week. Scope received and tender documents currently being prepared.

#### **Forecast Activities Next Month**

- Develop Tender documents and call for Tenders with this aim of completing some of the scope prior to the wet season.

#### **5. Sebasio Street Powerline Upgrade**

- Awaiting confirmation of W4Q projects prior to awarding works.

#### **Parks & Gardens**

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

Parks and Gardens Provided assistance to the following:

- Injinoo Funeral
- Bamaga Funeral

Other activities worked on by P&G as follows:

- Gowa Close drain cleaning (130m)
- Elu street drain cleaning (150m)
- Woosup Street (300m)
- Injinoo drain at church (400m)
- Road / street side litter collection

Annual prewet cleanup is being planned and publicised for November, proposed dates are as follows:

- Injinoo Week - Monday 11<sup>th</sup> to Friday 15<sup>th</sup> November 2024 (Crew 1)
- Seisia Week - Monday 11<sup>th</sup> to Friday 15<sup>th</sup> November 2024 (Crew 2)
- Umagico Week - Monday 18<sup>th</sup> to Friday 22<sup>nd</sup> November 2024 (Crew 1)
- New Mapoon Week - Monday 18<sup>th</sup> to Friday 22<sup>nd</sup> November 2024 (Crew 2)
- Bamaga Week - Monday 23<sup>rd</sup> to Friday 27<sup>th</sup> November 2024 (Crew 1 & 2)

#### **Works**

##### **Roads**

Packed up Cattle yard panels into reg services shed. Carted aggregate and sand into the batching plant. Cleaned out Umagico depot and started ion Injinoo depot. Assisted with funerals. Assisted with transferring waste from the transfer station to the landfill. Patching Potholes around communities. Installing emergency firebreaks when required.



### **Solid Waste**

Normal operational have been completed with minimal disruption. Contractors and Roads crew were used to transfer waste streams out to the landfill as required.

Skip bin services continue to businesses and to support community when requested.

### **Wastewater**

Scheduled servicing and maintenance activities have been undertaken at the seven pump stations and three lagoons. Contractors have been engaged to assist where necessary.

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

Works are progressing at the Seisia sewer pump station near the community hall, these works are state managed ICCIP works.

### **Water**

The month of September brought some challenges to the water treatment plant and network mainly with the hotter weather starting to take hold and water demand has been on the increase throughout the NPA and level 3 water restrictions remain in place meaning the ban of all sprinkler usage and the community asked to please continue to conserve water. With the demand continuing to remain high, rolling water outages will again need to be introduced to be able to get the reservoirs to a suitable level. Water restrictions will remain in place until we see a drop in demand to ensure residents can continue to have water. Reservoir levels were very erratic due to the reservoir liner project, yet water to all communities was maintained.

Rainfall in Bamaga was recorded at 15.8 mm, which was above the average, recorded for September of 5.3 mm

The total water production (filtrate) volume for Bamaga WTP for the month was 151.82 ML, averaging 5.060 ML/day.

Membrane PDT results for Trains A and B remain at 8 and 12, respectively. All equipment, including but not limited to the replacement membranes and paddle blinds, is onsite. Veolia will continue monitoring and tracking PDT results and the condition of the current membranes to determine the replacement date and mobilise any additional personnel and spare tools to expedite the replacement process.

Veolia has been working with the State Government on the proposed WTP CMF Upgrade, facilitating funding efforts supplying all necessary supportive material and information. Further discussions have been held with identified stakeholders, with some additional information requested.

Raven is progressing the state government-managed reservoir relining project, having now completed all 4 outer communities and only Bamaga remaining which is due to start early October.

September saw the commencement of the shed construction for the new air compressor installation, construction should be completed early October and the compressors will then be installed the shed and all electrical and plumbing to be completed soon after

13 residential leaks were inspected and handed over to NPARC.

0 commercial leaks were inspected and handed over to NPARC.



4 mains leaks were identified and repaired.

There were 0 new service requests and 0 new service installations completed in the period.

There were 0 OHS incidents, 0 environmental incidents.

**Workshop**

Fleet and workshop Manager is presenting to Council today.

**Rangers**

Daily operational tasks completed in September

- Road Checks and clear fallen trees to Pajinka
- Check swimming areas if it's clean.
- Tourist management/engagement on Country – making sure they are camping in the right areas and giving directions as needed.
- Biosecurity Fee for Service - marine debris beach cleanup Vyrilia Point, coastal surveillance, plant host mapping, ghost net finds, vegetation management (all biosecurity activity is submitted to biosecurity through their Top Watch app)
- Preparation for Crab Island turtle monitoring 1<sup>st</sup> of October.
- Tangaroa Blue Beach Clean Up 5 Beach Loop 23-27<sup>th</sup> September.
- Cutting of firewood for sorry business and tombstone unveiling in the community.
- Turtle monitoring camp start 1<sup>st</sup> – 30<sup>th</sup> of September Jardine Beach, Cape York Adventures transported buggy to Jardine Beach and People for Wildlife boat transporting rangers across the river so that rangers can continue with their turtle monitoring camp (on the other side of Jardine mouth). Two groups of six are rotating weekly.
- Both Rangers Vessels were unserviceable for September due to AMSA prohibition notices
  - Rangers vessels are expected to be back in service in October

**Airport**

The NPA airport has remained operational through September.

Sales figures for September are as follows:

Sale item	Monthly Totals	Comments
Jet A-1 litres	16,973.15	
Jet A-1 sales	\$45,827.51	
Avgas litres	9,636.78	
Avgas sales	\$33,246.89	
Landing fees	\$6,073.63	
Passenger tax	\$632.73	August
Parking Fees	\$10.90	August

Sale items	Skytrans	Other airlines	Total



Flights in/out	45	106	151
Passengers in/out	1,600	27	1,627

Major Maintenance issues identified/corrected.

Boundary Fencing	Funding opportunities continue to be applied for. Materials for a small repair around the apron and storage area are being sourced now.
Main Generators has faulted	Awaiting for parts to arrive Quotes have been sought for a replacement for this generator as the supplier has advised the genset has reached it reliable usage life going by hours.
Fuel Supply	NQ Petro engaged to: <ul style="list-style-type: none"> <li>- Replace Point of sale equipment</li> <li>- Expected to be in the NPA in late November / early December to undertake these works</li> </ul>

The annual technical inspection is expected to be undertaken in late October.

Airport HR

Nothing to note for September

## 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



ORDINARY COUNCIL MEETING # 7

Agenda Item 14.1

Thursday 31<sup>st</sup> October 2024

Seisia IKC

## FINANCIAL AND RESOURCE CONSIDERATIONS

Operational budget expenditure

## CONSULTATION

Works Manager

Parks and Gardens Supervisor

Ranger Coordinator

Workshop Manager

NPARC Project Managers

Airport Manager

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

**Agenda Item: 14.2**

**Classification: For noting**

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

**Attachments Nil**

## 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

In September, the Community Services team, despite facing significant staffing challenges, remained committed to delivering quality services across the IKC, Sports and Recreation, and Events departments. The absence of both a Sports and Recreation Officer and an Events Coordinator continues to be a challenge, though recruitment efforts are ongoing. In the interim, the team has worked together to fill these roles internally. Throughout the month, our focus has been on providing essential services to our five communities, which included funeral assistance, organising the NAIDOC event at NPA College, facilitating community meetings, finalising post-Rodeo event logistics, and preparing for the upcoming Christmas light competition. Additionally, the team has supported various community-led initiatives, maintained strong partnerships with local organisations, and began planning for holiday season events to ensure a vibrant and inclusive atmosphere across all communities.

### Home and Community Care

The Manager for Aged Care will present the report.

### Regulatory Services

#### STAFFING

- Environmental Health – 1 x Person.
- Animal Management – 4 x People. Restructuring is required so there are 2 x teams in community to monitor and better control animal management.
- Illegal Dumping Management – Nil People at present, recruitment is underway. Requires funding to do a bulk cleanup of dumped vehicles.

#### ACHIEVEMENTS

More detail on the progress of deliverables under the operational plan



- All staff present at Rodeo weekend, maintained great standard for keeping stray animals away from all live stock during event.
- Arrival of flea & tick treatments from AMRRIC ready to start handing out when census starts.
- Lorenzo, Winston & Henry in final stages of completing online training for Cert IV Pest Management
- Lequeisha completed her Pest Management Training in Cairns
- Have started a dog pound register to record all movement in/out
- Have started an Action register to record all animal issues.
- Paid outstanding bill for TI Animal Support from March.

## OUTCOMES

### **Impact**

- Still no visiting Vet Program in place, RSM now finalising quotes from various vet service providers.
- Dog pound has been full. Managed to re-home 5 dogs & 7 puppies. Still had to euthanasia 7 dogs.

### **Gaps**

- Needs an administration office person to assist with paperwork recoding, reporting and filing.

## CHALLENGES

- The Regulatory team is facing inadequate working conditions that hinder their ability to perform essential office & field duties effectively. These challenges have contributed to inefficiencies in their workflows, team collaboration and productivity.
- All of the above has been highlighted previously by Managers and Tropical Public Health Queensland

## RECOMMENDATIONS

- As per notes above
- More structured approach to systems and uniformity of forms across council under the LGAQ program.
- All to attend the upcoming Environmental Health & Animal Management Training Workshop 29<sup>th</sup> October 2024
- Look at Yarrabah EH Program sent from David Hancock.
- Follow up on Stronger Dog Laws – Safer Communities Project – Merlene Allsopp
- Proceed with horse euthanise program

## Injinoo Service Station

### STAFFING

According to the plan, the Service Station structure regarding staffing should be as follows:

Full-Time Manager

Full-Time Service Station Attendant 2x

Part-Time Service Station Attendant 2x

We currently have 5 Staff on the roster. This consists of 2x Full Time and 3x Casuals. The Casuals consist of one weekly, one after school hours, including weekend, and the final casual is exclusively working on weekends. In September there were no further training or upskilling of staff. Further development



and progression would greatly benefit the staff and Service Station team. In the coming weeks, we need to review contracts with the possibility of a contract conversion or upgrade for one of the casual employees. In general, staffing was satisfactory with good attendance and performance from staff.

### SCOPE OF DELIVERY

Through September essential services and products were supplied to the community and customers. The sales of fuel, groceries, and general merchandise were made. The residents of the local community have been the main customers, along with NPARC vehicle fleet, additionally internal requisitions for fuel and goods. Also, fuel was provided to local business through the month as well, in form of purchase orders. The operating times for the Service Station were 8am to 5pm Monday to Friday, and 1pm to 5pm on weekends. However, through September the occasional weekend hours were amended due to staff and property safety, with community events. We also increased our stock levels to ensure that we are constantly able to supply to community with desired goods. This is also important with the increased tourist activity.

### ACHIEVEMENTS

- Regular hours and attendance from all staff
- Positive relationship with Seaswift and Local depot with on-time deliveries and open communication with Seaswift staff regarding orders
- Fuel, powercards and other stocked items readily available to customers
- Increase of activity and sales with the rise of tourists
- Resolution from Council meeting to commence upgrades to OPT (Outdoor payment terminal) system for after-hours fuel sales.
- Bowser and Fuel pumps service done by NQ Petro
- New/replacement Aircon installation into staff lunchroom done.

### OUTCOMES

#### September Sales

<u>AMOUNTS TENDERED FOR SALES</u>		
CASH	598	14635.45
ACCOUNT	229	62103.60
EFTPOS	1,396	59413.46
		<u>136152.51</u>

### IMPACT

At this current point, the Service Station is meeting the needs of the community. It provides essential goods and fuel to customers. However, there is a great opportunity to further grow with additional services and the extension of trading hours for the tourist season. This will benefit the tourists and local communities. The upgrade to the shop floor layout and the introduction of the new after-hours fuel service system will encourage this growth and production.

### CHALLENGES

The challenges are mentioned in the parts above. There are several challenges from minor to major. These are:

- Storage (New fridge and freezers)
- Security of the Service Station
- Break and entry attempts
- Doors and security alarm system
- Building/Property (Upgrade and security)
- Steel cage needed for back door (has been scoped out by Building team)
- Working Space
- Meeting high expectations from the community
- Turnover and balancing of stock, making sure we are selling what we order and not running out of stock before next arrival of goods – Lack of storage also impacts this.
- Point of sale systems should integrate with the PCS accounting system to generate clear and accurate financial reports, including detailed insights into debtors' and creditors accounts.
- The halt on credit accounts with our suppliers has had a significant impact on our sales, as it has hindered our ability to order necessary goods.

### RECOMMENDATIONS

The recommendations are to approach each challenge and take the appropriate actions.

The challenges have been ongoing. We have identified each challenges and gaps relating to the Service Station's operations. Looking at ways to improve the overall quality of service and implementing those ideas will increase sales, the satisfaction of the customers and the working conditions for the staff to be more productive.

## Umagico Supermarket

### STAFFING

Umagico Supermarket is supported by a team of 13 staff members, comprising 9 full-time employees along with casual staff. Our ongoing focus is on staff development and effective management to ensure the smooth and efficient operation of the supermarket. We are pleased to announce that the position of Supermarket Manager has been filled by Lolife Jacques, the successful candidate. Loli brings extensive experience from her work across various local communities throughout the Cape region. We are excited to leverage her vast knowledge, skills, and leadership to drive the continued growth and success of the supermarket.

### ACHIEVEMENTS

#### Training Initiatives:

Island and Cape continue to offer ongoing training for three staff members, with a focus on Cert III and Cert IV in Retail. These programs are designed to enhance staff skills and qualifications, contributing to improved service quality.

#### Technological Advancements:

The new Smart Retail system is now fully operational, providing enhanced reporting capabilities and improving overall retail operations. With the support of the finance team and BDO, the team is collaboratively working to establish clear processes to ensure seamless integration and operations.



## Freight Initiatives

The 20% Freight Subsidy Scheme is now applied to customers' everyday shopping. This initiative aims to improve the high costs of freight, benefiting both the store and our customers.

## IMPACTS:

### Freight Costs:

Freight continues to be a significant issue, with Seaswift proving too costly. To address this, we are exploring alternative options and freight tenders will soon be open for submissions. Additionally, we will discuss and implement any recommendations to improve future delivery processes. We are committed to finding more cost-effective freight solutions to help mitigate these expenses and keep prices as low as possible for our customers. Discussions have been underway with Seaswift CEO.

## GAPS:

### Operational Gaps:

- No smoke alarms in the store; urgent attention needed.
- No business license; team is working on renewal.
- First aid course refresher needed for staff.
- Power problems at the supermarket due to overload; the store has an 80-amp capacity but is drawing 85 amps, which is a WHS and fire hazard. This is the second occurrence, and updates on an upgrade are needed.
- Tobacco license needs to be completed for any site selling tobacco products; License has been submitted, still awaiting approval.
- Air conditioning units need to be replaced or fixed as they are leaking, posing a WHS issue.

## CHALLENGES:

- Staff not coming to work and not informing managers. There is a need to improve communication and accountability among staff to ensure that operational efficiency is maintained.
- Point of sale systems should integrate with the PCS accounting system to generate clear and accurate financial reports, including detailed insights into debtors' accounts.
- The stop on credit accounts with our suppliers has had a significant impact on our sales, as it has hindered our ability to order necessary goods.
- The growing effect of these challenges is putting additional pressure on the stores overall financial stability and operational efficiency.

## RECOMMENDATIONS:

### Meetings and Communication:

Continue with team-building meetings and BBQs once a month to foster new ideas from the executive and staff in the workplace.

### Freight and Supply Chain:

Explore alternative freight options, such as trucking during the dry season, to reduce costs. Discuss and implement any recommendations to improve future delivery processes.



### Regulatory Compliance:

Address the urgent need for smoke alarms and obtain the necessary business license to operate within legal guidelines.

### Jardine Ferry

The tourist season is now drawing to a close, with most locals utilising the ferry for crossings. Community members are currently employed by the contractor completing roadworks on the south side of the Jardine Ferry. As of November 1st, ferry operating hours will be reduced to 8:00am to 5:00pm, seven days a week. However, workers have requested that the ferry continue to operate from 7:00am to 5:00pm for the remainder of November to aid in completing the bitumen work on the south side of the river before the wet season begins.

Workshop staff are close to completing the outstanding AMSA tasks. Staffing continues to pose a challenge, with recruitment for a Ferry Operator Supervisor and casual staff are underway. Building maintenance is expected to be completed before December 2024.

Despite substantial efforts to tailor the Safety Management System (SMS) and training specifically for our ferry vessel, compliance issues persist, with supervisors not enforcing protocols as required. Additionally, there has been non-compliance by contractors utilizing NPARC facilities, which will now be closely monitored moving forward. persist, with supervisors not enforcing protocols as required. Additionally, there has been non-compliance by contractors utilizing NPARC facilities, which will now be closely monitored moving forward.



**Title of Report:** September Information Report  
**Agenda Item:** 14.3  
**Classification:** For noting  
**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

## STAFFING

The BAS team (BM) consists of 1 x Manager, 3 x Technical Officers

<u>Staff Name</u>	<u>Position Title</u>
Beatrice Nona	BAS Manager
Cathrine Salee	Technical Officer
Salome Nona	Technical Officer
Emily Kepa	Technical Officer

NPARC has formally requested to relinquish the maintenance portal back to QBuild for a period of six months due to low resource levels within the council and the inability to address the substantial number of job cards. This handover will commence by COB **4 October 2024**.

There were **355** aged job cards in **September**.

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 **542** 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.

Row Labels	Count of Work Order
1. < 30 Days Outstanding	187
2. > 30-60 Days Outstanding	42
3. > 61-90 Days Outstanding	100
4. > 91-120 Days Outstanding	46
5. > 121-180 Days Outstanding	120
6. > 181-365 Days Outstanding	38
7. > 366-730 Days Outstanding	9
<b>Grand Total</b>	<b>542</b>

### Contractor meetings

Next meeting will be held **8<sup>th</sup> November 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.

### CHALLENGES

- Limited resources on availability of trades; builders, electricians and plumbers have impacted on progress of minor works.
- NPARC maintenance team are already exhausted in what works they are capable of doing which too often Works need to be outsourced either via our already exhausted external contractors.

### Building Manager update

#### NAHA 5 x Plugins

Successful tender has been awarded to HC Builders; works are full steam ahead with some of the Plugins are at lock up stage already. All works that will be done will be from standard to Gold plated. **Completion will now be pushed out into the new year late January 2025**

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

Current works are ongoing, scopes of works include carports, re-roofing, bathrooms, and kitchen up grades and DISMODS. There was a JOM meeting to discuss the works that will be issued and how NPARC was going to be able to handle load of works. Next meeting will be held middle **November** to discuss 24/25 works. Tenders for upcoming works have been coming Quick and fast.

**Current Purchase Orders – Issued since July 2024**

Type of Works
DRAINPIPE/CONC PATH – 166 WASIU
PAINT PKG – SEISIA
FENCE UPG – 105 MIMI
DISMOD – 19 PABLO
KITCHEN UPG – 49 WARE ST INJINOO
PAINT WORKS – 130 JACOB ST BAMAGA
PAINT PKG – UMAGICO
BATHROOM UPG – 74 LUI ST BAMAGA

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

DESCRIPTION OF WORKS
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 PAINT WORKS – VARIOUS UMAGICO RESIDENCES
CARRY OUT BATHROOM UPGRADE – VARIOUS INJINOO RESIDENCES
CARRY OUT BATHROOM UPG – 270 ORCHID CL BAMAGA
STORMWATER UPGRADES – VARIOUS RES BAMAGA
LAWN LOCKER – 50A SEBASIO ST BAMAGA
LAWN LOCKER – 70 BROWN ST NEW MAPOON
WARDROBE UPG – 194 WASIU ST BAMAGA

**Remote Capital Program (Housing Development)**

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

**Update**

1. The Construction contract was awarded RBS, Richardson’s Building Services (Beep Beep Pty Ltd). The contract documentation has been finalised and is fully executed.
2. Lackon has submitted a fee estimate for stage 2 Project Management Services and is already delivering Stage 2 services using the remaining Stage 1 budget.
3. Future Scope to be procured:
  - o Poi Poi Street Sewer Installation
  - o Renovation of 49 Langie Draha Street, New Mapoon
  - o Demolition, design and reconstruction of 90 Sebasio Street Bamaga

**Key Milestones**

Key Project Milestone	Original Plan Date	Forecast Date (Change from last report)	Actual Date Completed

<b>Engagement of Design Consultant</b>	12/09/2023	02/10/2023	27/10/2023
<b>Concept Design</b>	11/12/2023	09/01/2023	09/01/2023
<b>Development Applications</b>	20/02/2024	21/03/2024	Completed (Date TBA)
<b>Detail Design</b>	23/01/2024	30/05/2024	04/06/2024
<b>Engagement of Construction Contractor</b>	07/05/2024	26/08/2024	02/09/2024

<b>Issue Construction Documentation</b>	20/02/2024	17/06/2024	04/06/2024
<b>Contractor Mobilisation</b>	04/06/2024	30/10/2024	
<b>Practical Completion</b>	08/05/2025	20/11/2025	
<b>Final Completion</b>	05/06/2025	15/11/2025	

### **Bamaga Electrical Rectification Works**

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

- Tender documents were uploaded to Vendor Panel, tender closed on Friday 14<sup>th</sup> June 2024
- Works will likely kick start early **December** to be completed before the wet.

### **New Mapoon Multi-Purpose Centre**

RPS Pty Ltd has been engaged to project manage the design and construct, Project funds are being provided by WCCCA & QRA.

#### **Update**

- GGI Architects & dbArch were approached by RPS to provide fee proposals for the redesign of the original drawings. GGI were the only ones to respond & were awarded the works.
- RPS are in the process of compiling the tender documents

### **Umagico Tavern Refurbishment**

#### **Update**



- Electrical contractor delayed due to other works (backlog) and loss of employee whom has relocated to Cairns
- Building contractor unable to continue with works until electrical re-wiring has been completed

**Current works**

- Windows have been installed on Southern end of the building
- Works have commenced on the construction of the Internal walls

**NPARC Carpenters**

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

**Batching Plant Manager update**

**Update**

- Keas Blarrey – Acting Supervisor Batching Plant
- Graham Wasiu – Truck Driver
- Denson Missi – Truck Driver/labour
- Mickey Pablo – Casual Truck Driver/Labour
- Jeffrey Neliman – Casual Labour
- i. **Sebastian Kiwat** – (Plumber) – Driver when staff away/leave/sick

Training undertaken – TBA	Truck licence – HR Silo and Iso and bin training First aid training Spill kit training Test cylinder training ETS Mask face fitting
Skills training – TBA	
Staff Attendance – expected hrs vs actual hrs	

**STOCKTAKES**

- Monthly Stock take completed 30/092024.

**Stock counts**

# Undertaken/week	Variance identified	Variance value	Yearly total (F/Y)



**Stock – slow movement (> 12 months – carrying stock)**

Number of products	Value
Write off – 6m3 32mpa	
<b>Totals \$9735.00 Mutteheads Job</b>	

**SALES**

**Sales – internal (value)**

<b>Internal Sales</b>	<b>Fuel – Diesel - \$1305.19</b> <b>Internal hire – \$</b> <b>External hire – \$</b> <b>Internal sale – Bamaga Stores, Umagico Supermarket \$1390.96</b> <b>Wages \$24397.77</b>
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**Sales – external (value)**

<b>CONCRETE PRODUCTION</b> <b>Cement Bags (20kg)</b> <b>Sand –</b> <b>Aggregate –</b> <b>Premix –</b> <b>Materials External</b> <b>Consumables</b> <b>Repairs</b> <b>Freight</b> <b>Contractors</b>	<b>21m3 Total \$41380.35</b> <b>No sale/no stock on site</b> <b>7m3 Fine Sand – Total \$969.01</b> <b>m3 No Sale</b> <b>5.8m3 Total \$6507.60</b> <b>\$32270.70</b> <b>\$16427.39</b> <b>\$1088.41 – Trucks repair</b> <b>\$19943.38</b> <b>\$135672.52</b>
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**ACHIEVEMENTS**

- Upgrade hopper/silo and movement around the batching plant – Rob Davi project with Control room.
- Upgrading/make safe – handrails hopper – make safe on hold – waiting on new plant (Aug 2<sup>nd</sup> week)
- New fencing in progress, waiting on few more items from cairns fencing then should be completed by July 2<sup>nd</sup> week 2024 – Clifford crew fencing.
- Install/useable of Silo, ISO, and Bin to make Batching Plant safety compliant (July 2<sup>nd</sup> week)
- WHS review for the batching plant – safety compliant – upgrade on safety – temp fencing hopper, uneven concrete walkway, fencing around the ready-mix plant. (Completed) Brendon will be onsite mid-Aug 2024.

**Property and Facilities**

NPARC’s new Property and Facilities team manages the Umagico Contractor’s Accommodation, maintaining council buildings, staff housing, hall hire, meeting room bookings, and some tenancy management aspects of the NPARC social housing stock. Under the new September 2023 endorsed structure, the P&F team reports to the Building and Infrastructure Executive Manager.

The team continues to work on maintenance requests and tenancy agreements, update keys for our council buildings, and publish its new Tenant Information Kit for tenants. The Tenant Information Kit is a practical, easy-to-read guide covering maintenance, cleaning, and moving in and out. Based in the Injinoo Council office, the team is available to discuss property and facility tenancy, hire, housing applications, and maintenance issues.

Ongoing inspections continue for all Council Staff Accommodations and all Council social properties and are regularly carried out through exit and entry reports and when maintenance issues arise.

### **Property and Facilities Staff**

1. Wendy Phineasa - Property & Facilities Manager
2. Amy Yates – Local Housing Plan Project Officer
3. Marilyn Mooka – Property & Facilities Admin Support Officer
4. Julie Sheldon - Property & Facilities Admin Support Officer
5. Tom Phineasa – Handyman
6. Ida Clermont – Cleaner
7. Nonya Bond – Cleaner

### **Staff Management**

- Recruitment and Selection in partnership with HR
- Training & Development of staff (ongoing)
- Regular Meetings

### **Facilities**



Left to Right: Ida Clermont, Amy Yates, Marilyn Mooka, Julie Sheldon, Wendy Phineasa and Nonya Bond. Absent: Tom Phineasa

### **Umagico Contractor's Accommodation**

- Internal & External bookings and inquiries are taken over the phone, in person, and via our new generic email [facilitybookings@nparc.qld.gov.au](mailto:facilitybookings@nparc.qld.gov.au)



- Bookings are managed through an Excel spreadsheet calendar booking system.
- Room keys are kept secure at our Injinoo office.
- Housekeeping is ongoing daily to ensure a standard quality of service is presented to our guests.

### Community Halls

- Internal & External bookings and inquiries are taken over the phone, in person, and via our new generic email [facilitybookings@nparc.qld.gov.au](mailto:facilitybookings@nparc.qld.gov.au)
- Bookings are managed through our internal Microsoft calendar booking system.
- Hall bookings can be viewed online and marked as busy on the NPARC's website.
- Hall keys are kept secure at our Injinoo office.
- Each community hall has a shipping container with optional chairs and tables that are available for use at the hall only.

### Tenancy Management

- Managing complex customer issues
- Pre-travel and field visit planning
- Stakeholder meetings
- Department of Housing interacting and networking
- QPS interacting and networking
- Reporting to EMBI
- Refunds
- Debt Reviewing
- Arrears Management

### Social Housing Applications

- Register of Need (Waitlist)
- Recommendations
- Allocations

### Property Management of Social housing tenants and Staff Accommodation tenants

- Yearly Inspections
- Unfair Wear and Tear
- Maintenance

The team has also been working on implementing the NPA Local Housing Plan in partnership with the Queensland government to improve the community's housing outcomes.

### NPA Local Housing Plan update:

Completed:

- NPARC received registration under the Queensland Regulatory System for Community Housing
- Bi-Monthly Local Housing Plan Meeting held 30 Sept.
- Audit of staff housing tenancies.
- LHP Project Officer acted in Corporate Services.

In progress:

- Implementation of recommendations from the Registration Notice.



- Rectifying issues identified in staff housing tenancy management, e.g. expired tenancy agreements

The team continues to work on maintenance requests and tenancy agreements, update keys for our council buildings, and publish its new Tenant Information Kit for tenants. It is designed as a practical, easy-to-read guide covering maintenance, cleaning, and moving in and out. Based in the Injinoo Council office, the team is available to discuss property and facility tenancy, hire, housing applications, and maintenance issues.

The team also continues working with the Department of Housing (DoH) and NPARC’s Regulatory team to enforce illegal dumping outside social houses as part of our ongoing community clean-up.

Ongoing inspections continue for all Council Staff Accommodations and all Council social properties and are regularly carried out through exit and entry reports and when maintenance issues arise.

The number of staff accommodation properties continues to change due to the separation of NPARC staff and the approval of leasing to some external parties. External Leases are BEL, NPAFACS, and ALT.

NPARC Staff Accommodations	Total Count
Total	23
Tenanted	20
Vacant Tenantable (Available)	0
Vacant Untenantable (Unavailable)	3
Potential Housing Requirements	0

Social Housing	Total Count
Total Social Housing	51
Tenanted	49
Vacant	1
Schedule demolition	1

Social Housing Applications remains the same this reporting period.

NPARC External Accommodations (Leased Out)	Total Count
Total	9
3 Bedroom	5
2 Bedroom	3
1 Bedroom	1
Donga	0

Applicants	Preferred Community	Alternative Community
0	Seisia	4
3	New Mapoon	2
9	Bamaga	4
1	Umagico	1
0	Injinoo	4
2	Did not indicate	0
15		

## 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  
Batching Plant Manager



Title of Report: Operational Update on Corporate and Finance Services

Agenda Item: 14.4

Classification: For noting

Author Executive Manager Corporate & Finance Services

Attachments Grants Update

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.

## Corporate Services

Below are the highlight achievements for the month of September 2024:

- Significantly less requests to RMT than usual. More tickets were closed than opened during the month.
- Verbal Feedback from Community saying they like the station with good variety of music, interviews, and CSA.
- Blackstar Radio responded well while RIBs Officer was on Leave.

For the month of September, Corporate Services delivered the following services:

### Communications and Media (external and internal delivery):

In Progress	Completed
Media Kit	
Newsletter	Management of Facebook and Instagram uploads and design
Strategic Marketing Strategy	In process with C7

### Information and Communications Technology (externally delivered):

In Progress	Completed
3 Requests for RMT ICT support	76 Requests for RMT ICT support
Content Manager migration to Sharepoint	2 x Staff House CCTV
Security Enhancements underway with RMT.	Wireless hardware replaced at Bamaga Oval, Stores and Workshop
	New cloud voice solution installed to replace Telstra 3G network at Jardine Ferry and Bamaga Pool



	New wireless hardware installed at Umagico Environmental Health Office
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### Radio Indigenous Broadcast

The RIBs Officer was on extended leave for most of the month however the following items were still undertaken:

In Progress	Completed
NPA RADIO 91.9FM AIRTIME: 10:03am -12pm Mon – Fri Staff: Amy McKeown	<ul style="list-style-type: none"> <li>• Radio recording of two Yr 6’s Students from Bamaga Jr Campus to promote Yr 6 Market Day.</li> <li>• Community Service Announcement (CSA): NPARC &amp; Veolia re Conserve Water NPA, NPA State College re Parent night Interview for Kindy 2025</li> <li>• Attended NAIDOC at Bamaga Senior Campus</li> <li>• Achievements: Recordings &amp; CSA on time.</li> </ul>

### Records and Archive

The Records and Archive team were on extended leave for most of the month however the following items were still undertaken.

In Progress	Completed
Migration of Content Manager to Sharepoint including decommissioning of temporary servers and training for users.	<ul style="list-style-type: none"> <li>• 3 x search and save requests.</li> </ul>
Archiving: Roxanne Neville – Leases 3 X Boxes Amber Seniors – Timesheets 1XBox	

## Grants

Grants Manager:

- Following up on reporting requirements for funding agreements to submit performance reports, see more information in Appendix 1 – Grants Update September 2024.
- Meeting with funding bodies to discuss grant fundings
- Follow up on administration of grant funds with project leads of operational grants.

Grants Advisor:

- Working closely with Project leads and Executive Managers to complete applications for grant funding, see more information in Appendix 1 – Grants Update September 2024.

Grants Administration Officer:

- Pending BDO Budget review

Not all grants have milestones requiring financial acquittals monthly, quarterly etc, it is practice within Finance, monthly, to constantly review all expenditure incurred by NPARC that may be able to recoup to assist cash flow and so not carrying large debt, even though a milestone isn’t due mostly for capital works. Update the Grant Register and ensure communication between finance and operations/project managers on progress etc.



Weekly meetings with Grants Advisor and Executive Manager Finance & Corporate Services:

- These meetings were to provide feedback and keep the Executive Manager up to date with the Works in Progress Grants Register, also so the Grants Advisor and Grants Manager are not duplicating any works and to ensure action tasks are being completed in a timely manner.
- Executive Manager Finance and Corporate Services position yet to be filled.

Monthly Grant Control Groups meetings:

- Aged Care: Successfully completed and submitted the Indigenous Employment Initiative Annual Performance Report. The Department of Health and Aged Care fund the IEI Program to create employment and training opportunities for Aboriginal and Torres Strait Islander workers in non-clinical aged care roles.
- Art Centre: Ongoing support to the Art Centre Manager to monitor the progress and expenditure of the following grant funding; overdue reporting with the TSRA Ad Hoc Grant for the Torres Strait Islands Dance Troops that attended and performed at the NPA Cultural Festival. Ongoing reporting with the IVAIS00772 reporting requirements, need to seek an extension for reporting and then a variation for the unexpended funds.
- The Remote Communities Freight Assistance Scheme monthly reports have been completed and submitted for the months of July and August for the Umagico Supermarket and Injinoo Service Station.
- Deadly Active and Active Kit reporting
- IKC reporting was due 31/08/24 extension to 13/09/24 however still not completed requested another reporting extension for 30/10/24 due to staff leave.
- 

Monthly Grants Steering Committee meetings:

- Next Grants Steering Committee is in November 2024.
- Ongoing completion of Action items from previous meeting in July 2024.

Quarterly Funding Body Representatives 'meetings:

- Next quarterly funding body representatives 'meeting will be in October with Department of Environment, Science and Innovation.

Other:

- Ongoing collaborations with Apudthama Land Trust, Unganco Pty Ltd, Aurecon Group, and Aecom; with reporting, consultation and planning of Council's grant funded projects in Operations, Building and Infrastructure and Community Services.
- Meeting with HR regarding information on grant funded positions.

Staff Training:

- Nil

Please see Appendix 1 which is a table with information regarding the Works in Progress (WIP) Grants Register.

Feedback from Grants Manager:

- Worked together with Aurecom to successfully submit the Safer Local Roads Infrastructure Program for the construction of the Injinoo Back Road Upgrade (Section 2) project.
- Ongoing updates with Departments and Funding bodies.



- Ongoing work with all Council's department to ensure scope of delivery for the Grants Management Team and implementation of the Grants Control Model for all of Council's grant fundings are executed efficiently.
- Now have access to most portals of the departments for Grants Team to keep up to date with reporting and access information on grants etc.
- Majority of information regarding Grants Management Team achievements are in the Works in Progress Grants Register. In the month of September, the Grants Management Team were inundated with meeting reporting requirements and submitting applications together with project leads and Executive Managers, we will be able to give more updates on achievements of the Grants Management Team in the coming months once we are notified by each Departments/ funding bodies of the outcomes of each grant applications.
- Successfully submitted the Qcoast SEMP Report
- Working positively and efficiently together with BDO to improve NPARC's processes in Grants Management.

Historical reporting yet to complete; within the NIAA NPA Rangers funding, the Aged Care CHSP funding and the Community Services Active Kit and Deadly Active fundings. Most Grant acquittals require expenditure journaling as often incorrect job cost, or perhaps expenditure not included such as wages. Due to gaps in records, and errors, all Grants as I come across them for milestone acquittal/reporting have required full financial acquittal for the entire project and not just current period.

## Stores

Currently progressing through our recruitment process for a procurement/ administration officer.

Training undertaken –		Training on PCS to generate Purchase Orders through stores. Margaret and John are undergoing training to raise PO. on PCS and training to generate invoice for internal sales through store to be advised.
First Aid Training		All Stores staff to update on CPR
Staff Attendance –		Stores have been operating within the past weeks with limited staff due to staff attending Funerals and personal commitments.

**Stores will carry out monthly stocktakes, starting at end of October.**

this is to manage stock and identify and minimise discrepancies.



## SALES

### Sales – internal (value)

	August 2024	September, 2024
Internal Sales	\$ 46,264.09	\$50,776.55

### Sales – external (value)

Credit Sales	\$ 16,121.40	\$ 21,253.70
Eftpos Sales	\$ 18,140.40	\$ 27,867.19
Direct Debit	\$ 1,380.35	\$ 745.55
<b>Total Sales</b>	<b>\$ 81,906.24</b>	<b>\$ 100,642.99</b>

- All Purchase Orders for stores are raised at stores.
- Currently awaiting quotes to repair/replace lights in the office and bay areas.
- Awaiting Titom Tamwoy to do yard maintenance.

## Finance

The finance coordinator resigned which has caused some staffing challenges. There is currently a staff member stepping up in the position and we are looking for an additional staff member to provide additional support and capacity until the review is completed by BDO.

We have recruited a permanent Management Accountant which will assist greatly. Our current staff member will stay onboard to provide the grant accounting support.

There has been challenges with attendance like all departments, especially with ongoing sorry business within community. The staff are working hard but it is causing delay to scheduled payments.



**AGENDA ITEM 15-16**  
**ORDINARY COUNCIL MEETING #7**  
**Thursday 31<sup>st</sup> October 2024**  
**Seisia IKC**

**15. General Discussion**

**16. Close of Meeting**