



## **Northern Peninsula Area Regional Council**

### **NPARC SPECIAL MEETING**

**To commence at 11.00am**

**On**

**Friday 28<sup>th</sup> June 2024**

**Bamaga Boardroom**

## **AGENDA**

1.	Welcome and Opening of Meeting .....	3
2.	Acknowledgement of Traditional Land Owners .....	3
3.	Present .....	3
4.	Apologies .....	3
5.	Declarations of Conflict of Interest .....	3
6.	Other Business.....	3
	6.1 2024-25 Budget .....	4
	6.2 2024-25 Operational Plan.....	71
	6.3 Executive Manager Community & Regulatory Services Report .....	112
	6.4 Executive Manager Building & Infrastructure Report .....	131
7.	Close of Meeting .....	139



**AGENDA ITEM 1- 5**  
**SPECIAL COUNCIL MEETING**  
**Friday 28<sup>th</sup> June 2024**  
**Bamaga Boardroom**

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

**Title of Report: 2024-25 Budget**

**Agenda Item: 6.1**

**Classification: For Decision**

**Author: Mayor**

**Attachments: Draft 2024/2025 Schedule of Fees & Charges**

**Draft 2024/2025 Capital Budget**

**Draft 2024/2025 Budget Statements**

**2024/2025 Revenue Policy.**

**2024/2025 Revenue Statement**

**2024/2025 Debt Policy**

**2024/2025 Investment Policy**

**2024/2025 Procurement Policy**

**Concessions Policy**

**Officer Recommendation:**

That council adopt the Schedule of Regulatory Fees & Commercial Charges 2024/25 in accordance with Sections 97, 97 and 280(2) (d) of the Local Government Act 2009 and Section 262 (3) (c) of the Local Government Regulation 2012

**Officer Recommendation:**

That council adopts the following;

- Pursuant to the Local Government Act 2009 and sections 169 and 170 of the Local Government Regulation 2012, Council Budget for the 2024/25 financial year, incorporating
  - The statements of financial position;
  - The statements of cash flow;
  - The statements of income and expenditure;
  - The long-term financial forecast;
  - The statements of changes in equity;
  - The relevant measures of financial sustainability.

**Officer Recommendation:**

That Council: Adopts the 2024/25 Revenue Policy.

**Officer Recommendation:**

That Council: Adopts the 2024/25 Revenue Statement.

**Officer Recommendation:**

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

**Officer Recommendation:**

That Council: Adopts the 2024/25 Debt Policy.

**Officer Recommendation:**

That Council: Adopts the 2024/25 Investment Policy.

**Officer Recommendation:**

That Council: Adopts the 2024/25 Procurement Policy.

**Officer Recommendation:**

That Council: Adopts the Concessions Policy.

## **PURPOSE OF REPORT**

This report provides the Council with an budget for 2024/25 Financial Year.

In accordance with S107A of the Local Government Act 2009, I presented the budget of the Northern Peninsula Area Regional Council for 2023-24 for consideration of Councillors.

The Adoption of this budget is according to the s 170 (3) of the Local Government Regulation 2012.



**SPECIAL COUNCIL MEETING**

**Agenda Item 6.1**

**Friday 28<sup>th</sup> June 2024**

**Bamaga Boardroom**

The preparation and content of this Budget is in accordance with s 169 of the Local Government Regulation 2012 as described in the Budget Summary Document.

Mayor Robert Poi Poi



## NORTHERN PENINSULA AREA REGIONAL COUNCIL

### BUDGET SUMMARY DOCUMENT

### 2024/2025 FINANCIAL YEAR

In accordance with S107A of the Local Government Act 2009, I present the budget of the Northern Peninsula Area Regional Council for 2024-25 for consideration of Councillors.

Each year, the budget process is the most important part of the Council's corporate calendar. The Council's Budget and Operational Plan form the direction for operations for the ensuing 12 month period.

Legislation requires local governments to consider the long-term when managing their finances. Whilst there is a legislative requirement, it is always good governance and management practice to ensure that the Council remains financially viable and planning becomes part of the way that we regularly do business.

To ensure the system of local government is accountable, effective, efficient and sustainable, Councils are required to meet a set of principles that are set out in the *Local Government Act 2009*.

The local government principles are—

- transparent and effective processes, and decision-making in the public interest; and
- sustainable development and management of assets and infrastructure, and delivery of effective services; and
- democratic representation, social inclusion and meaningful community engagement; and
- good governance of, and by, local government; and
- ethical and legal behaviour of councillors and local government employees.

## BUDGET CONTENTS

In accordance with the *Local Government Regulation 2012, S.169* the following documents are to be included in the budget presented to Council.

- a) Financial Position;
- b) Cashflow;
- c) Income and expenditure;
- d) Changes in equity;

The statement of income and expenditure must state each of the following:-

- a) Rates and utility charges excluding discounts and rebates;
- b) Contributions from developers;
- c) Fees and charges;
- d) Interest;
- e) Grants and subsidies;
- f) Depreciation;
- g) Finance costs;
- h) Net result;

The budget must include each of the following (the relevant measures of financial sustainability) for the financial year for which it is prepared and the next 9 financial years –

- a) asset sustainability ratio;
- b) net financial liabilities ratio;
- c) operating surplus ratio

The budget must include the total value of the change, expressed as a percentage, in the rates and utility charges levied for the financial year compared with the rates and utility charges levied in the previous budget.



## **BUDGET OVERVIEW 2024/2025 FINANCIAL YEAR**

The following is an overview of the programs and operational areas that will form the budget for 2023/2024.

### **CAPITAL WORKS**

The Capital Expenditure budget has an amount of \$59,984,167 allocated for the projects that are listed in the budget working document. These are all projects that have been approved for funding as tied/restricted grants by specific grant agencies.

Given the extensive program of grant-funded projects outlined, and the difficult fiscal challenges faced by the Council, only a minimal number of projects will be funded by Council's own source revenue which are critical to Council Sustainability.

### **OPERATIONAL SERVICES**

Allocations have been made to undertake operational activities within the Operational Services Department of Council. This is identified within the following areas:

- Essential service areas such as water, sewerage, waste collection, parks and gardens.
- Roads
- Building and housing
- Environmental Health, weed and animal control

In order to improve the environmental quality and safety of our community, the Council, during 2024-25, will continue its focus on animal control with trained Council officers empowered to seize and impound animals as well as improving processes for Community Beautification. Council's Fees and Charges will also be reviewed to ensure the enhanced activity is cost neutral.

### **COMMUNITY SERVICES PROGRAMS**

Allocations have been made to undertake operational activities within the Community Service Programs of Council. These include:

- Sport and Recreation
- Home & Community Care
- Disability Services
- Indigenous Knowledge Centres
- Swimming pool
- Events/ Arts & Culture
  - NPA Show
  - NPA Sporting Carnival
  - Christmas Lights / Tidy Town Competition
  - Mud Rally
  - ANZAC Day
  - Mabo Day
  - NAIDOC Week

- Radio (RIBS)

## **HOUSING**

The Council currently maintains 44 dwellings for Social Housing, many of which require significant refurbishment. However, as the Council receives no service charges on these properties and minimal rental, the Council has limited financial capacity to continue to maintain them. During 2024-25, the Council will be working with the Department of Housing to implement the Local Housing Action Plan to support better management and maintenance of social housing. Council will also finalise its social housing provider registration.

## **CORPORATE**

Allocations have been made for expenditure for councillors, management and administration across all operations of Council. The Council's staff are highly valued and funds have been budgeted to provide improved training opportunities. Further leadership training of our third tier managers in 2024-25 will build on our investment during 2023-24.

Given the high turnover in new Council, allocation has also been provided to support the training and upskilling of new councillors to ensure informed decision making processes and effective governance.

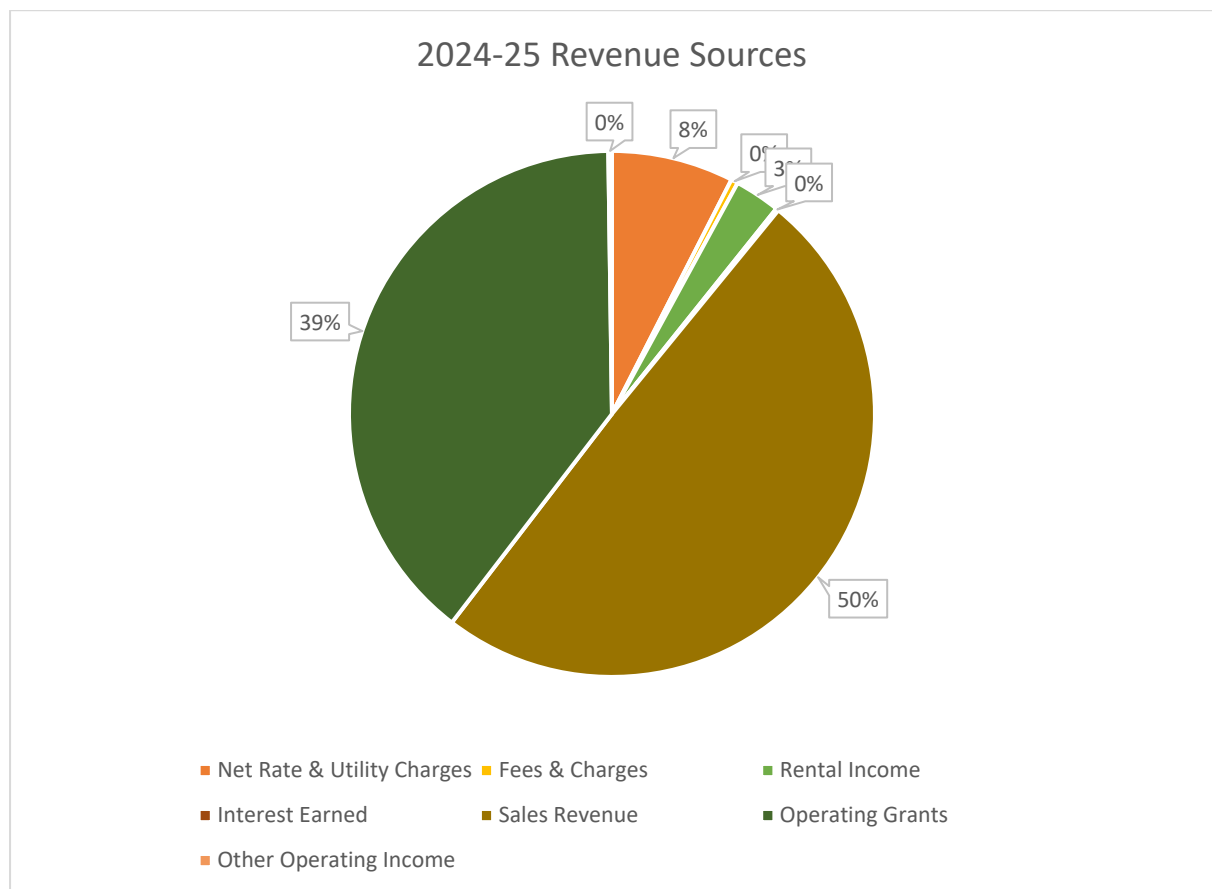
The high level of longer term outstanding debts owed to the Council, particularly by commercial businesses, continues to be a significant drain on Council's financial operations. During 2024-25 the Council will continue its focus on enhanced debt recovery activities.

## **ENTERPRISES**

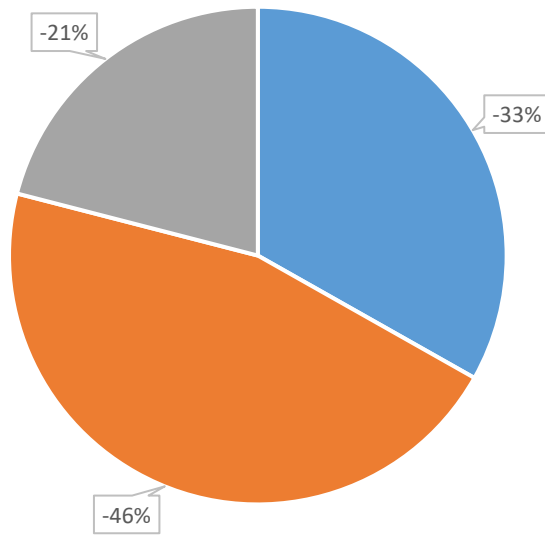
The Council will continue to manage the operations of current Council enterprises to ensure these are supporting the needs of the community. The council will work where possible with local business and community organisation to support future direction of these enterprises.

## GENERAL OVERVIEW

The Council's overall financial position continues to remain challenging despite some improvement in efficiency of its overall operations during 2023-25. Financial sustainability in the medium to long term remains a Council priority but will require significant investment from the State and Commonwealth to maintain services given the limitations on revenue raising through general rates. The budget for 2024-25 shows expected operating revenue of \$55,397,207 and expenditure of \$60,131,644. A breakdown of the key components is shown as a percentage in the following graphs.



## Operational Expenditure



■ Employee Benefits ■ Materials and Services ■ Depreciation

## Register of Fees and Charges 2024-25

Description of Fee, Charge, Penalty etc.	Unit	GST	2024-25 Fees	Bond/ Surch.	Delivery
<b>DEVELOPMENT APPLICATIONS</b>					
NPARC assessment of Development Applications will be carried out by paid planning consultants applicants will be charged the cost of the consultancy plus the application fee					
Minor scale development - Code Assessable, no referrals AND compliant with applicable Acceptable Outcomes	Application	Y	\$175.00		
Medium scale development - Code Assessable with referrals to State Agencies AND compliant with applicable Acceptable Outcomes	Application	Y	\$175.00		
Large scale development - Impact Assessable or Complex Scale development - as determined by the CEO or Executive Manager	Application	Y	\$175.00		
Large scale development - Code Assessable with referrals to State Agencies AND compliant with applicable Acceptable Outcomes	Application	Y	To be determined by Council at time of application		
Material Change of Use	Application	Y	\$180.00		
Development Assessment - reconfiguration of lot					
Minor scale Reconfiguration up to 2 lots	Application	Y	\$175.00		
Medium scale Reconfiguration 3 - 10 lots	Application	Y	\$175.00		
Reconfiguration requiring referral to a State Agency	Application	Y	\$175.00		
<b>Operational Works Permits</b>					
Operational works will be determined by an expert in whatever field category the application refers to at the actual cost plus application fee	Application	Y	\$175.00		
Plumbing Inspections (NEW 2023/24)	By quote				

<b>ADMINISTRATION/ OFFICE CHARGES</b>					
Meeting room hire - Tea, coffee sugar provided	Half Day	Y	\$78.00	\$50	
Meeting room hire - Tea, coffee sugar provided	Full Day	Y	\$128.00	\$50	
Shared Facility Service Charges Office Space per annum/Pro Rata per month	Square metre	Y	\$935.00		
Video Conferencing	Per Hour	Y	\$233.00		
Faxes - rec'd or sent	Page	Y	\$1.00		
Photocopying black & white A4 page	Page	Y	\$1.00		
Photocopying colour A4 page	Page	Y	\$2.00		
Photocopying black & white A3 page	Page	Y	\$3.00		
Photocopying colour A3 page	Page	Y	\$4.00		
Photocopying - Community Groups supplying own paper (at time agreed by Council)	Page	N/A	FREE		

<b>RIGHT TO INFORMATION CHARGES--Statutory Charge as per Section 60 of the QLD Right to Information Act 2009</b>					
Right to Information Application Fee: (non personal) (plus processing time)	Application	N/A	\$53.90		
Right to Information Processing cost: per 15 minutes - Less than 5 Hours	Quarter Hour	N/A	\$0.00		
Right to Information Processing cost: per 15 minutes of Total Time					
- Greater than 5 Hours	Quarter Hour	N/A	\$8.35		

<b>JARDINE FERRY CHARGES - Entry into NPA Jan to December 2024</b>					
Pedestrians (hikers with no vehicle)		N/A	FREE		
Bicycles	Entry	Y	\$30.00		
Motor Bike -	Entry	Y	\$60.00		
Single vehicles/Cars -	Entry	Y	\$130.00		
Vehicles with trailer/van	Entry	Y	\$205.00		
Oversize Vehicles with trailer/van	Entry	Y	\$205.00		
Tour bus 10 tonne or less	Entry	Y	\$260.00		
Tour bus > 10 tonne	Entry	Y	\$330.00		
Other vehicles 10 tonnes or less	Entry	Y	\$260.00		
Other vehicles > 10 tonnes	Entry	Y	\$330.00		
NPA Residents	Entry	Y	\$60.00		
NPA Residents (Motor Bikes only)	Entry	Y	\$30.00		
Camping fee/night at Jardine Roadhouse camping ground 13 years and up	Entry	Y	\$15.00		
Camping fee/night at Jardine Roadhouse camping ground under 13 years	Entry	Y	\$10.00		

<b>LOCAL LAWS</b>					
Food Licence	Application	GST free	\$63.00		
Prescribed Activity Permit	Application	GST free	\$63.00		
Permit Roadside Vending Application	Application	GST free	\$63.00		
Annual dog registration (male/female - unspeyed)	Animal	GST free	\$35.00		
Annual dog registration (male/female - de-sexed)	Animal	GST free	\$10.00		
Annual dog registration (male/female - dangerous breed category)	Animal	GST free	\$117.00		
Annual Cat registration fee (male/female - unspeyed)	Animal	GST free	\$35.00		
Annual Cat registration fee (male/female - desexed)	Animal	GST free	\$10.00		

## Register of Fees and Charges 2024-25

Description of Fee, Charge, Penalty etc.	Unit	GST	2024-25 Fees	Bond/ Surch.	Delivery
Stallion Registration fee	Animal	GST free	\$1,169.00		
<i>Other permit charges determined within the year as required by new/revised Local Laws</i>					
<b>ACCOMMODATION</b>					
Contractors Quarters room	night	Y	\$175.00		
Contractors Quarters room 3 -5 nights	night	Y	\$140.00		
Contractors Quarters room 7 consecutive night package	week	Y	\$701.00		
Contractors Quarters room Long Term Stay (min. 4 weeks)	week	Y	\$290.00		
House 1BR (if available) rental tenancy agreement non staff	week	Y	\$235.00	\$800	
House 2BR (if available) rental tenancy agreement non staff	week	Y	\$300.00	\$1,000	
House 3BR (if available) rental tenancy agreement non staff	week	Y	\$350.00	\$1,200	
<b>POUND FEES</b>					
Impoundment fee - Dog any gender (payable on release of animal) - Any unregistered animal will not be released until it has been registered	Canines	Y	\$78.00		
Impoundment fee - Horse - Any unregistered stallion will not be released until it has been registered or gelded	Horses	Y	\$117.00		
Sustenance Fee per dog/day	Canines	Y	\$5.00		
Sustenance Fee per horse/day	Horses	Y	\$10.00		
<b>PLANT HIRE</b>					
Hearse (Monday - Friday)	Day	Y	\$175.00		
Hearse (Saturday & Sunday)	Day	Y	\$264.00		
Bus 21 seat Coaster Funeral only (with driver)	Day	Y	\$233.00		
Bus 21 seat Coaster Funeral only Saturday & Sunday (with driver)	Day	Y	\$351.00		
Bus 21 seat Coaster (with driver)	Day	Y	\$468.00		
<b>AIRPORT FEES</b>					
Airport Landing Fees - Non-contract - per tonne per arrival or per departure.	Tonne	Y	\$26.00		
Airport Landing Fees - Contract - per tonne per arrival or per departure.	Tonne	Y	\$0.00		
Aircraft parking fees	Tonne	Y	\$3.00		
Passenger Surcharge ( in addition to landing fees)	Passenger	Y	\$24.00		
Airport Fees - Department of Defence; Royal Flying Doctor Services			EXEMPT		
Helicopter charges (NEW 2023/24) a Landing Charge applicable to landing, touch & go, stop & go (Maximun of two Landing Charges per aircraft per hour)			\$50.00		
<b>COMMUNITY FACILITY CHARGES</b>					
Remissions will be considered on application in accordance with the Council's Policy on Financial Assistance for Not For Profit Organisation - Fees and Charges.					
Community Hall Hire - Seisia	Half day	Y	\$117.00	\$150	
Community Hall Hire - Seisia	Full day	Y	\$233.00	\$150	
Community Hall Hire - Seisia	Weekend	Y	\$409.00	\$150	
Community Hall Hire - New Mapoon	Half day	Y	\$99.00	\$150	
Community Hall Hire - New Mapoon	Full day	Y	\$198.00	\$150	
Community Hall Hire - New Mapoon	Weekend	Y	\$304.00	\$150	
Community Hall Hire - Bamaga	Half day	Y	\$293.00	\$150	
Community Hall Hire - Bamaga	Full day	Y	\$409.00	\$150	
Community Hall Hire - Bamaga	Weekend	Y	\$642.00	\$150	
Community Hall Hire - Umagico	Half day	Y	\$293.00	\$150	
Community Hall Hire - Umagico	Full day	Y	\$409.00	\$150	
Community Hall Hire - Umagico	Weekend	Y	\$642.00	\$150	
Community Hall Hire - Injinoo	Half day	Y	\$293.00	\$150	
Community Hall Hire - Injinoo	Full day	Y	\$409.00	\$150	
Community Hall Hire - Injinoo	Weekend	Y	\$642.00	\$150	
Use of Kitchen Facilities at Hall - where available	Additional	Y	\$117.00		
Community Youth Centre Hire - Injinoo	Half day	Y	\$58.00		
Community Youth Centre Hire - Injinoo	Full day	Y	\$93.00		
Community Youth Centre Hire - Injinoo	Weekend	Y	\$175.00		
Community Youth Centre Hire - New Mapoon	Half day	Y	\$58.00		
Community Youth Centre Hire - New Mapoon	Full day	Y	\$93.00		
Community Youth Centre Hire - New Mapoon	Weekend	Y	\$175.00		
Rumble in the Jungle - Camping Fee	Person	Y	\$24.00		
Use of IKC Meeting Rooms Half Day	Half day	Y	\$58.00	\$50	
Use of IKC Meeting Rooms full Day	Full day	Y	\$117.00	\$50	
Seisia Oval	Half day	Y	\$117.00	\$50	
Seisia Oval	Full day	Y	\$175.00	\$50	
Seisia Oval	Weekend	Y	\$233.00	\$50	
Seisia - Sports/Recreation/Activities	Half day	Y	\$24.00	\$150	
Seisia - Sports/Recreation/Activities	Full day	Y	\$24.00	\$150	
Seisia - Sports/Recreation/Activities	Weekend	Y	\$70.00	\$150	
Seisia Outdoor Courts	Half day	Y	\$35.00	\$50	
Seisia Outdoor Courts	Full day	Y	\$70.00	\$50	

## Register of Fees and Charges 2024-25

Description of Fee, Charge, Penalty etc.	Unit	GST	2024-25 Fees	Bond/ Surch.	Delivery
Seisia Outdoor Courts	Weekend	Y	\$106.00	\$50	
New Mapoon Oval No. 1	Half day	Y	\$117.00	\$150	
New Mapoon Oval No. 1	Full day	Y	\$175.00	\$150	
New Mapoon Oval No. 1	Weekend	Y	\$233.00	\$150	
New Mapoon Oval No. 2	Half day	Y	\$117.00	\$150	
New Mapoon Oval No. 2	Full day	Y	\$175.00	\$150	
New Mapoon Oval No. 2	Weekend	Y	\$233.00	\$150	
New Mapoon Outdoor Courts	Half day	Y	\$35.00	\$50	
New Mapoon Outdoor Courts	Full day	Y	\$70.00	\$50	
New Mapoon Outdoor Courts	Weekend	Y	\$106.00	\$50	
New Mapoon - Sports/Recreation/Activities	Half day	Y	\$106.00	\$150	
New Mapoon - Sports/Recreation/Activities	Full day	Y	\$140.00	\$150	
New Mapoon - Sports/Recreation/Activities	Weekend	Y	\$233.00	\$150	
Bamaga Oval No. 1	Half day	Y	\$175.00	\$150	
Bamaga Oval No. 1	Full day	Y	\$233.00	\$150	
Bamaga Oval No. 1	Weekend	Y	\$351.00	\$150	
Bamaga Oval No. 1 Lights	3 hours	Y	\$35.00		
Bamaga Gym	2 hours	Y	\$30.00		
Bamaga Gym	Full day	Y	\$100.00		
Umagico Oval	Half day	Y	\$293.00	\$150	
Umagico Oval	Full day	Y	\$409.00	\$150	
Umagico Oval	Weekend	Y	\$642.00	\$150	
Umagico Oval - Lights	3 hours	Y	\$35.00		
Injinoo Oval	Half day	Y	\$117.00	\$150	
Injinoo Oval	Full day	Y	\$175.00	\$150	
Injinoo Oval	Weekend	Y	\$233.00	\$150	
Injinoo Outdoor Basketball Courts	Half day	Y	\$35.00	\$50	
Injinoo Outdoor Basketball Courts	Full day	Y	\$70.00	\$50	
Injinoo Outdoor Basketball Courts	Weekend	Y	\$106.00	\$50	
Jumping castle	Full day	Y	\$409.00	\$300	\$100
Jumping castle	Weekend	Y	\$584.00	\$300	\$100
Chair hire - locals only	Unit	Y	\$3.00	\$100	\$30
Chair hire - funerals	Unit	Y	\$2.00	\$100	\$30
Tables - folding	Unit	Y	\$18.00	\$100	\$30
Table - funeral (1 only)	Unit	Y	\$24.00	\$100	\$30
Tables - long feasting size (3)	Unit	Y	\$82.00	\$100	\$30
Marquee - small pop up 3m x 3m	Unit	Y	\$82.00	\$100	\$30
Marquee - large pop up for funerals 6 x 6	Unit	Y	\$93.00	\$100	\$30
Tent/large marquee	Half day	Y	\$175.00	\$100	\$50
Tent/large marquee	Full day	Y	\$293.00	\$100	\$50
Tent/large marquee	3 days	Y	\$526.00	\$150	\$50
Portaloo	Day	Y	\$293.00	\$150	
Data projector	Day	Y	\$82.00	\$30	\$30
Speakers (2)	Day	Y	\$88.00	\$30	\$30
Projector screen	Day	Y	\$35.00	\$30	\$30
Portable PA System	Half day	Y	\$233.00	\$200	\$50
Portable PA System	Full Day	Y	\$468.00	\$200	\$50
Portable PA System	Weekend	Y	\$642.00	\$200	\$50
Portable PA System for funeral	Full Day	Y	\$409.00	\$200	\$50
Funeral package - PA system, 6x6m pop up marquee, 20 chairs, water cooler, 1 foldout table	Half day	Y	\$409.00	\$200	\$100
Funeral package - PA system, 6x6m pop up marquee, 20 chairs, water cooler, 1 foldout table	Full Day	Y	\$584.00	\$200	\$100
Funeral package - PA system, 6x6m pop up marquee, 20 chairs, water cooler, 1 foldout table	Weekend	Y	\$877.00	\$200	\$100
Community Hall Package - 160 chairs & 30 tables **Subject to conditions	Any time		\$0.00	\$250	\$250
Swimming Pool (All Children under 12 must be accompanied by an adult)					
Swimming Pool – Child under 6 years	Single	Y	FREE		
Swimming Pool – Child under 12 years	Single	Y	\$2.00		
Swimming Pool – Child 13yrs to 17 yrs	Single	Y	\$4.00		
Swimming Pool – Adult	Single	Y	\$6.00		
Swimming Pool – Concession/Pensioner	Single	Y	\$4.00		
Swimming Pool – Child under 12 years -	Month	Y	\$12.00		
Swimming Pool – Child 13yrs to 17 yrs	Month	Y	\$29.00		
Swimming Pool – Adult	Month	Y	\$42.00		
Swimming Pool – Concession/Pensioner	Month	Y	\$29.00		
Swimming Pool Hire	Half day	Y	\$175.00	\$150	
Swimming Pool Hire	Full day	Y	\$293.00	\$150	
Swimming Pool Hire	Weekend	Y	\$642.00	\$150	
Additional charges for Council's lifeguards at private functions	Hour	Y	\$35.00		
<b>RATES AND UTILITY CHARGES</b>					
Remissions will be considered on application in accordance with the Council's Concession Policy.					

## Register of Fees and Charges 2024-25

Description of Fee, Charge, Penalty etc.	Unit	GST	2024-25 Fees	Bond/ Surch.	Delivery
Residential/Domestic Water Supply - Base Service Charge - Based on domestic connection (per each standard household water connection & meter if applicable) for each dwelling / domicile / caravan or temporary structure capable of being separately occupied or used for domestic purposes within the township or community service areas	1 service	Y	\$10,853.00		
Domestic Water Supply - per Additional Connected Service - Based on domestic connection (per each standard household water connection & meter if applicable) for each dwelling / domicile / caravan or temporary structure capable of being separately occupied or used for domestic purposes within the township or community service areas	Each Additional	Y	\$10,853.00		
Commercial Water Supply - Base Service Charge (1 service.) Based on commercial connection (per each standard water connection & meter if applicable) for each building structure or temporary structure capable of being separately occupied or used for commercial purposes within the township or community service areas. <b>Larger water connections &amp; meters if applicable may incur additional charges</b>	1 service	Y	\$10,853.00		
Commercial Water Supply - per Additional Connected Service - Based on a commercial connection (per each standard water connection & meter if applicable) for each building structure or temporary structure capable of being separately occupied or used for commercial purposes within the township or community service areas. Includes a water consumption allowance up to 500k/l per annum. <b>Larger water connections &amp; meters if applicable may incur additional charges on a full cost recovery basis</b>	Each Additional	Y	\$10,853.00		
Commercial Water Supply - Consumption Charge (1 service.) Based on consumption greater than 500k/l commercial connection per each standard water meter used for commercial purposes within the township or community service areas. Levied annually in August for preceding July to June Financial year.	Each Kiloliter greater than 500k/l		\$1.50		
Water / Property Management System Charge - Per annum for each dwelling / domicile / caravan or temporary structure capable of being occupied or each building structure capable of being used for residential purposes within the township or community service areas	Each dwelling, domicile, caravan	Y	\$118.00		
Sewage - Base Service Charge Domestic - Based upon maximum of 2 toilet pedestals or urinals	2	Y	\$2,443.00		
Sewage - Base Service Charge Commercial - Based upon maximum of 2 toilet pedestals or urinals	2	Y	\$4,886.00		
Sewage - Additional toilet and or urinal	Each Additional	Y	\$1,221.50		
Garbage Collection - Base Charge Domestic/Residential per annum - Based on 1 standard 245 litre bin with weekly collection for each dwelling / domicile / caravan or temporary structure capable of being separately occupied or used for commercial purposes within the township or community service areas	245L Bin	Y	\$851.00		
Garbage Collection - Base Charge Commercial or Other per annum - Based on 1 standard 245 litre bin with weekly collection for each dwelling / domicile / caravan or temporary structure capable of being separately occupied or used for commercial purposes within the township or community service areas. <b>Services supplied to areas outside of the township or community service areas will not be guaranteed and will ONLY available if approved (upon application) by Council resolution.</b>	245L Bin	Y	\$851.00		
Garbage Collection - Additional Bin Charge per bin per annum Based on 1 standard 245 litre bin with weekly collection for each dwelling / domicile / caravan or temporary structure capable of being separately occupied or used for commercial purposes within the township or community service areas. <b>Services supplied to areas outside of the township or community service areas will not be guaranteed and will ONLY available if approved (upon application) by Council resolution. Additional Costs may be imposed to cover additional costs relating to travel or economies of scale for individual services outside of the designated township or community service areas</b>	245L Bin	Y	\$425.50		
Occasional Skip Bin Hire Charge per bin per collection within the Township Map Service Areas - Charges based upon bin volume or capacity equivalent to 4 Standard 245 litre wheelie bins one pickup and drop-off. Part Year services will be charged on the a pro-rate basis based upon the number of services provided. <b>Services supplied to areas outside of the township or community service areas will not be guaranteed and will ONLY available if approved (upon application) by Council resolution. Additional Costs may be imposed to cover additional costs relating to travel or economies of scale for individual services outside of the designated township or community service areas.</b>	Skip	y	\$500.00		



## Register of Fees and Charges 2024-25

Description of Fee, Charge, Penalty etc.	Unit	GST	2024-25 Fees	Bond/ Surch.	Delivery
<p>Base Skip Bin Charge per bin per collection within the Township Map Service Areas - Charges based upon bin volume or capacity equivalent to 4 Standard 245 litre wheelie bins and monthly pickup and drop-off.</p> <p><b>Part Year services will be charged on the a pro-rate basis based upon the number of services provided.</b></p> <p><b>Services supplied to areas outside of the township or community service areas will not be guaranteed and will ONLY available if approved (upon application) by Council resolution. Additional Costs may be imposed to cover additional costs relating to travel or economies of scale for individual services outside of the designated township or community service areas.</b></p> <p><b>Additional collections will be charges at 1/12 of the annual charge</b></p>	Skip	Y	\$3,000.00		
<b>Green Waste</b> (Clean green waste only; no treated timber; maximum size up to 600mm diameter) (new 2023/24)	m3	Y	\$75.00		
<b>Clean Concrete</b> (new 2023/24)	m3	Y	\$30.00		
<b>Mixed Building / demolition waste</b> (Only inert hard waste accepted) (new 2023/24)	m3	Y	\$350.00		
<b>Seperated Building / demolition waste</b> (Only inert hard waste accepted) (new 2023/24)	m3	Y	\$250.00		
<b>Asbestos disposal at landfill</b> (new 2023/24)	m3	Y	\$394.00		
Abandoned vehicle collection charge	vehicle		\$325.00		
Septic Pumping Fee per service	Unit	Y	\$409.00		
Sewerage Connection Fee - Based upon an additional connection to the sewer - within existing property boundary, to point of connection as supplied by registered plumber	Additional	GST recoverable	\$515.00		
Water Connection fee - Standard 25mm Connection and meter	Unit	GST recoverable	\$386.00		
Water Connection fee - Standard 32mm Connection and meter	Unit	GST recoverable	\$515.00		
Water Connection fee - Standard 40mm Connection and meter	Unit	GST recoverable	\$642.00		
<b>Raw Materials Supply</b>					
<b>Supply and Delivery of Gravel (inc GST) (new 2023/24)</b>	m3	Y	\$65.00		
<b>Supply and Delivery of Soil (inc GST) (new 2023/24)</b>	m3	Y	\$55.00		
<b>Mulch if Available (new 2023/24)</b>	m3	Y	\$50.00		
<b>Batching Plant Charges</b>					
32MPA Concrete	m3	Y	\$1,530.00		
25MPA Concrete	m3	Y	\$1,323.00		
20 MPA Concrete	m3	Y	\$1,307.00		
Block fill concrete	m3	Y	\$1,302.00		
K&C Blend concrete	m3	Y	\$1,319.00		
Onsite wait time after 30 minutes	hour	Y	\$399.00		
<b>*Minimum order size of 3m2</b>					
<b>*Local resident discount of 20% on charges for non-commercial uses only</b>			\$55.00		

**NORTHERN PENINSULA AREA REGIONAL COUNCIL**  
**2024/25 CAPITAL BUDGET**

Printed: 7/06/2024

			SOURCES OF FUNDING - 2024/25 BUDGET						
Reference	Particulars		Proposed Budget	Capital Grants	Contrib'ns	Loans	Reserve Transfers	Asset Proceeds	Council Contribution
	LAND (>\$1) LAND IMPROVEMENTS(>\$1)		-	-	-	-	-	-	-
DCH&DE funding	BUILDINGS (>\$5,000) 15 X 3 Bedroom Houses (carryover)		15,605,690 15,605,690	7,605,690 7,605,690	8,000,000 8,000,000	-	-	-	-
									- - - -
	OTHER STRUCTURES (>\$5,000)		5,619,527	5,619,527	90,178	-	-	-	-
W4Q 2024-27 projects	Bamaga Historical Centre toilets Bamaga Footpaths		2,610,000	2,610,000	38,052 52,126				- - -
Play our way	Bamaga Oval Upgrades		1,294,072	1,294,072					- - - - - -
WCCCA	Multi-purpose Court-NM [Demand Reduction] (carryover) Multi-purpose Court-NM [Demand Reduction] (Disaster Ready Fund)		460,000 1,255,455	460,000 1,255,455				-	- 0 -
	FURNITURE & FITTINGS (>\$5,000)		-	-	-	-	-	-	-
									- - - -
	PLANT & EQUIPMENT (>\$5,000)		2,086,744	893,482	-	-	-	124,356	1,068,906
	Plant Replacement		828,262						828,262
	Roller		180,000						180,000
	Backhoe		200,000	200,000					-
	Compactor		300,000	300,000					
	Crusher		250,000	250,000					
	Airport - 2nd vehicle		35,000						35,000
	Addition P&G Job Truck		85,000						85,000
	Additional P&G Mower		35,000						35,000
	Additional Stores Forklift		30,000						30,000

[illegible]

	TOTAL CAPITAL PROGRAM		59,984,167	50,685,906	8,195,178	-	-	124,356	1,068,906
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CapEx not including Loan Redemption

59,984,167

## Budget Balance Sheet

	2021/22	2022/23	2023/24	2024/25	2025/26
<b>Current Assets</b>					
Cash Assets	12,358,627	7,393,789	-99,121	14,722,244	17,486,354
Receivables	1,920,528	2,034,259	2,034,259	1,500,000	500,000
Inventories	995,436	991,217	991,217	1,001,129	1,011,140
Other Financial Assets	1,387,948	676,600	676,600	0	0
	16,662,539	11,095,865	3,602,955	17,223,373	18,997,494
<b>Non-Current Assets</b>					
Receivables	0	0	0	0	0
Lease Assets	17,421,672	17,421,672	17,421,672	17,421,672	17,421,672
Property, Plant and Equipment	212,089,701	200,239,825	200,239,825	254,313,679	248,767,544
Capital Works in Progress	2,102,135	10,209,816	10,209,816	3,500,000	3,800,000
	231,613,508	227,871,313	227,871,313	275,235,351	269,989,216
<b>TOTAL ASSETS</b>	<u>248,276,047</u>	<u>238,967,178</u>	<u>231,474,268</u>	<u>292,458,725</u>	<u>288,986,710</u>
<b>Current Liabilities</b>					
Payables	2,596,308	1,459,707	1,459,707	1,474,304	1,489,047
Provisions--Employee Benefits	1,230,256	1,138,047	1,138,047	1,126,667	1,115,400
Contract Liabilities	7,252,548	6,639,793	6,639,793		
Loans Payable	0	0	0	0	0
	11,079,112	9,237,547	9,237,547	2,600,971	2,604,447
<b>Non-Current Liabilities</b>					
Payables	0	0	0	0	0
Provisions--Employee Benefits	1,828,266	1,828,266	1,828,266	1,846,549	1,865,014
Loans Payable	0	0	0	0	0
	1,828,266	1,828,266	1,828,266	1,846,549	1,865,014
<b>TOTAL LIABILITIES</b>	<u>12,907,378</u>	<u>11,065,813</u>	<u>11,065,813</u>	<u>4,447,519</u>	<u>4,469,461</u>
<b>NET COMMUNITY ASSETS</b>	<u>235,368,669</u>	<u>227,901,365</u>	<u>220,408,455</u>	<u>288,011,205</u>	<u>284,517,249</u>
<b>Community Equity</b>					
Retained Surplus	151,196,667	143,729,363	143,729,363	135,479,441	129,766,277
Asset Revaluation Reserve	84,172,001	84,172,001	84,172,001	94,384,528	117,631,948
Other Reserves	0	0	0	0	0
<b>TOTAL COMMUNITY EQUITY</b>	<u>235,368,669</u>	<u>227,901,365</u>	<u>227,901,365</u>	<u>229,863,970</u>	<u>247,398,226</u>

## Budget Balance Sheet

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
<b>Current Assets</b>									
Cash Assets	12,358,627	7,393,789	-99,121	14,722,244	17,486,354	19,534,300	22,622,559	28,710,842	36,321,845
Receivables	1,920,528	2,034,259	2,034,259	1,500,000	500,000	500,000	600,000	650,000	625,000
Inventories	995,436	991,217	991,217	1,001,129	1,011,140	1,021,252	1,031,464	1,041,779	1,052,197
Other Financial Assets	1,387,948	676,600	676,600	0	0	0	0	0	0
	16,662,539	11,095,865	3,602,955	17,223,373	18,997,494	21,055,552	24,254,024	30,402,621	37,999,042
<b>Non-Current Assets</b>									
Receivables	0	0	0	0	0	0	0	0	0
Lease Assets	17,421,672	17,421,672	17,421,672	17,421,672	17,421,672	17,421,672	17,421,672	17,421,672	17,421,672
Property, Plant and Equipment	212,089,701	200,239,825	200,239,825	254,313,679	248,767,544	244,655,261	241,933,236	238,885,367	236,711,602
Capital Works in Progress	2,102,135	10,209,816	10,209,816	3,500,000	3,800,000	4,100,000	3,900,000	3,500,000	3,700,000
	231,613,508	227,871,313	227,871,313	275,235,351	269,989,216	266,176,933	263,254,908	259,807,039	257,833,274
<b>TOTAL ASSETS</b>	<u>248,276,047</u>	<u>238,967,178</u>	<u>231,474,268</u>	<u>292,458,725</u>	<u>288,986,710</u>	<u>287,232,485</u>	<u>287,508,932</u>	<u>290,209,660</u>	<u>295,832,316</u>
<b>Current Liabilities</b>									
Payables	2,596,308	1,459,707	1,459,707	1,474,304	1,489,047	1,503,938	1,518,977	1,534,167	1,549,508
Provisions--Employee Benefits	1,230,256	1,138,047	1,138,047	1,126,667	1,115,400	1,104,246	1,093,203	1,082,271	1,071,449
Contract Liabilities	7,252,548	6,639,793	6,639,793						
Loans Payable	0	0	0	0	0	0	0	0	0
	11,079,112	9,237,547	9,237,547	2,600,971	2,604,447	2,608,183	2,612,180	2,616,438	2,620,957
<b>Non-Current Liabilities</b>									
Payables	0	0	0	0	0	0	0	0	0
Provisions--Employee Benefits	1,828,266	1,828,266	1,828,266	1,846,549	1,865,014	1,883,664	1,902,501	1,921,526	1,940,741
Loans Payable	0	0	0	0	0	0	0	0	0
	1,828,266	1,828,266	1,828,266	1,846,549	1,865,014	1,883,664	1,902,501	1,921,526	1,940,741
<b>TOTAL LIABILITIES</b>	<u>12,907,378</u>	<u>11,065,813</u>	<u>11,065,813</u>	<u>4,447,519</u>	<u>4,469,461</u>	<u>4,491,848</u>	<u>4,514,681</u>	<u>4,537,964</u>	<u>4,561,698</u>
<b>NET COMMUNITY ASSETS</b>	<u>235,368,669</u>	<u>227,901,365</u>	<u>220,408,455</u>	<u>288,011,205</u>	<u>284,517,249</u>	<u>282,740,638</u>	<u>282,994,251</u>	<u>285,671,696</u>	<u>291,270,618</u>
<b>Community Equity</b>									
Retained Surplus	151,196,667	143,729,363	143,729,363	135,479,441	129,766,277	125,496,821	122,750,460	124,303,355	129,079,015
Asset Revaluation Reserve	84,172,001	84,172,001	84,172,001	94,384,528	117,631,948	120,733,987	124,203,036	127,684,565	130,769,925
Other Reserves	0	0	0	0	0	0	0	0	0
<b>TOTAL COMMUNITY EQUITY</b>	<u>235,368,669</u>	<u>227,901,365</u>	<u>227,901,365</u>	<u>229,863,970</u>	<u>247,398,226</u>	<u>246,230,808</u>	<u>246,953,496</u>	<u>251,987,920</u>	<u>259,848,940</u>

Budget Balance Sheet

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2034/35
<b>Current Assets</b>															
Cash Assets	12,358,627	7,393,789	-99,121	14,722,244	17,486,354	19,534,300	22,622,559	28,710,842	36,321,845	46,162,317	56,457,250	67,255,315	79,617,697	93,693,865	106,908,575
Receivables	1,920,528	2,034,259	2,034,259	1,500,000	500,000	500,000	600,000	650,000	625,000	598,000	575,000	620,000	580,000	580,000	580,000
Inventories	995,436	991,217	991,217	1,001,129	1,011,140	1,021,252	1,031,464	1,041,779	1,052,197	1,062,719	1,073,346	1,084,079	1,094,920	1,105,869	1,116,928
Other Financial Assets	1,387,948	676,600	676,600	0	0	0	0	0	0	0	0	0	0	0	0
	16,662,539	11,095,865	3,602,955	17,223,373	18,997,494	21,055,552	24,254,024	30,402,621	37,999,042	47,823,035	58,105,596	68,959,394	81,292,617	95,379,734	108,605,503
<b>Non-Current Assets</b>															
Receivables	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Lease Assets	17,421,672	17,421,672	17,421,672	17,421,672	17,421,672	17,421,672	17,421,672	17,421,672	17,421,672	17,421,672	17,421,672	17,421,672	17,421,672	17,421,672	17,421,672
Property, Plant and Equipment	212,089,701	200,239,825	200,239,825	254,313,679	248,767,544	244,655,261	241,933,236	238,885,367	236,711,602	233,536,246	231,794,484	230,742,721	229,744,854	227,640,832	227,005,213
Capital Works in Progress	2,102,135	10,209,816	10,209,816	3,500,000	3,800,000	4,100,000	3,900,000	3,500,000	3,700,000	4,000,000	3,800,000	3,800,000	3,800,000	3,800,000	3,800,000
	231,613,508	227,871,313	227,871,313	275,235,351	269,989,216	266,176,933	263,254,908	259,807,039	257,833,274	254,957,918	253,016,156	251,964,393	250,966,526	248,862,504	248,226,885
<b>TOTAL ASSETS</b>	<u>248,276,047</u>	<u>238,967,178</u>	<u>231,474,268</u>	<u>292,458,725</u>	<u>288,986,710</u>	<u>287,232,485</u>	<u>287,508,932</u>	<u>290,209,660</u>	<u>295,832,316</u>	<u>302,780,953</u>	<u>311,121,753</u>	<u>320,923,787</u>	<u>332,259,144</u>	<u>344,242,238</u>	<u>356,832,389</u>
<b>Current Liabilities</b>															
Payables	2,596,308	1,459,707	1,459,707	1,474,304	1,489,047	1,503,938	1,518,977	1,534,167	1,549,508	1,565,003	1,580,654	1,596,460	1,612,425	1,628,549	1,644,834
Provisions--Employee Benefits	1,230,256	1,138,047	1,138,047	1,126,667	1,115,400	1,104,246	1,093,203	1,082,271	1,071,449	1,060,734	1,050,127	1,039,626	1,029,229	1,018,937	1,008,748
Contract Liabilities	7,252,548	6,639,793	6,639,793												
Loans Payable	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	11,079,112	9,237,547	9,237,547	2,600,971	2,604,447	2,608,183	2,612,180	2,616,438	2,620,957	2,625,738	2,630,780	2,636,086	2,641,654	2,647,486	2,653,582
<b>Non-Current Liabilities</b>															
Payables	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Provisions--Employee Benefits	1,828,266	1,828,266	1,828,266	1,846,549	1,865,014	1,883,664	1,902,501	1,921,526	1,940,741	1,960,149	1,979,750	1,999,548	2,019,543	2,039,739	2,060,136
Loans Payable	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	1,828,266	1,828,266	1,828,266	1,846,549	1,865,014	1,883,664	1,902,501	1,921,526	1,940,741	1,960,149	1,979,750	1,999,548	2,019,543	2,039,739	2,060,136
<b>TOTAL LIABILITIES</b>	<u>12,907,378</u>	<u>11,065,813</u>	<u>11,065,813</u>	<u>4,447,519</u>	<u>4,469,461</u>	<u>4,491,848</u>	<u>4,514,681</u>	<u>4,537,964</u>	<u>4,561,698</u>	<u>4,585,886</u>	<u>4,610,530</u>	<u>4,635,633</u>	<u>4,661,197</u>	<u>4,687,224</u>	<u>4,713,718</u>
<b>NET COMMUNITY ASSETS</b>	<u>235,368,669</u>	<u>227,901,365</u>	<u>220,408,455</u>	<u>288,011,205</u>	<u>284,517,249</u>	<u>282,740,638</u>	<u>282,994,251</u>	<u>285,671,696</u>	<u>291,270,618</u>	<u>298,195,067</u>	<u>306,511,222</u>	<u>316,288,154</u>	<u>327,597,947</u>	<u>339,555,013</u>	<u>352,118,671</u>
<b>Community Equity</b>															
Retained Surplus	151,196,667	143,729,363	143,729,363	135,479,441	129,766,277	125,496,821	122,750,460	124,303,355	129,079,015	134,547,964	142,864,119	152,641,051	163,081,294	175,038,360	187,602,018
Asset Revaluation Reserve	84,172,001	84,172,001	84,172,001	94,384,528	117,631,948	120,733,987	124,203,036	127,684,565	130,769,925	134,132,460	137,366,478	140,450,826	143,648,674	146,846,522	150,044,370
Other Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL COMMUNITY EQUITY</b>	<u>235,368,669</u>	<u>227,901,365</u>	<u>227,901,365</u>	<u>229,863,970</u>	<u>247,398,226</u>	<u>246,230,808</u>	<u>246,953,496</u>	<u>251,987,920</u>	<u>259,848,940</u>	<u>268,680,424</u>	<u>280,230,597</u>	<u>293,091,877</u>	<u>306,729,968</u>	<u>321,884,883</u>	<u>337,646,388</u>

## Budget Income Statement

	2021/22	2022/23	2023/24	2024/25	2025/26
<b>Operating Income</b>					
Net Rate & Utility Charges	2,433,516	2,097,910	2,814,952	4,159,177	4,951,841
Fees & Charges	613,115	472,587	359,950	236,670	246,137
Rental Income	889,692	977,276	1,045,587	1,556,526	1,618,787
Interest Earned	15,501	91,311	90,005	90,000	93,600
Sales Revenue	17,207,581	16,585,748	19,592,828	27,427,938	28,525,055
Operating Grants	15,988,342	15,347,662	12,889,265	21,803,396	22,675,532
Other Operating Income	2,741,888	623,900	2,908,076	123,500	128,440
	<u>39,889,635</u>	<u>36,196,394</u>	<u>39,700,663</u>	<u>55,397,207</u>	<u>58,239,392</u>
<b>Capital Income</b>					
Capital Grants	12,526,377	3,123,717	2,985,428	58,881,084	
Gain on Disposal of NCA	0	0	0	124,356	83,950
	<u>12,526,377</u>	<u>3,123,717</u>	<u>2,985,428</u>	<u>59,005,440</u>	<u>83,950</u>
<b>TOTAL INCOME</b>	<u>52,416,012</u>	<u>39,320,110</u>	<u>42,686,091</u>	<u>114,402,647</u>	<u>58,323,342</u>
<b>Operating Expenses</b>					
Employee Benefits	-13,646,730	-13,305,192	-15,851,483	-19,953,602	-20,751,746
Materials and Services	-26,524,185	-23,926,685	-26,282,975	-27,559,913	-28,111,111
Depreciation	-10,525,362	-10,310,589	-12,543,129	-12,618,129	-12,870,492
Finance Costs	-796,079	-27,566	-25,957	0	0
	<u>-51,492,356</u>	<u>-47,570,032</u>	<u>-54,703,544</u>	<u>-60,131,644</u>	<u>-61,733,349</u>
<b>Capital Expenses</b>					
Loss on disposal of assets	0	0	0	0	
Capital Works Expenditure	-9,062,553	0	0	-59,984,167	-859,450
	<u>-9,062,553</u>	<u>0</u>	<u>0</u>	<u>-59,984,167</u>	<u>-859,450</u>
<b>TOTAL EXPENSES</b>	<u>-60,554,909</u>	<u>-47,570,032</u>	<u>-54,703,544</u>	<u>-120,115,811</u>	<u>-62,592,799</u>
<b>NET RESULT ATTRIBUTABLE TO COUNCIL</b>	<u>-8,138,897</u>	<u>-8,249,922</u>	<u>-12,017,453</u>	<u>-5,713,164</u>	<u>-4,269,456</u>



## Budget Income Statement

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
<b>Operating Income</b>										
Net Rate & Utility Charges	2,433,516	2,097,910	2,814,952	4,159,177	4,951,841	5,955,717	7,231,711	8,858,694	10,938,767	11,376,318
Fees & Charges	613,115	472,587	359,950	236,670	246,137	255,982	266,222	276,871	287,945	299,463
Rental Income	889,692	977,276	1,045,587	1,556,526	1,618,787	1,683,538	1,750,880	1,820,915	1,893,752	1,969,502
Interest Earned	15,501	91,311	90,005	90,000	93,600	97,344	101,238	105,287	109,499	113,879
Sales Revenue	17,207,581	16,585,748	19,592,828	27,427,938	28,525,055	29,666,057	30,852,700	32,086,808	33,370,280	34,705,091
Operating Grants	15,988,342	15,347,662	12,889,265	21,803,396	22,675,532	23,582,554	24,525,856	25,506,890	26,527,166	27,588,252
Other Operating Income	2,741,888	623,900	2,908,076	123,500	128,440	133,578	138,921	144,478	150,257	156,267
	<u>39,889,635</u>	<u>36,196,394</u>	<u>39,700,663</u>	<u>55,397,207</u>	<u>58,239,392</u>	<u>61,374,770</u>	<u>64,867,527</u>	<u>68,799,942</u>	<u>73,277,665</u>	<u>76,208,772</u>
<b>Capital Income</b>										
Capital Grants	12,526,377	3,123,717	2,985,428	58,881,084						
Gain on Disposal of NCA	0	0	0	124,356	83,950				124,356	83,950
	<u>12,526,377</u>	<u>3,123,717</u>	<u>2,985,428</u>	<u>59,005,440</u>	<u>83,950</u>				<u>124,356</u>	<u>83,950</u>
<b>TOTAL INCOME</b>	<u>52,416,012</u>	<u>39,320,110</u>	<u>42,686,091</u>	<u>114,402,647</u>	<u>58,323,342</u>	<u>61,374,770</u>	<u>64,867,527</u>	<u>68,799,942</u>	<u>73,402,021</u>	<u>76,292,722</u>
<b>Operating Expenses</b>										
Employee Benefits	-13,646,730	-13,305,192	-15,851,483	-19,953,602	-20,751,746	-21,581,816	-22,445,089	-23,342,892	-24,276,608	-25,247,672
Materials and Services	-26,524,185	-23,926,685	-26,282,975	-27,559,913	-28,111,111	-28,673,333	-29,246,800	-29,831,736	-30,428,370	-31,036,938
Depreciation	-10,525,362	-10,310,589	-12,543,129	-12,618,129	-12,870,492	-12,896,233	-12,922,025	-12,947,869	-12,973,765	-12,999,712
Finance Costs	-796,079	-27,566	-25,957	0	0	0	0	0	0	0
	<u>-51,492,356</u>	<u>-47,570,032</u>	<u>-54,703,544</u>	<u>-60,131,644</u>	<u>-61,733,349</u>	<u>-63,151,382</u>	<u>-64,613,913</u>	<u>-66,122,497</u>	<u>-67,678,743</u>	<u>-69,284,322</u>
<b>Capital Expenses</b>										
Loss on disposal of assets	0	0	0	0						
Capital Works Expenditure	-9,062,553	0	0	-59,984,167	-859,450	-969,750	-895,160	-1,124,550	-947,618	-1,539,450
	<u>-9,062,553</u>	<u>0</u>	<u>0</u>	<u>-59,984,167</u>	<u>-859,450</u>	<u>-969,750</u>	<u>-895,160</u>	<u>-1,124,550</u>	<u>-947,618</u>	<u>-1,539,450</u>
<b>TOTAL EXPENSES</b>	<u>-60,554,909</u>	<u>-47,570,032</u>	<u>-54,703,544</u>	<u>-120,115,811</u>	<u>-62,592,799</u>	<u>-64,121,132</u>	<u>-65,509,073</u>	<u>-67,247,047</u>	<u>-68,626,361</u>	<u>-70,823,772</u>
<b>NET RESULT ATTRIBUTABLE TO COUNCIL</b>	<u>-8,138,897</u>	<u>-8,249,922</u>	<u>-12,017,453</u>	<u>-5,713,164</u>	<u>-4,269,456</u>	<u>-2,746,361</u>	<u>-641,547</u>	<u>1,552,895</u>	<u>4,775,660</u>	<u>5,468,949</u>

Budget Income Statement

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2034/35
<b>Operating Income</b>															
Net Rate & Utility Charges	2,433,516	2,097,910	2,814,952	4,159,177	4,951,841	5,955,717	7,231,711	8,858,694	10,938,767	11,376,318	11,831,370	12,304,625	12,796,810	13,180,715	13,576,136
Fees & Charges	613,115	472,587	359,950	236,670	246,137	255,982	266,222	276,871	287,945	299,463	311,442	323,899	336,855	346,961	357,370
Rental Income	889,692	977,276	1,045,587	1,556,526	1,618,787	1,683,538	1,750,880	1,820,915	1,893,752	1,969,502	2,048,282	2,130,213	2,215,422	2,259,730	2,304,925
Interest Earned	15,501	91,311	90,005	90,000	93,600	97,344	101,238	105,287	109,499	113,879	118,434	123,171	128,098	185,000	185,000
Sales Revenue	17,207,581	16,585,748	19,592,828	27,427,938	28,525,055	29,666,057	30,852,700	32,086,808	33,370,280	34,705,091	36,093,295	37,537,027	39,038,508	39,819,278	40,615,664
Operating Grants	15,988,342	15,347,662	12,889,265	21,803,396	22,675,532	23,582,554	24,525,856	25,506,890	26,527,166	27,588,252	28,691,782	29,839,454	31,033,032	31,653,692	32,286,766
Other Operating Income	2,741,888	623,900	2,908,076	123,500	128,440	133,578	138,921	144,478	150,257	156,267	162,518	169,018	175,779	179,295	182,880
	39,889,635	36,196,394	39,700,663	55,397,207	58,239,392	61,374,770	64,867,527	68,799,942	73,277,665	76,208,772	79,257,123	82,427,407	85,724,504	87,624,670	89,508,741
<b>Capital Income</b>															
Capital Grants	12,526,377	3,123,717	2,985,428	58,881,084											
Gain on Disposal of NCA	0	0	0	124,356	83,950				124,356	83,950					
	52,416,012	39,320,110	42,686,091	114,402,647	58,323,342	61,374,770	64,867,527	68,799,942	73,402,021	76,292,722	79,257,123	82,427,407	85,724,504	87,624,670	89,508,741
<b>Operating Expenses</b>															
Employee Benefits	-13,646,730	-13,305,192	-15,851,483	-19,953,602	-20,751,746	-21,581,816	-22,445,089	-23,342,892	-24,276,608	-25,247,672	-26,257,579	-27,307,882	-28,400,198	-28,968,202	-29,547,566
Materials and Services	-26,524,185	-23,926,685	-26,282,975	-27,559,913	-28,111,111	-28,673,333	-29,246,800	-29,831,736	-30,428,370	-31,036,938	-31,657,677	-32,290,830	-32,936,647	-33,595,380	-34,267,287
Depreciation	-10,525,362	-10,310,589	-12,543,129	-12,618,129	-12,870,492	-12,896,233	-12,922,025	-12,947,869	-12,973,765	-12,999,712	-13,025,712	-13,051,763	-13,077,867	-13,104,022	-13,130,230
Finance Costs	-796,079	-27,566	-25,957	0	0	0	0	0	0	0	0	0	0	0	0
	-51,492,356	-47,570,032	-54,703,544	-60,131,644	-61,733,349	-63,151,382	-64,613,913	-66,122,497	-67,678,743	-69,284,322	-70,940,968	-72,650,476	-74,414,711	-75,667,604	-76,945,083
<b>Capital Expenses</b>															
Loss on disposal of assets	0	0	0	0											
Capital Works Expenditure	-9,062,553	0	0	-59,984,167	-859,450	-969,750	-895,160	-1,124,550	-947,618	-1,539,450	0	0	-869,550	0	0
	-9,062,553	0	0	-59,984,167	-859,450	-969,750	-895,160	-1,124,550	-947,618	-1,539,450	0	0	-869,550	0	0
<b>TOTAL EXPENSES</b>	-60,554,909	-47,570,032	-54,703,544	-120,115,811	-62,592,799	-64,121,132	-65,509,073	-67,247,047	-68,626,361	-70,823,772	-70,940,968	-72,650,476	-75,284,261	-75,667,604	-76,945,083
<b>NET RESULT ATTRIBUTABLE TO COUNCIL</b>	-8,138,897	-8,249,922	-12,017,453	-5,713,164	-4,269,456	-2,746,361	-641,547	1,552,895	4,775,660	5,468,949	8,316,155	9,776,932	10,440,243	11,957,067	12,563,657

## Budget Cash Flow Statement

	2021/22	2022/23	2023/24	2024/25	2025/26
<b>Cash Flows From Operating Activities</b>					
Receipts from Customers	24,134,640	19,326,674	19,326,674	32,471,632	34,841,462
Payments to Suppliers	-41,374,110	-38,979,322	-38,979,322	-47,492,015	-48,840,915
Interest Received	15,501	91,311	90,005	90,000	93,600
Rental Income	889,692	977,276	1,045,587	1,556,526	1,618,787
Grants and Contributions	15,988,342	15,347,662	12,889,265	21,803,396	22,675,532
Borrowing Costs	-52,146	-27,566	-25,957	0	0
	-398,081	-3,263,966	-5,653,749	8,429,539	10,388,466
<b>Cash Flows From Investing Activities</b>					
Payments for PP&E	-9,961,827	-4,824,589	-4,824,589	-59,984,167	-7,500,000
Finance Lease receipts	0	0	0	0	0
Net Movement on Loans & Advances	0	0	0	0	0
Capital Grants	12,526,377	3,123,717	34,000,000	58,881,084	0
Proceeds on Sale of NCA	0	0	0	2,000	-124,356
	2,564,550	-1,700,873	29,175,411	-1,101,084	-7,624,356
<b>Cash Flows From Financing Activities</b>					
Proceeds from Borrowings	0	0	0	0	0
Repayment of Borrowings	0	0	0	0	0
	0	0	0	0	0
<b>Net Increase/Decrease in Cash Held</b>	2,166,469	-4,964,838	23,521,662	7,328,455	2,764,110
Cash at Beginning of Reporting Period	10,192,158	12,358,627	7,393,789	7,393,789	14,722,244
<b>CASH AT END OF REPORTING PERIOD</b>	<b>12,358,627</b>	<b>7,393,789</b>	<b>30,915,451</b>	<b>14,722,244</b>	<b>17,486,354</b>

## Budget Cash Flow Statement

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
<b>Cash Flows From Operating Activities</b>									
Receipts from Customers	24,134,640	19,326,674	19,326,674	32,471,632	34,841,462	36,001,223	38,379,341	41,306,535	44,761,831
Payments to Suppliers	-41,374,110	-38,979,322	-38,979,322	-47,492,015	-48,840,915	-50,232,763	-51,669,055	-53,151,345	-54,681,244
Interest Received	15,501	91,311	90,005	90,000	93,600	97,344	101,238	105,287	109,499
Rental Income	889,692	977,276	1,045,587	1,556,526	1,618,787	1,683,538	1,750,880	1,820,915	1,893,752
Grants and Contributions	15,988,342	15,347,662	12,889,265	21,803,396	22,675,532	23,582,554	24,525,856	25,506,890	26,527,166
Borrowing Costs	-52,146	-27,566	-25,957	0	0	0	0	0	0
	-398,081	-3,263,966	-5,653,749	8,429,539	10,388,466	11,131,896	13,088,259	15,588,282	18,611,003
<b>Cash Flows From Investing Activities</b>									
Payments for PP&E	-9,961,827	-4,824,589	-4,824,589	-59,984,167	-7,500,000	-9,000,000	-10,000,000	-9,500,000	-11,000,000
Finance Lease receipts	0	0	0	0	0	0	0	0	0
Net Movement on Loans & Advances	0	0	0	0	0	0	0	0	0
Capital Grants	12,526,377	3,123,717	34,000,000	58,881,084	0	0	0	0	0
Proceeds on Sale of NCA	0	0	0	2,000	-124,356	-83,950	0	0	0
	2,564,550	-1,700,873	29,175,411	-1,101,084	-7,624,356	-9,083,950	-10,000,000	-9,500,000	-11,000,000
<b>Cash Flows From Financing Activities</b>									
Proceeds from Borrowings	0	0	0	0	0	0	0	0	0
Repayment of Borrowings	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0
<b>Net Increase/Decrease in Cash Held</b>	<u>2,166,469</u>	<u>-4,964,838</u>	<u>23,521,662</u>	<u>7,328,455</u>	<u>2,764,110</u>	<u>2,047,946</u>	<u>3,088,259</u>	<u>6,088,282</u>	<u>7,611,003</u>
Cash at Beginning of Reporting Period	10,192,158	12,358,627	7,393,789	7,393,789	14,722,244	17,486,354	19,534,300	22,622,559	28,710,842
<b>CASH AT END OF REPORTING PERIOD</b>	<u>12,358,627</u>	<u>7,393,789</u>	<u>30,915,451</u>	<u>14,722,244</u>	<u>17,486,354</u>	<u>19,534,300</u>	<u>22,622,559</u>	<u>28,710,842</u>	<u>36,321,845</u>

Budget Cash Flow Statement

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2034/35
Cash Flows From Operating Activities															
Receipts from Customers	24,134,640	19,326,674	19,326,674	32,471,632	34,841,462	36,001,223	38,379,341	41,306,535	44,761,831	46,553,617	48,410,997	50,278,836	52,377,112	53,515,299	54,720,991
Payments to Suppliers	-41,374,110	-38,979,322	-38,979,322	-47,492,015	-48,840,915	-50,232,763	-51,669,055	-53,151,345	-54,681,244	-56,260,422	-57,890,612	-59,573,610	-61,311,281	-62,537,554	-63,788,359
Interest Received	15,501	91,311	90,005	90,000	93,600	97,344	101,238	105,287	109,499	113,879	118,434	123,171	128,098	185,000	185,000
Rental Income	889,692	977,276	1,045,587	1,556,526	1,618,787	1,683,538	1,750,880	1,820,915	1,893,752	1,969,502	2,048,282	2,130,213	2,215,422	2,259,730	2,304,925
Grants and Contributions	15,988,342	15,347,662	12,889,265	21,803,396	22,675,532	23,582,554	24,525,856	25,506,890	26,527,166	27,588,252	28,691,782	29,839,454	31,033,032	31,653,692	32,286,766
Borrowing Costs	-52,146	-27,566	-25,957	0	0	0	0	0	0	0	0	0	0	0	0
	-398,081	-3,263,966	-5,653,749	8,429,539	10,388,466	11,131,896	13,088,259	15,588,282	18,611,003	19,964,828	21,378,884	22,798,064	24,442,382	25,076,167	25,709,323
Cash Flows From Investing Activities															
Payments for PP&E	-9,961,827	-4,824,589	-4,824,589	-59,984,167	-7,500,000	-9,000,000	-10,000,000	-9,500,000	-11,000,000	-10,000,000	-11,000,000	-12,000,000	-12,000,000	-11,000,000	-12,000,000
Finance Lease receipts	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Net Movement on Loans & Advances	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Capital Grants	12,526,377	3,123,717	34,000,000	58,881,084	0	0	0	0	0	0	0	0	0	0	0
Proceeds on Sale of NCA	0	0	0	2,000	-124,356	-83,950	0	0	0	-124,356	-83,950	0	-80,000	0	-494,612
	2,564,550	-1,700,873	29,175,411	-1,101,084	-7,624,356	-9,083,950	-10,000,000	-9,500,000	-11,000,000	-10,124,356	-11,083,950	-12,000,000	-12,080,000	-11,000,000	-12,494,612
Cash Flows From Financing Activities															
Proceeds from Borrowings	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Repayment of Borrowings	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Net Increase/Decrease in Cash Held	2,166,469	-4,964,838	23,521,662	7,328,455	2,764,110	2,047,946	3,088,259	6,088,282	7,611,003	9,840,472	10,294,934	10,798,064	12,362,382	14,076,167	13,214,711
Cash at Beginning of Reporting Period	10,192,158	12,358,627	7,393,789	7,393,789	14,722,244	17,486,354	19,534,300	22,622,559	28,710,842	36,321,845	46,162,317	56,457,250	67,255,315	79,617,697	93,693,865
CASH AT END OF REPORTING PERIOD	12,358,627	7,393,789	30,915,451	14,722,244	17,486,354	19,534,300	22,622,559	28,710,842	36,321,845	46,162,317	56,457,250	67,255,315	79,617,697	93,693,865	106,908,575

## Budget Changes In Equity Statement

	Revaluation Reserve	Retained Surplus	Other Reserves	TOTAL
<b>CLOSING BALANCE - 2020/21</b>	<b>62,006,652</b>	<b>164,000,769</b>		<b>226,007,421</b>
Revaluations of PP&E	13,102,796	0	0	13,102,796
Impairment Losses	0	0	0	0
<b>Net Income Recognised Directly in Equity</b>	13,102,796	0	0	13,102,796
Surplus for the Period	0	-4,071,418	0	-4,071,418
<b>Total Recognised Income and Expense</b>	13,102,796	-4,071,418	0	9,031,378
Transfers to General Reserves	0	0		0
Transfers from General Reserves	0	0	0	0
<b>Total Transfers To and From Reserves</b>	0	0	0	0
<b>CLOSING BALANCE - 2021/22</b>	<b>75,109,448</b>	<b>160,083,881</b>	<b>0</b>	<b>235,193,328</b>
Revaluations of PP&E		0	0	0
Impairment Losses	0	0	0	0
<b>Net Income Recognised Directly in Equity</b>	0	0	0	0
Surplus for the Period	0	-8,249,922	0	-8,249,922
<b>Total Recognised Income and Expense</b>	0	-8,249,922	0	-8,249,922
Transfers to General Reserves	0	0	0	0
Transfers from General Reserves	0	0	0	0
<b>Total Transfers To and From Reserves</b>	0	0	0	0
<b>CLOSING BALANCE - 2022/23</b>	<b>75,109,448</b>	<b>151,833,959</b>	<b>0</b>	<b>226,943,406</b>
Revaluations of PP&E		0	0	0
Impairment Losses	0	0	0	0
<b>Net Income Recognised Directly in Equity</b>	0	0	0	0
Surplus for the Period	0	-12,017,453	0	-12,017,453
<b>Total Recognised Income and Expense</b>	0	-12,017,453	0	-12,017,453
Transfers to General Reserves	0	0	0	0
Transfers from General Reserves	0	0	0	0
<b>Total Transfers To and From Reserves</b>	0	0	0	0
<b>CLOSING BALANCE - 2023/24</b>	<b>75,109,448</b>	<b>139,816,506</b>	<b>0</b>	<b>214,925,953</b>
Revaluations of PP&E		0	0	0
Impairment Losses	0	0	0	0
<b>Net Income Recognised Directly in Equity</b>	0	0	0	0
Surplus for the Period	0	-5,713,164	0	-5,713,164
<b>Total Recognised Income and Expense</b>	0	-5,713,164	0	-5,713,164
Transfers to General Reserves	0	0	0	0
Transfers from General Reserves	0	0	0	0
<b>Total Transfers To and From Reserves</b>	0	0	0	0
<b>CLOSING BALANCE - 2024/25</b>	<b>75,109,448</b>	<b>134,103,342</b>	<b>0</b>	<b>209,212,789</b>
Revaluations of PP&E		0	0	0
Impairment Losses	0	0	0	0
<b>Net Income Recognised Directly in Equity</b>	0	0	0	0
Surplus for the Period	0	-4,269,456	0	-4,269,456
<b>Total Recognised Income and Expense</b>	0	-4,269,456	0	-4,269,456
Transfers to General Reserves	0	0	0	0
Transfers from General Reserves	0	0	0	0
<b>Total Transfers To and From Reserves</b>	0	0	0	0
<b>CLOSING BALANCE - 2025/26</b>	<b>75,109,448</b>	<b>129,833,886</b>	<b>0</b>	<b>204,943,333</b>

## Budget Changes In Equity Statement

	Revaluation Reserve	Retained Surplus	Other Reserves	TOTAL
<b>CLOSING BALANCE - 2020/21</b>	<b>62,006,652</b>	<b>164,000,769</b>		<b>226,007,421</b>
Revaluations of PP&E	13,102,796	0	0	13,102,796
Impairment Losses	0	0	0	0
<b>Net Income Recognised Directly in Equity</b>	13,102,796	0	0	13,102,796
Surplus for the Period	0	-4,071,418	0	-4,071,418
<b>Total Recognised Income and Expense</b>	13,102,796	-4,071,418	0	9,031,378
Transfers to General Reserves	0	0		0
Transfers from General Reserves	0	0	0	0
<b>Total Transfers To and From Reserves</b>	0	0	0	0
<b>CLOSING BALANCE - 2021/22</b>	<b>75,109,448</b>	<b>160,083,881</b>	<b>0</b>	<b>235,193,328</b>
Revaluations of PP&E		0	0	0
Impairment Losses	0	0	0	0
<b>Net Income Recognised Directly in Equity</b>	0	0	0	0
Surplus for the Period	0	-8,249,922	0	-8,249,922
<b>Total Recognised Income and Expense</b>	0	-8,249,922	0	-8,249,922
Transfers to General Reserves	0	0	0	0
Transfers from General Reserves	0	0	0	0
<b>Total Transfers To and From Reserves</b>	0	0	0	0
<b>CLOSING BALANCE - 2022/23</b>	<b>75,109,448</b>	<b>151,833,959</b>	<b>0</b>	<b>226,943,406</b>
Revaluations of PP&E		0	0	0
Impairment Losses	0	0	0	0
<b>Net Income Recognised Directly in Equity</b>	0	0	0	0
Surplus for the Period	0	-12,017,453	0	-12,017,453
<b>Total Recognised Income and Expense</b>	0	-12,017,453	0	-12,017,453
Transfers to General Reserves	0	0	0	0
Transfers from General Reserves	0	0	0	0
<b>Total Transfers To and From Reserves</b>	0	0	0	0
<b>CLOSING BALANCE - 2023/24</b>	<b>75,109,448</b>	<b>139,816,506</b>	<b>0</b>	<b>214,925,953</b>
Revaluations of PP&E		0	0	0
Impairment Losses	0	0	0	0
<b>Net Income Recognised Directly in Equity</b>	0	0	0	0
Surplus for the Period	0	-5,713,164	0	-5,713,164
<b>Total Recognised Income and Expense</b>	0	-5,713,164	0	-5,713,164
Transfers to General Reserves	0	0	0	0
Transfers from General Reserves	0	0	0	0
<b>Total Transfers To and From Reserves</b>	0	0	0	0
<b>CLOSING BALANCE - 2024/25</b>	<b>75,109,448</b>	<b>134,103,342</b>	<b>0</b>	<b>209,212,789</b>
Revaluations of PP&E		0	0	0
Impairment Losses	0	0	0	0
<b>Net Income Recognised Directly in Equity</b>	0	0	0	0
Surplus for the Period	0	-4,269,456	0	-4,269,456
<b>Total Recognised Income and Expense</b>	0	-4,269,456	0	-4,269,456
Transfers to General Reserves	0	0	0	0
Transfers from General Reserves	0	0	0	0
<b>Total Transfers To and From Reserves</b>	0	0	0	0
<b>CLOSING BALANCE - 2025/26</b>	<b>75,109,448</b>	<b>129,833,886</b>	<b>0</b>	<b>204,943,333</b>
Revaluations of PP&E		0	0	0

Impairment Losses	0	0	0	0
<b>Net Income Recognised Directly in Equity</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Surplus for the Period	0	-2,746,361	0	-2,746,361
<b>Total Recognised Income and Expense</b>	<u>0</u>	<u>-2,746,361</u>	<u>0</u>	<u>-2,746,361</u>
Transfers to General Reserves	0	0	0	0
Transfers from General Reserves	0	0	0	0
<b>Total Transfers To and From Reserves</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>CLOSING BALANCE - 2026/27</b>	<b>75,109,448</b>	<b>127,087,525</b>	<b>0</b>	<b>202,196,972</b>
Revaluations of PP&E		0	0	0
Impairment Losses	0	0	0	0
<b>Net Income Recognised Directly in Equity</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Surplus for the Period	0	-641,547	0	-641,547
<b>Total Recognised Income and Expense</b>	<u>0</u>	<u>-641,547</u>	<u>0</u>	<u>-641,547</u>
Transfers to General Reserves	0	0	0	0
Transfers from General Reserves	0	0	0	0
<b>Total Transfers To and From Reserves</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>CLOSING BALANCE - 2027/28</b>	<b>75,109,448</b>	<b>126,445,978</b>	<b>0</b>	<b>201,555,425</b>
Revaluations of PP&E		0	0	0
Impairment Losses	0	0	0	0
<b>Net Income Recognised Directly in Equity</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Surplus for the Period	0	1,552,895	0	1,552,895
<b>Total Recognised Income and Expense</b>	<u>0</u>	<u>1,552,895</u>	<u>0</u>	<u>1,552,895</u>
Transfers to General Reserves	0	0	0	0
Transfers from General Reserves	0	0	0	0
<b>Total Transfers To and From Reserves</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>CLOSING BALANCE - 2028/29</b>	<b>75,109,448</b>	<b>127,998,873</b>	<b>0</b>	<b>203,108,320</b>
Revaluations of PP&E		0	0	0
Impairment Losses	0	0	0	0
<b>Net Income Recognised Directly in Equity</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Surplus for the Period	0	4,775,660	0	4,775,660
<b>Total Recognised Income and Expense</b>	<u>0</u>	<u>4,775,660</u>	<u>0</u>	<u>4,775,660</u>
Transfers to General Reserves	0	0	0	0
Transfers from General Reserves	0	0	0	0
<b>Total Transfers To and From Reserves</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>CLOSING BALANCE - 2029/30</b>	<b>75,109,448</b>	<b>132,774,533</b>	<b>0</b>	<b>207,883,980</b>



## Budget Changes In Equity Statement

	Revaluation Reserve	Retained Surplus	Other Reserves	TOTAL
<b>CLOSING BALANCE - 2020/21</b>	<b>62,006,652</b>	<b>164,000,769</b>		<b>226,007,421</b>
Revaluations of PP&E	13,102,796	0	0	13,102,796
Impairment Losses	0	0	0	0
<b>Net Income Recognised Directly in Equity</b>	13,102,796	0	0	13,102,796
Surplus for the Period	0	-4,071,418	0	-4,071,418
<b>Total Recognised Income and Expense</b>	13,102,796	-4,071,418	0	9,031,378
Transfers to General Reserves	0	0		0
Transfers from General Reserves	0	0	0	0
<b>Total Transfers To and From Reserves</b>	0	0	0	0
<b>CLOSING BALANCE - 2021/22</b>	<b>75,109,448</b>	<b>160,083,881</b>	<b>0</b>	<b>235,193,328</b>
Revaluations of PP&E		0	0	0
Impairment Losses	0	0	0	0
<b>Net Income Recognised Directly in Equity</b>	0	0	0	0
Surplus for the Period	0	-8,249,922	0	-8,249,922
<b>Total Recognised Income and Expense</b>	0	-8,249,922	0	-8,249,922
Transfers to General Reserves	0	0	0	0
Transfers from General Reserves	0	0	0	0
<b>Total Transfers To and From Reserves</b>	0	0	0	0
<b>CLOSING BALANCE - 2022/23</b>	<b>75,109,448</b>	<b>151,833,959</b>	<b>0</b>	<b>226,943,406</b>
Revaluations of PP&E		0	0	0
Impairment Losses	0	0	0	0
<b>Net Income Recognised Directly in Equity</b>	0	0	0	0
Surplus for the Period	0	-12,017,453	0	-12,017,453
<b>Total Recognised Income and Expense</b>	0	-12,017,453	0	-12,017,453
Transfers to General Reserves	0	0	0	0
Transfers from General Reserves	0	0	0	0
<b>Total Transfers To and From Reserves</b>	0	0	0	0
<b>CLOSING BALANCE - 2023/24</b>	<b>75,109,448</b>	<b>139,816,506</b>	<b>0</b>	<b>214,925,953</b>
Revaluations of PP&E		0	0	0
Impairment Losses	0	0	0	0
<b>Net Income Recognised Directly in Equity</b>	0	0	0	0
Surplus for the Period	0	-5,713,164	0	-5,713,164
<b>Total Recognised Income and Expense</b>	0	-5,713,164	0	-5,713,164
Transfers to General Reserves	0	0	0	0
Transfers from General Reserves	0	0	0	0
<b>Total Transfers To and From Reserves</b>	0	0	0	0
<b>CLOSING BALANCE - 2024/25</b>	<b>75,109,448</b>	<b>134,103,342</b>	<b>0</b>	<b>209,212,789</b>
Revaluations of PP&E		0	0	0
Impairment Losses	0	0	0	0
<b>Net Income Recognised Directly in Equity</b>	0	0	0	0
Surplus for the Period	0	-4,269,456	0	-4,269,456
<b>Total Recognised Income and Expense</b>	0	-4,269,456	0	-4,269,456
Transfers to General Reserves	0	0	0	0
Transfers from General Reserves	0	0	0	0
<b>Total Transfers To and From Reserves</b>	0	0	0	0
<b>CLOSING BALANCE - 2025/26</b>	<b>75,109,448</b>	<b>129,833,886</b>	<b>0</b>	<b>204,943,333</b>
Revaluations of PP&E		0	0	0

Impairment Losses	0	0	0	0
<b>Net Income Recognised Directly in Equity</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Surplus for the Period	0	-2,746,361	0	-2,746,361
<b>Total Recognised Income and Expense</b>	<u>0</u>	<u>-2,746,361</u>	<u>0</u>	<u>-2,746,361</u>
Transfers to General Reserves	0	0	0	0
Transfers from General Reserves	0	0	0	0
<b>Total Transfers To and From Reserves</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>CLOSING BALANCE - 2026/27</b>	<b>75,109,448</b>	<b>127,087,525</b>	<b>0</b>	<b>202,196,972</b>
Revaluations of PP&E		0	0	0
Impairment Losses	0	0	0	0
<b>Net Income Recognised Directly in Equity</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Surplus for the Period	0	-641,547	0	-641,547
<b>Total Recognised Income and Expense</b>	<u>0</u>	<u>-641,547</u>	<u>0</u>	<u>-641,547</u>
Transfers to General Reserves	0	0	0	0
Transfers from General Reserves	0	0	0	0
<b>Total Transfers To and From Reserves</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>CLOSING BALANCE - 2027/28</b>	<b>75,109,448</b>	<b>126,445,978</b>	<b>0</b>	<b>201,555,425</b>
Revaluations of PP&E		0	0	0
Impairment Losses	0	0	0	0
<b>Net Income Recognised Directly in Equity</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Surplus for the Period	0	1,552,895	0	1,552,895
<b>Total Recognised Income and Expense</b>	<u>0</u>	<u>1,552,895</u>	<u>0</u>	<u>1,552,895</u>
Transfers to General Reserves	0	0	0	0
Transfers from General Reserves	0	0	0	0
<b>Total Transfers To and From Reserves</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>CLOSING BALANCE - 2028/29</b>	<b>75,109,448</b>	<b>127,998,873</b>	<b>0</b>	<b>203,108,320</b>
Revaluations of PP&E		0	0	0
Impairment Losses	0	0	0	0
<b>Net Income Recognised Directly in Equity</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Surplus for the Period	0	4,775,660	0	4,775,660
<b>Total Recognised Income and Expense</b>	<u>0</u>	<u>4,775,660</u>	<u>0</u>	<u>4,775,660</u>
Transfers to General Reserves	0	0	0	0
Transfers from General Reserves	0	0	0	0
<b>Total Transfers To and From Reserves</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>CLOSING BALANCE - 2029/30</b>	<b>75,109,448</b>	<b>132,774,533</b>	<b>0</b>	<b>207,883,980</b>
Revaluations of PP&E		0	0	0
Impairment Losses	0	0	0	0
<b>Net Income Recognised Directly in Equity</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Surplus for the Period	0	5,468,949	0	5,468,949
<b>Total Recognised Income and Expense</b>	<u>0</u>	<u>5,468,949</u>	<u>0</u>	<u>5,468,949</u>
Transfers to General Reserves	0	0	0	0
Transfers from General Reserves	0	0	0	0
<b>Total Transfers To and From Reserves</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>CLOSING BALANCE - 2030/31</b>	<b>75,109,448</b>	<b>138,243,482</b>	<b>0</b>	<b>213,352,929</b>
Revaluations of PP&E		0	0	0
Impairment Losses	0	0	0	0
<b>Net Income Recognised Directly in Equity</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Surplus for the Period	0	8,316,155	0	8,316,155
<b>Total Recognised Income and Expense</b>	<u>0</u>	<u>8,316,155</u>	<u>0</u>	<u>8,316,155</u>
Transfers to General Reserves	0	0	0	0
Transfers from General Reserves	0	0	0	0
<b>Total Transfers To and From Reserves</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

<b>CLOSING BALANCE - 2031/32</b>	<b>75,109,448</b>	<b>146,559,637</b>	<b>0</b>	<b>221,669,084</b>
Revaluations of PP&E		0	0	0
Impairment Losses	0	0	0	0
<b>Net Income Recognised Directly in Equity</b>	0	0	0	0
Surplus for the Period	0	9,776,932	0	9,776,932
<b>Total Recognised Income and Expense</b>	0	9,776,932	0	9,776,932
Transfers to General Reserves	0	0	0	0
Transfers from General Reserves	0	0	0	0
<b>Total Transfers To and From Reserves</b>	0	0	0	0
<b>CLOSING BALANCE - 2032/33</b>	<b>75,109,448</b>	<b>156,336,569</b>	<b>0</b>	<b>231,446,016</b>
Revaluations of PP&E		0	0	0
Impairment Losses	0	0	0	0
<b>Net Income Recognised Directly in Equity</b>	0	0	0	0
Surplus for the Period	0	10,440,243	0	10,440,243
<b>Total Recognised Income and Expense</b>	0	10,440,243	0	10,440,243
Transfers to General Reserves	0	0	0	0
Transfers from General Reserves	0	0	0	0
<b>Total Transfers To and From Reserves</b>	0	0	0	0
<b>CLOSING BALANCE - 2033/34</b>	<b>75,109,448</b>	<b>166,776,812</b>	<b>0</b>	<b>241,886,259</b>
Revaluations of PP&E		0	0	0
Impairment Losses	0	0	0	0
<b>Net Income Recognised Directly in Equity</b>	0	0	0	0
Surplus for the Period	0	11,957,067	0	11,957,067
<b>Total Recognised Income and Expense</b>	0	11,957,067	0	11,957,067
Transfers to General Reserves	0	0	0	0
Transfers from General Reserves	0	0	0	0
<b>Total Transfers To and From Reserves</b>	0	0	0	0
<b>CLOSING BALANCE - 2034/35</b>	<b>75,109,448</b>	<b>178,733,878</b>	<b>0</b>	<b>253,843,325</b>
Revaluations of PP&E		0	0	0
Impairment Losses	0	0	0	0
<b>Net Income Recognised Directly in Equity</b>	0	0	0	0
Surplus for the Period	0	12,563,657	0	12,563,657
<b>Total Recognised Income and Expense</b>	0	12,563,657	0	12,563,657
Transfers to General Reserves	0	0	0	0
Transfers from General Reserves	0	0	0	0
<b>Total Transfers To and From Reserves</b>	0	0	0	0
<b>CLOSING BALANCE - 2035/36</b>	<b>75,109,448</b>	<b>191,297,536</b>	<b>0</b>	<b>266,406,983</b>

# Financial Sustainability Ratios

RATIO	TARGET	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Working Capital	> 1.1	6.6	7.3	8.1	9.3	11.6	14.5	18.2	22.1	26.2	30.8	36.0	40.9
Operating Surplus	0 - 15%	-14.09%	-9.84%	-4.72%	0.63%	6.21%	11.98%	14.26%	16.50%	18.65%	20.75%	21.43%	22.03%
Net Financial Liabilities	< 60%	-23.06%	-24.95%	-26.99%	-30.43%	-37.59%	-45.63%	-56.74%	-67.50%	-78.04%	-89.39%	-103.50%	-116.07%
Interest Coverage	0 - 10%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Asset Sustainability	> 90%	475.38%	58.27%	69.79%	77.39%	73.37%	84.79%	76.92%	84.45%	91.94%	91.76%	83.94%	91.39%
Asset Consumption	40 - 80%												

# Financial Sustainability Ratios

RATIO	TARGET	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	
Working Capital	> 1.1	6.6	7.3	8.1	9.3	11.6	14.5	18.2	22.1	26.2	30.8	36.0	
Operating Surplus	0 - 15%	-14.09%	-9.84%	-4.72%	0.63%	6.21%	11.98%	14.26%	16.50%	18.65%	20.75%	21.43%	
Net Financial Liabilities	< 60%	-23.06%	-24.95%	-26.99%	-30.43%	-37.59%	-45.63%	-56.74%	-67.50%	-78.04%	-89.39%	-103.50%	
Interest Coverage	0 - 10%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Asset Sustainability	> 90%	475.38%	58.27%	69.79%	77.39%	73.37%	84.79%	76.92%	84.45%	91.94%	91.76%	83.94%	
Asset Consumption	40 - 80%												

2033/34
40.9
22.03%
-116.07%
0.00%
91.39%

Operating Surplus Ratios Calculation

$$\frac{\text{Operating Revenue minus Operating Expenses}}{\text{Own Source Revenue}}$$

Own Source Revenue equals Operating Revenue minus any Grant funding received

Net Financial Liabilities Ratio

$$\frac{\text{Total Liabilities minus Current Assets}}{\text{Operating Income}}$$

Asset Sustainability Ratio

$$\frac{\text{Capital Expenditure on Renewals \& Replacements}}{\text{Depreciation Expense}}$$

<b>Policy Title</b>	REVENUE POLICY
<b>Policy Number</b>	FIN-005
<b>Business Unit</b>	CORPORATE SERVICES / FINANCE
<b>Date of Adoption</b>	<del>2728</del> /06/ <del>2023</del> <u>2024</u>
<b>Resolution Number</b>	<del>C6.3.3.-2706</del> <u>2023</u>
<b>Review Date</b>	<del>2728</del> /06/202 <u>5</u> <u>4</u>
<b>Date Repealed</b>	

## 1. POLICY SUMMARY

This policy sets out the principles used by the Northern Peninsula Area Regional Council (NPARC) in the 2023-24 Budget in the setting of rates and charges, and cost recovery methods.

NPARC is required to prepare and adopt a Revenue Policy in accordance with S133 of the *Local Government Regulation 2012 (Qld)*.

The Policy must be reviewed annually and in sufficient time to allow an annual budget to be adopted that is consistent with the policy. Accordingly, the principles contained in this policy are applied in the determination of rates and charges as detailed in NPARC's 2022-23 Revenue Statement.

As the council is unable to levy rates on properties in the Northern Peninsula Local Government area, all reference to "rates and charges" in this policy shall mean the provision of utility charges.

## 2. POLICY OBJECTIVES

The purpose of this revenue policy is to set out the principles used by council for the making, levying, recovery and concessions for rates and utility charges and the setting of cost-recovery fees and infrastructure charges.

## 3. BACKGROUND

This policy replaces the previous Revenue Policy approved in 202~~3~~4.

This policy applies to all personnel that are involved in the making, levying, recovery and concessions for rates and utility charges and the setting of miscellaneous fees and charges for the Council.

## 4. POLICY STATEMENT

### 4.1 Principles used for the making of rates and utility charges

In general, the Council will be guided by the principle of user pays in the making of rates and utility charges so as to minimise the impact of rating on the efficiency of the local economy, however the council will depart from that approach when it is in the community interest to do so.

The Council will also have regard to the principles of:

- transparency in the making of rates and utility charges;
- equity by taking account of the different levels of capacity to pay within the local community; and



- flexibility to take account of changes in the local economy.

In levying rates and utility charges the council will apply the principles of transparency and equity by:

- clearly setting out the council's charging processes and each resident's responsibility under the system;
- making the levying system simple and inexpensive to administer;
- timing the levying to take into account the financial cycle of local economic activity, in order to assist the smooth running of the local economy; and
- making available flexible payment plans for residents with a lower capacity to pay.

Council will exercise its rate recovery powers in order to reduce the overall rate burden on residents. In doing so it will be guided by the principles of transparency and equity by:

- making clear the obligations of residents and the processes used by council in assisting them to meet their financial obligations;
- making the processes used to recover outstanding rates and utility charges clear, simple to administer and cost effective
- considering the capacity to pay in determining appropriate payment plans for different sectors of the community; having regard to providing the same treatment for ratepayers with similar circumstances, and
- flexibly responding where necessary to changes in the local economy.

In considering the application of concessions, council will be guided by the principles of transparency and equity by:

- having regard to the different levels of capacity to pay within the local community;
- applying the same treatment to ratepayers with similar circumstances;
- making clear the requirements necessary to receive concessions, and
- flexibly responding to local economic issues.

Consideration may be given by council to granting a class concession in the event all or part of the local government area is declared a natural disaster area by the State Government.

In setting cost-recovery fees, council will apply the following guidelines:

- fees associated with regulatory services will be set at no more than the full cost of providing the service or taking the action for which the fee is charged. Council may choose to subsidize the fee from other sources.
- fees associated with commercial services will be set to recover the full cost of providing the service and, if provided by a Business of Council, may include a component for a reasonable return on capital.

To minimise the impact of infrastructure charges on the efficiency of the local economy, council will be guided by the principle of user pays in the making of infrastructure charges for new development, to the extent permissible by law. However, the council will depart from that approach when it is in the community interest to do so.

Council will also have regard to the principles of:

- transparency in the making of infrastructure charges;
- having in place a infrastructure charging regime that is simple and inexpensive to administer;
- equity by taking account of the different levels of capacity to pay within the local community; and
- flexibility to take account of changes in the local economy.

## **5. RELATED LEGISLATION**

*Local Government Act 2009*

*Local Government Regulation 2012*

## **6. RELATED DOCUMENTS**

FIN-001 DEBT POLICY

FIN-002 FINANCIAL DELEGATIONS POLICY

FIN-003 INVESTMENT POLICY

FIN-004 PROCUREMENT POLICY

NPARC Annual Revenue Statement 2023/2024

## **7. DEFINITIONS**

All definitions are as per the *Local Government Act 2009 (Qld) (LGA 2009)* and *Local Government Regulation 2012 (Qld) (LGR 2012)*.

## **8. REVIEW MECHANISM**

This policy will be reviewed when any of the following occur:

1. The related legislation or governing documents are amended or replaced; or
2. Other circumstances as determined by resolution of Council or the CEO; or
3. Annually as part of the Statutory Annual Budget Preparation.

## 9. AMENDMENTS

Document History	Date	Council Resolution Number	Notes (including the prior Policy number, details of change/s, etc)
Original	25/06/2013	4.1 250613	
Amendment 1	30/07/2014		
Amendment 2	26/02/2019	7.1 260219	
Amendment 3	29/07/2020	2.1 290720	
Amendment 4	22/07/2021	EO6.2 – 22072021	Updated
Amendment 5	27/07/2022	C8.2-27072022	Updated
Amendment 6	14/12/2022	C11.2.1 -14122022	Updated
Amendment 7	27/06/2023	C6.3.3.-27062023	
<u>Amendment 8</u>	<u>28/06/2024</u>		

KATE GALLAWAY

CHIEF EXECUTIVE OFFICER

27/06/202328/06/2024

## **1. OBJECTIVE**

The purpose of the revenue statement is to set out the revenue measures adopted by the Northern Peninsula Area Regional Council (NPARC) to frame the 2024/2025 Budget.

## **2. RELEVANT LEGISLATION**

Section 104 (5)(a)(iv) of the *Local Government Act 2009* and Section 172 of the *Local Government Regulation 2012* require the Council to adopt a Revenue Statement for each financial year and to include certain information therein.

The *Local Government Regulation 2012* s169 (2) (b) and s172 require that the revenue statement must state –

1.

- a) If the local government levies differential general rates –
  - i) the rating categories for rateable land in the local government area; and
  - ii) a description of each rating category; and
- b) if the local government levies special rates or charges for a joint government activity – a summary of the terms of the joint government activity; and
- c) if the local government fixes a cost-recovery fee – the criteria used to decide the amount of the cost-recovery fee; and
- d) if the local government conducts a business activity on a commercial basis – the fees the local government receives for the activity.

2. The revenue statement for a financial year must include the following information for the financial year –

- a) An outline and explanation of the measures that the local government has adopted for raising revenue, including an outline and explanation of –
  - i) The rates and charges to be levied in the financial year; and
  - ii) The concessions for rates and charges to be granted in the financial year;
- b) Whether the local government has made a resolution limiting an increase of rates and charges.

## **3. RATES and CHARGES**

Council is required to raise an amount of revenue it sees as being appropriate to maintain assets and provide services to the shire as a whole. However, NPARC is unable to levy general rates based on the unimproved capital value of the land as is the case with all other non-indigenous local governments in Queensland.

NPARC will be guided by the principle of user pays in the making of any charges. Fees and charges are determined by resolution at Council's budget meeting each year and become effective from 1 July.

The Council expects to marginally increase the operating capability in 2024/2025 to maintain and deliver services to the reasonable expectations of the community.

The Council has not made a resolution limiting an increase of rates and charges.

#### 4. GENERAL RATES

The charging of general rates is not applicable to the Northern Peninsula Area Regional Council.

#### 5. UTILITY CHARGES

The Council has determined that it will make and levy charges for the supply of water, sewerage and cleansing services in accordance with the provisions set out in Section 99 of the *Local Government Regulation 2012*. Utility charges have been increased by 7% this financial year.

Utility service charges will be levied in 202~~43~~/202~~54~~ on properties in relation to:

- Water Supply
- Waste Collection
- ~~Sewerage~~
- Cleansing

These charges are set to recover the cost of provision of each service including on-going operations and maintenance and are set out in the NPARC Fees and Charges Schedule.

##### a) Water

Charges are not based on the value of land. They are levied to cover costs associated with the operation, refurbishment and maintenance of services. For premises connected to the Northern Peninsula Area Regional Council Water Scheme, a charge is levied for each classification outlined in Table 1.

**Table 1: Water Charging Schedule**

No	Category		Charge
1	Residential	Per dwelling	\$ <del>2,789</del> <u>10,853</u>
2	Commercial		\$ <del>2,789</del> <u>10,853</u>
3	Commercial	Based on consumption greater than 500k/l	\$1. <del>00</del> <u>50</u> per k/l
4	Water / property management system charge		\$ <del>121</del> <u>118</u>

##### b) Cleansing

An annual cleansing charge for the purpose of removal and disposal of perishable waste only for the year 2023/2024 will be set at an amount of \$~~727~~851.00 for a bi-weekly service.

Council has adopted a fee structure that provides a 245 litre Wheelie Bin service to apply on all improved properties for refuse removal and disposal and levied on each separate occupancy (whether occupied or vacant). Additional bin charges per annum will be ~~\$328~~425.50. Where land is for the first time built on during the year, the charge shall be made from the date the structure is occupied, calculated proportionately for the unexpired part of the year.

Charges for commercial and other large facilities will be ~~\$654~~851 per annum.

#### c) Sewerage

An annual sewerage charge will be made for the cost of supplying a service for the removal of sewerage. For premises connected to the Northern Peninsula Area Regional Council Sewerage Scheme, a charge is levied for each classification outlined in Table 2.

Charges are not based on the value of land. They are levied to cover costs associated with the operation, refurbishment and maintenance of services.

**Table 2: Sewerage Charging Schedule**

No	Category		Charge
1	Residential	Per dwelling	<del>\$727</del> <u>2,443</u>
2	Vacant Land		Nil
3	Commercial/Industrial		<del>\$1,455</del> <u>4,886</u>
4	Additional toilet/ urinal		<del>\$364</del> <u>1,221.50</u>

## 6. FEES AND CHARGES

Council's adopted Fees and Charges Schedule includes a mixture of regulatory and user pays fees. The regulatory charges are identified as such in the Fees and Charges Schedule and have been determined with reference to the relevant legislation and where applicable recover the cost of performing the function.

## 7. ON COST RATES

Council reviews oncost rates to enable financial recovery for overheads to works and services provided by Council to both its internal and external works.

## 8. DEPRECIATION

Council has budgeted to fund depreciation on its assets.

## **9. COST RECOVERY FEES**

Council imposes cost recovery fees for services and facilities supplied by it including (among other things) for any entitlement, facility, service or thing supplied, approval, consent, licence, permission, registration or information given, admission to any structure or place, receipt of any application, product or commodity supplied or inspection undertaken. The quantum of each fee reflects as far and as accurately as possible the actual cost of providing these services and facilities. Pursuant to section 97(4) of the *Local Government Act 2009*, cost-recovery fees must not be more than the cost to Council of taking the action for which the fee is charged.

## **10. INFRASTRUCTURE FUNDING**

The level of new development occurring is quite limited but Council charges for infrastructure are applied as the opportunity arises. Infrastructure standards tend to be basic in order to encourage development to occur.

## **11. COMMERCIAL BUSINESS**

Council has the power to conduct business activities and make business activity fees for services and facilities it provides on this basis. Business activity fees are made where Council provides a service and the other party to the transaction can choose whether or not to avail itself of the service. Business activity fees are a class of charge, which are purely commercial in application and are subject to the Commonwealth's Goods and Services Tax.

<b>Policy Title</b>	DEBT POLICY
<b>Policy Number</b>	FIN-001
<b>Business Unit</b>	CORPORATE SERVICES / FINANCE
<b>Date of Adoption</b>	<del>27/06/2023</del> 28/06/2024
<b>Resolution Number</b>	C6.3.6.-27062023
<b>Review Date</b>	<del>27/06/2024</del> 28/06/2025
<b>Date Repealed</b>	

## 1. POLICY OBJECTIVES

To provide Council with a debt management strategy based on sound financial management guidelines.

To establish a framework for:

- a) The new borrowings planned for the current financial year and the next nine (9) financial years; and
- b) The time over which the local government plans to repay existing and new borrowings.

## 2. POLICY STATEMENT

Council aims to finance capital works and new assets to the greatest extent possible from revenue, grants and subsidies.

- 2.1 Council aims to finance capital works and new assets to the greatest extent possible from revenue, grants and subsidies.
- 2.2 Borrowings will only be made for:
  - Capital expenditure; or
  - Short-term working capital; or
  - A genuine emergency or hardship.
- 2.3 Borrowing will be undertaken in accordance with Queensland Treasury Corporation guidelines.
- 2.4 Borrowings will be for a period which is less than or equal to the estimated useful life of the related asset(s). However, in the case of infrastructure with useful lives ranging from 10 to 80 years the term will be limited to between 10 and 20 years unless longer terms are recommended by the Queensland Treasury Corporation.
- 2.5 Detailed capital works and assets acquisition programs (Asset Management Plans, Strategies, and Policies) for the next ten (10) years together with the ten (10) year Long Term Financial Forecast will provide the basis for determination of funding options.
- 2.6 Council will use the Queensland Treasury Corporation for the management of its long-term debt facilities.



2.7 Borrowings planned for the next ten (10) financial years based on estimated new capital expenditure provided to Queensland Treasury Corporation:

2023/24 – no proposed borrowings

2024/25 – no proposed borrowings

2025/26 – no proposed borrowings

2026/27 – no proposed borrowings

2027/28 – no proposed borrowings

2028/29 – no proposed borrowings

2029/30 – no proposed borrowings

2030/31 – no proposed borrowings

2031/32 – no proposed borrowings

2033/33 – no proposed borrowings

2.8 Borrowing debt as at 30 June 2023 is \$0.00

### **3. RELATED LEGISLATION**

*Local Government Act 2009 Section 192*

*Local Government Regulation 2012*

### **4. RELATED DOCUMENTS**

FIN-002 FINANCIAL DELEGATIONS POLICY

FIN-003 INVESTMENT POLICY

FIN-004 PROCUREMENT POLICY

FIN-005 REVENUE POLICY

### **5. DEFINITIONS**

All definitions are as per the *Local Government Act 2009 (Qld)* (LGA 2009) and *Local Government Regulation 2012 (Qld)* (LGR 2012).

### **6. REVIEW MECHANISM**

This policy will be reviewed when any of the following occur:

1. The related legislation or governing documents are amended or replaced; or
2. Other circumstances as determined by resolution of Council or the CEO; or
3. 12 months from date of adoption.

## 7. AMENDMENTS

Document History	Date	Council Resolution Number	Notes (including the prior Policy number, details of change/s, etc)
Original	25/06/2016	4.1 250613	
Amendment 1	29/07/2020	4.1 290720	
Amendment 2	22/07/2021	EO6.4-22072021	
Amendment 3	27/07/2022	C8.5-27072022	
Amendment 4	27/06/2023	C6.3.6.-27062023	
<u>Amendment 5</u>	<u>28/06/2024</u>		

KATE GALLAWAY

CHIEF EXECUTIVE OFFICER

~~27/06/2023~~28/06/2024

<b>Policy Title</b>	INVESTMENT POLICY
<b>Policy Number</b>	FIN-003
<b>Business Unit</b>	CORPORATE SERVICES / FINANCE
<b>Date of Adoption</b>	<del>27/06/2023</del> 28/06/2024
<b>Resolution Number</b>	C6.3.7.-27062023
<b>Review Date</b>	<del>27/06/2024</del> 28/06/2025
<b>Date Repealed</b>	

## 1. POLICY OBJECTIVES

Northern Peninsula Area Regional Council's overall objective is to invest its funds at the most advantageous rate of interest available to it at all times, for the investment type, and in a way that it considers most appropriate given the circumstances.

This policy applies to the investment of all surplus funds held by Northern Peninsula Area Regional Council. For the purposes of this policy, investments are defined as arrangements that are required or undertaken for the purpose of producing income and/or capital gains.

## 2. POLICY STATEMENT

### 2.1. Investment Authority

Local Governments have authority to exercise Category 1 investment powers under Part 6 of the *Statutory Bodies Financial Arrangements Act 1982*.

### 2.2. Delegations

The Chief Executive Officer, or sub-delegate, has been authorised to invest Northern Peninsula Area Regional Council's operating funds in investments consistent with this Investment Policy and legislation.

### 2.3. Investment Guidelines

The structure and features of Councils investments are to be consistent within the time horizons, risk parameters, liquidity requirements and operational guidelines of Council as set out below:

#### 2.3.1. Quotations on investments

No less than three (3) quotations shall be obtained from authorised institutions when an investment is proposed. Investment with the Queensland Treasury Corporation Capital Guaranteed Cash Fund does not constitute an investment decision requiring three (3) quotes.

In assessing fair value of quotes obtained, the risk of the entity providing the return must be considered. The fair value calculated provided by the Queensland Treasury Corporation can be used to assist in this evaluation.

#### 2.3.2. Term to maturity

The term to maturity of the Council's investments may range from at call to one (1) year and will depend on Council's future cash flow requirements, credit risk guidelines and the prevailing outlook regarding interest rates.

### **2.3.3. Diversification/credit risk**

When placing investments, consideration will be given to the relationship between credit rating and interest rate.

### **2.3.4. Liquidity**

Refers to Council's ability to access funds in the short-term to meet its day-to-day cash requirements. The Council will seek to minimise the costs of failing to adequately manage day to day liquidity needs through monitoring cash flow requirements, establishing and maintaining procedures for cash balancing and evaluating investment options for surplus funds.

## **3. RELATED LEGISLATION**

*Statutory Bodies Financial Arrangements Act 1982*

*Statutory Bodies Financial Arrangements Regulations 2007*

*Local Government Act 2009 Section 191*

*Local Government Regulation 2012*

## **4. RELATED DOCUMENTS**

FIN-001 DEBT POLICY

FIN-002 FINANCIAL DELEGATIONS POLICY

FIN-004 PROCUREMENT POLICY

FIN-005 REVENUE POLICY

NPARC Revenue Statement 2023/2024

## **5. DEFINITIONS**

All definitions are as per the *Local Government Act 2009 (Qld)* (LGA 2009) and *Local Government Regulation 2012 (Qld)* (LGR 2012).

## **6. REVIEW MECHANISM**

This policy will be reviewed when any of the following occur:

1. The related legislation or governing documents are amended or replaced; or
2. Other circumstances as determined by resolution of Council or the CEO; or
3. 12 months from date of adoption.

## 7. AMENDMENTS

Document History	Date	Council Resolution Number	Notes (including the prior Policy number, details of change/s, etc)
Original	23/10/2018	8.1 231018	
Amendment 1	26/02/2019	7.1 260219	
Amendment 2	29/07/2020	4.1 290720	
Amendment 3	22/07/2021	EO6.5-22072021	
Amendment 4	27/07/2022	C8.6-27072022	
Amendment 5	27/06/2023	C6.3.7.-27062023	
<u>Amendment 6</u>	<u>28/06/2024</u>		

KATE GALLAWAY

CHIEF EXECUTIVE OFFICER

~~27/06/2023~~28/06/2024

<b>Policy Title</b>	PROCUREMENT POLICY
<b>Policy Number</b>	FIN-004
<b>Business Unit</b>	CORPORATE SERVICES / FINANCE
<b>Date of Adoption</b>	<del>28/09/2023</del> 28/06/2024
<b>Resolution Number</b>	<del>C13.1-27092023</del>
<b>Review Date</b>	30/06/2025 <del>4</del>
<b>Date Repealed</b>	

## 1. PURPOSE

The Northern Peninsula Area Regional Council (NPARC) seeks to use its purchasing activities to advance Council priorities, as detailed in the Corporate Plan, while observing the principles governing the making of contracts required under the *Local Government Act 2009*.

In doing so, the Council will use its best endeavours to achieve value for money with probity and accountability whilst ensuring that competitive local businesses that comply with relevant legislation are given a full, fair and reasonable opportunity to supply the Council.

This policy is required under section 198 of the *Local Government Regulation 2012* and sets out NPARC policy for purchasing throughout the organisation. The principles and procedures outlined in this policy comply with Sec.104 of the *Local Government Act 2009*.

The purpose of this policy is to:

- Facilitate the procurement of goods and services for Council in the most timely and cost effective manner;
- Ensure that all procurement activities are within Council's legal and statutory obligations;
- Ensure all procurement activities are carried out in a professional manner and all Council officers have a clear understanding of their responsibilities and authority.
- Have regard for the fact that NPARC is a major employer and generator of economic activity in a remote community.
- Assist in the building of the capacity of the local indigenous community to supply goods and services to the Council.

## 2. BACKGROUND

In accordance with Section 104 of the *Local Government Act 2009*, the Northern Peninsula Area Regional Council is required to have regard to the following principles when entering into contracts for the carrying out of work, or the supply of goods or services:

### 2.1. Open and Effective Competition

Council will foster open and effective competition by:

- ensuring the availability of information to suppliers and the public about the Council's purchasing policy and procurement processes;
- ensuring that the format, timing and distribution of invitations to suppliers maximises the prospect of obtaining the most cost-effective outcome; and

- providing suppliers with a reasonable opportunity to do business with the Council.

## **2.2. Value for Money**

The objective of the value for money principle is to ensure that all procurement represents the best return and performance for money spent from a whole-of-life cost perspective to assist Council to use public money effectively and efficiently.

Value for money should not be limited to price alone. In assessing value for money, officers must consider:

- The contribution to the advancement of Council priorities and vision buying from local, Aboriginal and Torres Strait Island businesses and organisations as first preference, community and social benefits, and suitability considerations consistent with and supporting the strategic direction of the Corporate Plan and within allocated Council budget;
- Factors such as fit for purpose, innovation, maintenance and support, relevant experience and performance, availability and suitability of staff, plant and equipment, application of relevant and sound systems of operational management, risk, legal and reputation exposure and business continuity; and
- Cost related factors including whole-of-life costs, transactional costs and risk exposure associated with the acquisition, use, administration, holding, maintenance and disposal of the goods and/or services.

As the application of the value for money principle may not necessarily favour the lowest price, procurement decisions must substantiate how application of the principles ensures Council is receiving the most advantageous outcome for Council's LGA and Northern Peninsula Area region.

## **2.3. Enhancement of the Capabilities of Local Business and Industry**

Council will proactively support local, Aboriginal and Torres Strait Islander owned businesses, organisations and industry to provide jobs within Council's LGA and the greater Northern Peninsula Area region, in recognition of the economic and social benefits that this brings.

Council will enhance the capabilities of local business and industry by:

- Maximise opportunities to buy from local Aboriginal and Torres Strait Islander businesses and organisations; subject to allocated Council budget and this Procurement Policy.
- Invite and support local, Aboriginal and Torres Strait Islander owned businesses, organisations and industry to quote for contracts and tenders;
- Engage with suppliers to foster opportunities to develop local, Aboriginal/Torres Strait Islander economic opportunities, talents and skills via training, internships, work experience, apprenticeships and jobs.
  - Actively seeking out potential local supplies and suppliers and maximising the opportunity for suppliers of goods and services to be considered for Council business on the basis of merit and value for money;

- encouraging and assisting local suppliers of goods and services to enter wider markets on the basis of competitiveness, quality, performance and long-term viability;
- encouraging prime contractors from outside the local the local government area to give local suppliers every opportunity, as partners or subcontractors, to participate in major projects;
- ensuring that the principles of open and effective competition are applied and equal treatment is given to local offers, when being compared with other offers, on the basis of fair and equitable behaviour; and
- acknowledging that the local market is limited with respect to size, diversity and location when considering quotations, tenders and expressions of interest from local suppliers of goods and services.

#### **2.4. Environment Protection**

Council will protect the environment by:

- promoting purchasing practices which conserve resources, save energy, minimise waste, protect human health and maintain environmental quality and safety; and
- being consistent with Federal and State Government policies and practices regarding sustainable development.

#### **2.5. Ethical Behaviour and Fair Dealing**

Council will encourage ethical behaviour and fair dealing by:

- establishing and observing accountable and transparent purchasing and procurement processes;
- ensuring that Council officers with purchasing and procurement responsibilities behave with impartiality, fairness, independence, openness, integrity and professionalism in their dealings with suppliers and their representatives;
- advancing the interests and priorities of Council and earning the professional respect of suppliers in all dealings and transactions; and
- reviewing relationships with suppliers who are found to be conducting themselves unethically.

Council officers responsible for purchasing goods and services are to comply with these instructions. It is the responsibility of each Council employee involved in the procurement process to understand this policy as well as its meaning and intent. Should an employee have any questions, they are to be raised with their respective supervisor or manager. It is the responsibility of Council officers to report any actual, potential or perceived conflict of interest to their manager, prior to and during any business dealings

#### **2.6. Goods and Services Tax (GST)**

All prices for the purpose of this Procurement Policy are to be exclusive of GST where applicable.

### **3. FINANCIAL DELEGATION**

The Council delegates the Chief Executive Officer as the authority to incur financial expenditure on behalf of Council under the following provisions:-



- Where expenditure has been provided for in Council's Budget; or
- In the opinion of the Chief Executive Officer such expenditure is required because of genuine emergency or hardship

Other officers may only incur expenditure on behalf of the Council if:-

- The officer has been granted a financial delegation within their specific area of responsibility by the Chief Executive Officer and such delegation is recorded in the Register of Delegations and
- Expenditure is provided for in Council's Budget; or
- In the case of genuine emergency or hardship and the power to incur expenditure in these circumstances has also been delegated.

The Chief Executive Officer must approve financial delegations in writing by recording them in the Register of Delegations.

Any officer incurring expenditure may only do so in accordance with any constraints imposed by the Council or the Chief Executive Officer in respect to a financial delegation.

The Chief Executive Officer may at their discretion re-delegate responsibilities and record such re-delegation in the Register of Delegations.

#### **4. PROCUREMENT DELEGATION**

The Chief Executive Officer is authorised to enter into contracts on behalf of Council with the expenditure delegation provided for in this Policy on Financial Delegation.

Other Officers can only enter into contracts on behalf of Council (including placing purchase orders) in accordance with a delegation granted by the Chief Executive Officer and recorded in the Register of Delegations.

No officer may have a procurement delegation exceeding \$200,000, unless the purchase or procurement of the goods and/or services have been approved by Council and supported by a Council Minute.

In case of emergency and in accordance with the Local Government Regulations, the Chief Executive Officer may grant an exemption from these procurement requirements and obtaining of quotes. Pre-approval of this exemption must be sought.

##### **4.1 Goods and Services involving a cost of up to \$15,000**

All purchases regardless of value are to be made by placing a written purchase order, unless authorized by the CEO or exempted under exemptions below.

Purchases up to the value, exclusive of GST, of \$5,000.00 may be approved without seeking written or verbal quotations provided sound contracting principles and Local Government principles (including reasonableness, transparency and governance) are maintained.

Purchases of greater than \$5,000.00 (exclusive of GST) but under \$15,000.00 (exclusive of GST) are to be undertaken by:

- a) Entering into a purchasing arrangement where practicable with a supplier:

- From an Approved Contractor List (ACL)
- From a Register of Pre-qualified Suppliers
- Under a Preferred Supplier Arrangement
- Under a LGA Arrangement

b) Obtaining at least two (2) verbal or written quotes

Records of offers received must be kept on file.

The authority to order goods and services involving a cost of up to \$15,000 is delegated to officers as per the Financial Delegations Policy.

#### **4.2 Goods and Services involving a cost of between \$15,000 and \$200,000**

Council must invite written quotations before making a contract for the carrying out of work, or the supply of goods or services, involving a cost of between \$15,000 and \$200,000 (medium sized contractual arrangement). The invitation must be given to at least three persons who the Council considers can meet the Council's requirements, at competitive prices. Ideally a minimum of 2 written quotes must be received to allow an assessment and subsequent approval to proceed.

The Council may decide not to accept any of the quotes it receives.

However, if the Council does decide to accept a quote, the Council must accept the quote most advantageous to it having regard to the sound contracting principles.

Records of offers received must be kept of file.

The authority to order goods and services involving a cost of between \$15,000 and \$200,000 is delegated to the CEO, and other officers as per Financial Delegations Register.

#### **4.3 Goods and Services involving a cost of more than \$200,000**

In accordance with section 228 of the *Local Government Regulation 2012*. Council must invite tenders before making a contract for the carrying out of work, or the supply of goods or services, involving a cost of more than \$200,000 (GST exec) in a financial year (large sized contractual arrangement).

The invitation must:

- be by an advertisement in a newspaper circulating generally in Council's area; and
- allow at least 21 days from the day of the advertisement for the submission of tenders.
- Council retains the authority to order goods and services involving a cost of more than \$200,000, but may delegate this authority to the Chief Executive Officer once the expenditure has been approved by Council.

#### **4.4 Valuable Non-Current Assets**

Council cannot enter into a valuable non-current asset contract unless it first –

- invites written tenders for the contract; or

- offers the non-current asset for sale by auction.

## **5. TENDERS**

All Tender invitations must be advertised to the extent required to reach a competitive market but as a minimum tender invitations must include an advertisement in a newspaper circulating generally in Council's area and allow at least 21 days from the day of the advertisement for the submission of tenders.

Every advertisement containing an invitation to tender should state that Council might later invite all tenders to change their tenders in accordance with the provision of the *Local Government Regulation 2012*. The inclusion of a statement to this effect in the advertisement gives Council the right, before making a decision on the tender, to invite all persons who have submitted a tender to change their tender to take account of a change in the tender specifications.

### **5.1 Evaluation of Tenders**

Submissions for Tenders, Expressions of Interest and Requests for Quote may need to meet certain criteria to be eligible for evaluation. If submissions do not meet these threshold criteria, they may be disqualified from consideration.

The assessment criteria will be derived from the Sound Contracting Principles and will be applied consistently throughout the evaluation process.

The purchasing process in addition to the purchasing decision must be fully documented, including the reason for disqualifying any bids.

Post-offer feedback must be provided to unsuccessful suppliers upon request. The extent of the feedback provided will not necessarily be limited to, but should include the following information:

- The name of the successful tenderer; and
- The total price accepted.

### **5.2 Release of Information**

Officers must not release information, including names of tenderers to other tenderers, prior to the opening of tenders.

### **5.3 Acceptance of Tender or Quotation**

If Council decides to accept a tender or quotation, it must accept the tender or quotation most advantageous to it.

In deciding the tender or quotation most advantageous to it, Council must have regard to the principles identified in this policy.

However, Council may decide not to accept any tender or quotation available to it.

### **5.4 Calling for Expressions of Interest**

Council may invite expressions of interest before inviting tenders if it resolves that it is satisfied that it would be in the public interest.

Council must record its reasons for making the resolution.

Expressions of interest must be invited by invitation. The invitation must:-

- Be by an advertisement in a newspaper circulating generally in Council's area; and
- Allow at least 21 days from the day of the advertisement for the submission of expressions of interest.

Council may prepare a short list from the persons who responded to the invitation and invite tenders from the persons on the short list.

### **5.5 Exceptions to Seeking Tenders or Quotations**

Council may enter into contracts without calling for tenders or quotations if:

- It resolves that it is satisfied that there is only one (1) supplier reasonably available to it;
- It resolves that a genuine emergency exists;
- It resolves to obtain second-hand goods;
- It resolves to purchase goods at an auction;
- The contract is made with a person on an Approved Contractor List for service providers; or
- The contract is made with a supplier from a Register of Pre-qualified Suppliers;
- The contract is made under a Preferred Supplier Arrangement;
- The contract is made under a Local Government Area arrangement;
- The contract is made with, or under an arrangement with or made by an
  - Australian State or local government entity;
  - The contract is made under a Local Buy arrangement;
  - It resolves that it is satisfied that the services to be supplied are of such a specialized or confidential nature that it would be impractical or disadvantageous to the Council to invite tenders or quotations.

## **6. APPROVED CONTRACTOR LIST**

An "Approved Contractor List" is suitable in instances where it is often impossible in relation to the provision of services (including professionals) to determine the exact scope of a particular job and/or provide a binding tender price or quotation (e.g. engineering or legal consultancies where the exact cost of the service is often not known until the work is in the process of being carried out).

Council may compile a list of names of persons suitably qualified to provide a service. This section does not apply to the provisions of goods.

The Approved Contractor List must be compiled by inviting expressions of interest from persons to be included on the list by way of a public advertisement in a newspaper circulating generally in the Council area.

At least 21 days must be allowed from the day of the advertisement for the submission of expressions of interest.

Selection of the persons on the panel must be on the basis of the principles identified in this policy.

## **7. REGISTER OF PRE-QUALIFIED SUPPLIERS**

A “Register of Pre-Qualified Suppliers” is suitable in instances where Council knows the standards it requires of a supplier for particular goods or services and a tender price or quotation is possible, but would be pointless or possibly prejudicial to Council’s interests to go out to the market each time (e.g. the purchase of aggregate, tyres and plant parts or the supply of plant for hire).

Council may compile a list of names of suitably qualified suppliers of goods and services if:

- The preparation and evaluation of invitations each time the goods or services are needed would be costly; or
- The capability or financial capacity of the supplier is critical; or
- The goods or services supplied involve significant security considerations; or
- A precondition of an offer to contract is compliance with defined standards; or
- The ability of local business to supply the goods or services needed by the Council needs to be ascertained or encouraged.

The Register must be compiled by inviting expressions of interest from persons to be included on it by way of a public advertisement in a newspaper circulating generally in the Council area.

At least 21 days must be allowed from the day of the advertisement for the submission of expressions of interest.

Selection of the suppliers to be included on the Register must be on the basis of the principles identified in this policy.

Council is not required to seek tenders or quotations from Suppliers listed on a Register of Pre-Qualified Suppliers of Goods and Services.

Inclusion on the Register does not bind the Council to an offer of work or the supply of goods or materials.

## **8. PREFERRED SUPPLIER ARRANGEMENTS**

A “Preferred Supplier” arrangement may be suitable in instances where suppliers are prepared to fix pricing conditions of formulae for a specified period.

Council may establish a preferred supplier arrangement only if:

- the supply of goods or services is needed in large volumes or frequently; and
- Council is able to obtain better value for money by aggregating demand for the goods or services needed; and
- The goods or services needed can be stated in terms that would be well understood in the industry concerned.

If Council proposes to establish a purchasing arrangement, it must invite persons to tender in the same way as detailed above and the invitation must state the purchasing arrangement for which the person is tendering.

Selection of suppliers to enter a purchasing arrangement must be on the basis of the principles identified in this policy.

Council must ensure there is provision for the evaluation of a purchasing arrangement including, for example, removal of a person from an arrangement because of the person's poor performance in a contract entered into under the arrangement.

A Council may enter a purchasing arrangement for longer than 2 years only if it is satisfied that better value will be achieved by entering into a longer arrangement.

## **9. WAYS OF ENTERING INTO A CONTRACT**

Council may only make, vary or discharge a contract for the carrying out of work or the supply of goods or services:

- by resolution of the Council; or
- By a delegate in accordance with Sec.257 of the *Local Government Act 2009*.

## **10. PUBLISHING DETAILS OF CONTRACTS WORTH \$200,000 OR MORE**

Council will publish details of any contract worth \$200,000 or more that it enters into by having a register available for inspection at the Principal Council Office and on the Council's website.

The details of a contract will include the following—

- the person with whom the Council has entered into the contract;
- the worth of the contract;
- The purpose of the contract.

## **11. RELATED LEGISLATION**

*Local Government Act 2009 Section 198*

*Local Government Regulation 2012*

## **12. RELATED DOCUMENTS**

FIN-001 DEBT POLICY

FIN-002 FINANCIAL DELEGATIONS POLICY

FIN-003 INVESTMENT POLICY

FIN-005 REVENUE POLICY

NPARC Annual Revenue Statement 2023/2024

## **13. DEFINITIONS**

All definitions are as per the *Local Government Act 2009 (Qld)* (LGA 2009) and *Local Government Regulation 2012 (Qld)* (LGR 2012).

A **medium-sized contract** is a contract worth \$15,000 or more but less than \$200,000.

A **large-sized contract** is a contract worth \$200,000 or more.

A **valuable non-current asset contract** is a contract for the disposal of a valuable non-current asset.

A **valuable non-current asset** is—

- Land; or
- Another non-current asset that has an apparent value that is equal to or more than the limit set by the Council.

The limit set by the Council cannot be more than the following amount—

- For land—\$1;
- For plant or equipment—\$5,000;
- For another type of non-current asset—\$10,000.

#### 14. REVIEW MECHANISM

This policy will be reviewed when any of the following occur:

1. The related legislation or governing documents are amended or replaced; or
2. Other circumstances as determined by resolution of Council or the CEO; or
3. Annually as part of the Statutory Annual Budget Preparation.

#### 15. AMENDMENTS

Document History	Date	Council Resolution Number	Notes (including the prior Policy number, details of change/s, etc)
Original	25/06/2013	4.1 250613	
Amendment 1	26/02/2019	7.1 260219	
Amendment 2	29/07/2020	2.1 290720	
Amendment 3	22/07/2021	EO6.6 – 22072021	Updated Item 1 Purpose
Amendment 4	27/07/2022	C8.7-27072022	
Amendment 5	27/06/2023	C6.3.8.-27062023	Update 2.2 Value for Money
Amendment 6	28/09/2023	C13.1-27092023	
<u>Amendment 7</u>	<u>28/06/2024</u>		

KATE GALLAWAY

CHIEF EXECUTIVE OFFICER

28/09/2023 28/06/2024



**Title:** **Service Charges Concessions Policy**

**Policy No:** FIN-100

**Adopted By:** Council

**Next Review Date:** 2024

**Responsibility:** Chief Executive Officer

**TRIM Document Number** D22/02343

Version	Decision Number	Adoption Date	History
1	C11.1-22122021	22 December 2021	
2	C12.2-25072023	25 July 2023	
<u>3</u>		<u>28 June 2024</u>	

## 1. Policy Summary

The purpose of this policy is to establish guidelines to assess requests for service charges concessions to alleviate their impact on community-focused organisations.

No reference in the policy is made to rates as the Council cannot charge rates in accordance with the requirements of section 93 of the Local Government Act 2009.

The policy has been developed to ensure consistency in the determination of concessions for service charges with respect to Chapter 4, part 10 of the Local Government Regulation 2012.

In considering the application of concessions the Council will be guided by the principles of:

- The same treatment for service charge payers with similar circumstances.
- Transparency by making clear the requirements necessary to receive concessions.
- Flexibility to allow the Council to respond to local economic issues.

Consideration may be given by the Council to granting a class concession in the event all or part of the Northern Peninsula area is declared a natural disaster area by the State Government.

This policy applies to any person, group or organisation seeking rebates and concessions for service charges.

The scope of this policy is limited to concession types under section 121(a) and 121 (b) of the Local Government Regulation 2012 being:-

- a) A rebate of all or part of the service charges;
- b) An agreement to defer payment of the service charges.

## 2. Background

The Council must levy rates and charges and requires payments of rates and charges within a specified period adopted by the Council. It is the Council's policy to levy and pursue the collection of all outstanding charges diligently but with due concern for the following:

- Financial hardship which may be faced by some members of the community;
- Economic development of the region;

- Sporting clubs, service clubs, community not-for-profit organisations and other organisations which have cultural, environmental, heritage or historical significance; and
- Approved pensioners

S121 of the Local Government Regulation 2012 will only allow local governments to grant a ratepayer a concession for rates and charges by:-

- a) A rebate of all or part of the rates or charges;
- b) An agreement to defer payment of the rates or charges;
- c) An agreement to accept a transfer of unencumbered land in full or part payment of the services charges.

### 3. Policy

#### 3.1 Concession Categories

Concessions will be considered for the following ratepayer categories.

##### 3.1.1 Community Organisations, Not-For Profit and Charitable Organisations

Council will consider applications from sporting bodies/associations, service clubs, not-for-profit community organisations and registered charities subject to the following criteria:

- The organisation must be the lessee of the land within the Northern Peninsula Area Regional Council local government area and be able to demonstrate that it is legally responsible for payment of the service charges levied.
- The organisation must have no outstanding debts owing to Council outside of normal commercial terms or a suitable commercial arrangement has been made and complied with.
- The organisation must not be controlled by a government department, or wholly or substantially owned by local, state or federal government (GOC's).
- Land or buildings must not be used for commercial enterprises.
- No concessions will apply to the Emergency Management Levy, Rural Fire Service Levy, or [GarbageCleansing](#) charges.
- The application will only be accepted on the Council's form "Application Rates and Water Access Concession for Community Organisations". This form must be completed by the applicant in its entirety and must include supporting information sufficient to allow the application to be fully assessed.
- The property is not used for residential purposes unless used for short-term accommodation for homeless, respite services or at-risk persons.
- The property must not be subject to a general rate exclusion, waiver or concession by virtue of a condition contained in a lease of a reserve from the Council.
- The Concession/Rebate will be calculated and applied to each rate notice issued, currently yearly.
- An application for a concession must be made annually.
- If an application is approved, the Concession/Rebate will be applied from the beginning of the next rating period in conjunction with the adopted annual budget. Concessions/Rebates will not be applied retrospectively.

*Rates of Concessions/Rebate are as follows:*

Organisation/ Facility Type	Criteria	Concession Class	Proposed Rate of Concession			
			Sewerage Charge	Water Access Charge	Water Usage	Cleansing Charge
Arts/Culture – Community Organisation	Facilities either owned, controlled or operated by community organisations and used primarily for Arts and Cultural purposes.	A	100%	100%	100%	<u>100%</u>
Social/Service Organisation – Community Organisation	Facilities either owned, controlled or operated by community organisations and used primarily for social/community service purposes.	B	100%	100%	100%	<u>100%</u>
Sports Club – Community Organisation	Facilities either owned, controlled or operated by community organisations and used primarily for sporting purposes.	C	100%	100%	100%	<u>100%</u>
Sports Club – Licenced (No gaming Licence) – Community Organisation	Facilities either owned, controlled or operated by private organisations and used primarily for sporting purposes and have a regular source of income from a liquor licence. (excludes facilities with gaming licences).	D	0%	0%	0%	<u>0%</u>

Organisation/ Facility Type	Criteria	Concession Class	Proposed Rate of Concession			
			Sewerage Charge	Water Access Charge	Water Usage	Cleansing Charge
Sports Club – Licenced - Community Organisation	Facilities either owned, controlled or operated by private organisations and used primarily for sporting purposes and have a regular source of income from a liquor and gaming licences.	E	0%	0%	0%	<u>0%</u>
Youth Group/Community Organisation	Facilities either owned, controlled or operated by youth based organisations and used for that purpose. (Primarily Boy Scouts and Girl Guides)	F	50%	50%	0%	<u>0%</u>
Community/ Cultural	Social/Service organisation – Community/Cultural Organisation	G	100%	100%	100%	<u>100%</u>
Church – Community Organisation	Place of Worship/Church Halls (does not include land/facilities held for commercial reasons).	H	100%	100%	100%	<u>100%</u>
Community Facility – Community Organisation	A facility used primarily for a broad range of community/social purposes; mostly owned/controlled by the Council	I	100%	100%	100%	<u>100%</u>
Staff Accommodation – Social/Service Organisation	Staff accommodation occupied by staff for community organisations and work primarily for	J	50%	50%	50%	<u>50%</u>

	social/community service purposes					
New Indigenous Business	Economic Development support for newly established local Indigenous Business for a maximum of 24 months	K	50%	50%	50%	

#### Special Concession for the period of 2024-25 to 2028-29

In recognition of a requirement to increase service charges to a cost recovery basis for the future financial sustainability of council, further support is provided to non-government businesses and organisations with significant ties to the Northern Peninsula Area to adjust to this change.

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<u>Organisation/ Facility Type</u>	<u>Criteria</u>	<u>Concession Class</u>	<u>Proposed Rate of Concession for 2024-25</u>			
			<u>Sewerage Charge</u>	<u>Water Access Charge</u>	<u>Water Usage</u>	<u>Cleansing Charge</u>
Non-government businesses and organisations	Non-government businesses and organisations with significant ties to the Northern Peninsula Area	<u>L</u>	69.1%	0%	72.5%	11.3%
			<u>Proposed Rate of Concession for 2025-26</u>			
			<u>Sewerage Charge</u>	<u>Water Access Charge</u>	<u>Water Usage</u>	<u>Cleansing Charge</u>
			62.0%	0%	65.6%	5.4%
			<u>Proposed Rate of Concession for 2026-27</u>			
			<u>Sewerage Charge</u>	<u>Water Access Charge</u>	<u>Water Usage</u>	<u>Cleansing Charge</u>
			53.2%	0%	57.0%	0%
			<u>Proposed Rate of Concession for 2027-28</u>			
			<u>Sewerage Charge</u>	<u>Water Access Charge</u>	<u>Water Usage</u>	<u>Cleansing Charge</u>
			42.4%	0%	46.3%	0%
			<u>Proposed Rate of Concession for 2028-29</u>			
			<u>Sewerage Charge</u>	<u>Water Access Charge</u>	<u>Water Usage</u>	<u>Cleansing Charge</u>
			29.1%	0%	32.5%	0%
			<u>Proposed Rate of Concession for 2029-30</u>			
			<u>Sewerage Charge</u>	<u>Water Access Charge</u>	<u>Water Usage</u>	<u>Cleansing Charge</u>
			12.8%	0%	16.0%	0%

#### **4. Related Policies and Legislation.**

Local Government Act 2009  
Local Government Regulation 2012  
Revenue Policy  
Fees and Charges Register

#### **5. Resolution**

Reviewed by Council on 25 July 2023 by Council Resolution C12.2-25072023.

**Approved:**

Kate Gallaway  
Chief Executive Officer

Date: ~~2528~~/0706/2023

**Title of Report** 2024-25 Operational Plan

**Agenda Item:** 6.2

**Classification:** For Noting

**Author** Chief Executive Officer

**Attachments** Attachment A. 2024-25 Draft Operational Plan

## Officers Recommendation:

### That Council:

- Adopt the 2024-2025 Operational Plan as attached

## PURPOSE OF REPORT

The Local Government Regulation 2012 requires that each local government must prepare an annual Operational Plan that is to be adopted prior to, or at the same time as, the adoption of the annual budget.

This report presents the proposed Operational Plan for the 2024-2025 financial year.

## BACKGROUND AND CONTEXT

Council is required by legislation to adopt an annual Operational Plan. The Operational Plan must be consistent with the annual budget and show how the local government will progress the implementation of the five (5) year Corporate Plan during the period of the annual operational plan and manage operational risks.

The operational plan attached hereto shows those projects and activities that are intended to be progressed during the next 12 months (1 July 2024 to 30 June 2025).

Feedback was included from elected members following the workshops held.

The draft Operational Plan also reflects the updated Corporate Plan adopted at the June Ordinary Council Meeting.

## CRITICAL DATES

NA

## OTHER OPTIONS CONSIDERED

NA



## SPECIAL COUNCIL MEETING

Agenda Item 6.2

Friday 28<sup>th</sup> June 2024

Bamaga Board Room

### 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	
	Source funding for asset management plans for remaining classes	31/12/2024	EMCFS	Funding obtained	Grant Funding \$250-300k	
Improve repairs, maintenance and renewal against all aged asset classes	Determine whole life of cost of assets for potential divestment	30/06/2025	CEO, FM	Council report	OPEX	
	Development of hall use guidelines	31/12/2024	PFM	Completed guidelines	OPEX	
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	
	Roll-out of Green Path project with Veolia	31/12/2024	CEO, EMO	Council report	In-kind support	
	Implementation of new finance software inclusive of fees and charges software	30/06/2025	EMCFS, FM	New software adopted	\$500k	
	Review of commercial leases and property fees and service charges	30/06/2025	EMFCS, FM, CLM	Fees and Charges	OPEX	

# 2024-25 NPARC Operational Plan

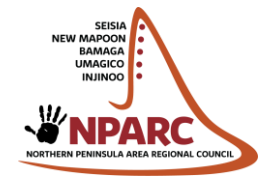
Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
	Implementation of excess Commercial Water Charges	24/12/2024	FM	Updated Service Notices	OPEX	
Increase revenue through government funding	Implementation of the KPMG Liquidity Review Findings	30/06/2024	CEO	Council Report	OPEX	
	Project level analysis comparison of other council	24/12/2024	EMCFS, FM	Council Report	OPEX	

# 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	
	Implement the Cyber Security Review findings	24/12/2024	EMCFS, MCA	Completed review	OPEX	
	Review of Cyber Security test	30/06/2024	EMCFS, MCA	Council Report	\$15k	
Develop an engagement strategy to incorporate preferred communication pathways	Implementation of Strategic Marketing Plan	30/06/2025	EMCFS, MCA	Milestone report	Already committed	
	Secure funding for Information Signs	24/12/2024	EMCFS	Secured funding	OPEX	
	Installation of our Information Signs	30/06/2024	EMCFS	Installed signs	\$60k	
Telecommunication improvements to support modern technology	Undertake a review of current telecommunication infrastructure and scope any gaps	30/06/2025	EMCFS			
	Present briefing report to Council for funding to implement changes as part of 2025-26 budget	30/06/2025	EMCFS			
	Seek grant funding to commission telecommunication engineering report to identify technological improvements	31/12/2024	CEO	Grant funded	\$50k	
	Delivery of Seisia Telstra Tower infrastructure	31/12/2024	CEO	Completed infrastructure	OPEX	

# 2024-25 NPARC Operational Plan



Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
	Roll-out of RCP Round 3 project with NBN Co	30/06/2025	CEO, EMCFS	Project Plan & delivery dates Native title consent	OPEX	

# 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	
	Engage with the state regarding the outcomes for the development of a freehold instrument if eligible	30/06/2025	CEO	Completed report	OPEX	
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	
	Undertake community workshops to document community decision making processes	31/12/2024	CEO	Finalised policy	\$5k	
	Adopt policy	31/03/2025	CEO	Adopted policy	OPEX	

# 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	
	Finalise second group of HR policies following JCC consent	30/11/2024	HRM	Adopted policies	OPEX	
	Delivery of first group of HR Workshops to explain policy to staff	30/11/2024	HRM	Workshops held	OPEX	
	Delivery of second group of HR Workshops to explain policy to staff	30/04/2025	HRM	Workshops held	OPEX	
Develop robust internal audit processes	Delivery of internal audit training to new Governance Officer	31/12/2024	SEA	Completed training	\$10k	
	Ongoing implementation of internal audit framework and plan	30/06/2025	CEO, SEA	Internal Audit Meetings held	OPEX	
	Delivery of the action plan based on the QAO Feedback recommendations	30/06/2025	CEO, SEA	Report at Internal Audit Meetings	OPEX	
Demonstrate value (ROI) to individual communities of Council operations	Undertake community feedback on the definition of value to community	31/08/2024	CEO	Drafted value statement	OPEX	

# 2024-25 NPARC Operational Plan

	Develop KPIs to potentially demonstrate value to community	30/09/2024	CEO	KPIs	OPEX	
	Trial report created for a community	31/12/2024	CEO	Trial report	OPEX	
	Developed report template for inclusion in corporate reporting framework	30/06/2024	CEO	Template report	OPEX	

# 2024-25 NPARC Operational Plan

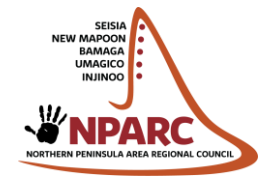
## Focus Area Two: Strong Culture – Culture is respected and celebrated

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	
	Undertake consultation with community elders in terms of content	31/10/2024	HRM	Draft Policy	OPEX	
	Finalise draft policy	31/12/2024	HRM	Policy submitted for approval	OPEX	
	Obtain council feedback on policy and adopt	31/03/2025	HRM	Adopted Policy	OPEX	
	Review all NPARC policies and procedures to incorporate cultural protocols	30/06/2024	HRM, SEA	Policies reviewed and updated	OPEX	
Promote the cultural safety of our staff	Undertake consultation with staff to complete cultural safety audit	31/12/2024	HRM	Completed audit	OPEX	
	Undertake consultation through JCC framework to identify actions for improvement	31/03/2025	HRM	Consultation	OPEX	



# 2024-25 NPARC Operational Plan



	Scope actions to be included as part of the 2025-26 budget	30/06/2025	HRM	Completed scope	OPEX	
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# 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	
	Scope for the building of chambers within Seisia Community	31/12/2023	CEO	Completed scope	W4Q Planning Project	
	Roll-out of strategic marketing plan	24/12/2024	MCA	Completed plan	OPEX	
Recognise and celebrate the cultural differences of each community	Document history of each community to update website.	30/06/2025	MCA, CSM	Council Report	OPEX	
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	
	Develop draft statements for feedback by Council	30/06/2025	CEO	Council report	OPEX	
Advocate for a review of the impacts and model of amalgamation	Obtain state commitment as part of the election campaign to review financial and	30/11/2024	CEO	Commitment	OPEX	

# 2024-25 NPARC Operational Plan

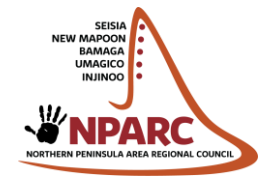
	non-financial impacts of amalgamation					
	Commission report into the review of amalgamation on NPARC	30/06/2025	CEO	Completed scope and quotes	\$150k ?W4Q Planning funding	
Investigate alternative governance structures for individual communities outside of amalgamated councils	Initial report provided to Council on options for alternative governance structures	31/07/2023	CEO	Council report	OPEX	
	Obtain state input into alternative governance structures for individual communities	30/11/2024	CEO	State feedback	OPEX	
	Detailed scoping report on options for governance structures	31/03/2025	CEO	Completed report	\$150k Grant funding - TSRA	
	Undertake consultation with similar councils to obtain support for LGAQ motion	30/06/2025	CEO	Consultation	OPEX	

# 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	
	Continue quarterly meetings between Council and Ipima Ikaya Aboriginal Corporation RNTBC	Ongoing	CEO	Meetings Held	\$5k	
	Transition of Ranger Contract	30/06/2025	CEO, EMO, FM	Transition Plan	NIAA	
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 on Legislative & Governance implications of DOGIT Transfer	31/03/2025	CEO	Council report	\$20k	
	Establish working group with state, community and traditional owners to discuss DOGIT transfer	31/06/2025	CEO	Consultation	OPEX	
Renegotiate the current ILUA with the PBC	Workshop held with Ipima Ikaya Aboriginal Corporation RNTBC	31/10/2024	CEO	Workshop held	\$50k	

# 2024-25 NPARC Operational Plan



	Draft ILUA changes for Council and Ipima Ikaya Aboriginal Corporation RNTBC Review	31/01/2025	CEO	Council Report	OPEX	
	Adopted ILUA Changes	31/03/2025	CEO	ILUA	OPEX	
	Implementation of camping policy	31/12/2024	CEO, CLM	Completed permits	OPEX	

# 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	
	Redefined scope with consideration from GPR survey	30/06/2025	CEO	Completed scope	OPEX	
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	

# 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	
Build capacity of new and existing local Indigenous Businesses by supporting business entrepreneurship workshops	Quarterly Small Business Workshops	Ongoing	EMCRS	Workshops	\$10k	
Review and enhance our Local Indigenous Procurement Policy & Procedure	Comparative Policy Review undertaken with neighbouring councils	31/10/2024	FM	Council Report	OPEX	
	Procurement Workshop with local Indigenous Businesses including state providers	24/12/2024	FM	Workshop Held	\$3k	
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	
	Attend CCC, TEQ, TTNQ, QTIC stakeholder meetings online or face to face relevant to Indigenous Tourism	Ongoing	CSM	Council Report	\$10k	

# 2024-25 NPARC Operational Plan

Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
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	
	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	
	Workshop with elected officials to confirm priorities	31/10/2024	EMO, EMBI	Workshop	OPEX	
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	
	Secured funding for Precinct Plan	30/06/2025	CEO	Secured Funds	OPEX	
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	
	Develop transition plan inclusive of key milestones of community to support divestment	30/06/2025	CEO	Transition plan	OPEX	
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	



# 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	
Scope potential divestment of the Jardine River Ferry	Finalise outstanding ASMA obligations to ensure compliance	30/06/2025	CEO	Capital works	W4Q \$350k	
	Discuss matter with Apudthama Land Trust to inform further planning	30/06/2025	CEO	Resolution	OPEX	
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	
	Engage with RILIPO and DESBT for any future amendments to the Training Policy	Ongoing	EMO	Council report	OPEX	
	Workshop for local contractors on IEOPs and potential benefits	31/12/2024	EMO	Workshops held	OPEX	

# 2024-25 NPARC Operational Plan

Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
Council obtaining federal accreditation for large jobs to provided skilled opportunities	Scope accreditation requirements.	30/06/2025	EMO	Accreditation requirements presented to MANEX	OPEX	
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	
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	
	Negotiate training fee or funding support as required for training	Ongoing	HRM	Completed training	OPEX	

# 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	
	Plan to implement Public Bus Program written & published for Community Consultation	30/06/2025	CEO	Completed Plan	OPEX	
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	
	Discuss Road Freight options with supply companies	30/09/2025	EMCRS	Completed Report	OPEX	
	Engage companies, review, prepare and run tender	31/10/2024	EMCRS PM	Tender advertised	OPEX	
	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 manage the construction phase of the works.	31/10/2024	Council, CEO, EMO	Council Report	Growing our Regions and ATSI TIDs Grants	
	Complete design review, prepare a construction tender, run tender.	10/03/2025	EMO, PM	Tender advertised	Growing our Regions and ATSI TIDs Grants	

# 2024-25 NPARC Operational Plan

Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
	Award works to contractor	05/04/2025	EMO, PM	Council Report	Growing our Regions and ATSI TIDs Grants	
	Complete Airport Pavement upgrade	30/01/2026	EMO, PM	Practical completion certificate issued	Growing our Regions and ATSI TIDs Grants	
Advocate for the implementation of the NPA Marine Hub Master Plan	Proposal to TMR to replace Seisia Boat Ramp	(ongoing)	CEO, EMO	Completed Proposal	OPEX	
	Resolve tenure issues at current Seisia Wharf	30/09/2024	CEO	Leases signed	OPEX	
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, CEO	Meeting Held	\$8k	
	Submission to Boundaries Commission	30/06/2025	CEO	Submission completed	OPEX	
	Establishment of Joint Local Government Activities for improved regulation	30/09/2024	CEO	Council Report	\$10k	
	Resolution of helicopter landing issues	31/12/2024	CEO	Appointed officers	OPEX	
	Establishment of boundaries working group	30/06/2025	CEO	Terms of Reference	\$5k	
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	
	Continue to lobby for the registering of access roads with TMR	Ongoing	CEO, EMO	Council Report	OPEX	

# 2024-25 NPARC Operational Plan

Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
	Delivery of NP1 Project	30/01/2025	EMO	Finalised project	CYRP QRA Betterment	
	Delivery of NP2 Project	ongoing	EMO	Finalised project	Grant funds to be sought	
	Seek additional funding	Ongoing		Funds confirmed		
	Delivery of ATSI-TIDs Design Project	30/06/2024	EMO	Finalised Design	ATSI TID's	
	Application for further projects under ATSI-TIDs	31/03/2025	EMO, EMCFS	ATSI TIDs Project allocations	OPEX	
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	
	Secure private or government investment to support establishment	30/06/2025	CEO	Funding secured	OPEX	

# 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, EMBI	Completed Review	Already Committed	
	Secure funding for additional subdivision funding	30/09/2024	CEO, EMO	Secured funding	OPEX	
	Implementation of tenant tidiness program	31/12/2024	EMBI, PFM	Completed program	OPEX	

# 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	
Regular Divisional / Mayoral community meetings	Quarterly schedule developed	31/07/2024	CSOM. SEA	Meetings Held	OPEX	
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	

# 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	
	Service provision review and feedback provided by council / LTC	30/06/2025	CEO	Meetings held	OPEX	
Our leaders undertake regular advocacy with all levels of Government	Monthly meetings with government champion	Ongoing	CEO	Meetings held	\$5k	
	Bi-monthly meetings with ministerial champion	Ongoing	CEO	Meetings held	\$5k	
	Establishment of TSNPAROC Framework & strategic Plan	31/12/2024	CEO	Adopted Charter	\$10k	
	Deputation for council with Federal ministers	30/06/2025	CEO	Meetings held	\$15k	
	Deputation for council with state ministers	31/03/2025	CEO	Meetings held	\$15k	
Advocate for the continuation of the Local Fare Scheme	Seek confirmation from TMR regarding LFS ongoing funding	31/12/2024	CEO	Position identified	OPEX	
Advocate for increase services for vulnerable groups	Support local needs analysis for NPA	31/12/2024	CEO	Completed LANA	OPEX	
	Identify gaps in service provision and send correspondence to relevant minister	30/06/2025	CEO	Gap Report	OPEX	
	Identify gaps in service provision and send	31/12/2024	CEO	Gap Report	OPEX	



# 2024-25 NPARC Operational Plan

Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
Advocating for specially targeted programs	correspondence to relevant minister					
	Support service providers with advocacy and funding applications where necessary	Ongoing	CEO	Correspondence	OPEX	
	Support the establishment of Torres and Cape Health Care (TORCH) community-controlled commissioning entity	Ongoing	CEO	Established entity	OPEX	
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	
	Secure funding for Community Safety Plan	Ongoing	CEO	Council Report	OPEX	
	Refresh and update Community Safety Plan	30/06/2024	CEO	Council Report	\$15k (LTC)	
Assert Council as the lead change-facilitator in NPA	Document process to review and document permission requests for visitors	31/12/2023	CEO, CSOM	Council Report	OPEX	
	Document and follow up on commitments from external agencies to the NPA	31/12/2023	CEO, CSOM	Register	OPEX	
Our elected leaders embrace their role as Civic Leaders supported by Management	Completion of QTC Induction Training	31/07/2024	CEO	Completed Training	OPEX	
	Training skills assessment undertaken with all Councillors	30/09/2024	CEO	Completed skills training	OPEX	
	Training plan developed for Councillors	31/12/2024	CEO	Training plans	OPEX	

# 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	
Provide opportunities for community control of social housing	Obtain membership of ATSI Housing	31/10/2024	CEO	Council report	OPEX	
	Request support to discuss co-op options with community	30/06/2025	CEO	Workshops held	OPEX	

# 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	31/12/2023	HRM	Training Matrix	\$5k	
	Development of a succession planning policy & framework	30/06/2024	HRM	Completed policy	OPEX	
Provide tailored training opportunities for career progression	Roll-out of performance management/supervision framework across organisation	31/12/2024	HRM	Training completed	OPEX	
	Provide training to managers to support staff with identifying career aspirations and documenting career progression	30/06/2025	HRM	Training completed	OPEX	

# 2024-25 NPARC Operational Plan

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	
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	PFM, HRM	Draft allocation	OPEX	
	Consult with other remote Councils regarding standard of staff housing	30/09/2024	CEO, EMBI	Consultation complete	OPEX	
	TCICA / LGAQ presentation for Staff Housing Advocacy	31/12/2024	CEO	Completed Presentation	OPEX	
Development of talent attraction and retention measures	Desktop audit of talent attraction and retention measures available	31/10/2024	HRM	Council Report	OPEX	
	Budget review of implications of measures	31/12/2024	HRM, FM	Council Report	OPEX	
	Staff & Union consultation on preferred options	31/03/2025	HRM	Completed consultation	OPEX	

# 2024-25 NPARC Operational Plan

Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
	Implementation plan developed in collaboration with the JCC	30/06/2025	HRM	Completed plan	OPEX	
Increased attendance rate in the work place	Consult with staff and supervisors to determine barriers for attendance	30/9/2024	HRM	Barriers identified	OPEX	
	Develop monthly reporting templates for managers to report on unexpected absences	31/07/2024	HRM	Reporting template	OPEX	
	Develop strategies and mechanisms to improve and monitor attendance	31/3/2025	HRM	Attendance improved by measurable rate (10%)	OPEX	
	Development of attendance KPIs and associated reward structure	30/06/2025	HRM	Council report	OPEX	
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	
	Identify potential partner councils and discuss feasibility	31/12/2024	CEO	Completed consultation	OPEX	
	Secure fund for pilot program	30/06/2025	CEO	Funding obtained	OPEX	

# 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	
	Implementation of WHS program online	31/03/2025	HRM	Implementation completed	OPEX	
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 in WHS system to be completed with all staff	30/04/2025	HRM	Completed training	OPEX	
	WHS requirements included as part of manager reporting	31/12/2024	HRM	Reporting Framework	OPEX	
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	
	Undertake program design in consultation with staff through HSR committee	31/12/2024	HRM	Draft program	OPEX	
	Obtain approval through JCC consultation provisions	31/03/2025	HRM	Completed program	OPEX	
	Provide report to secure funds in future budget	30/06/2025	HRM	2025-26 Budget	OPEX	

# 2024-25 NPARC Operational Plan



# 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	
	Parks and Open Spaces Strategy	20/12/2024	EMO	Council Report	1FTE	
	Desktop audit of Verge Guidelines & Policy	20/12/2024	EMO	Completed audit	OPEX	
	NPA Specific Verge Guidelines & Policy	20/12/2024	EMO	Council report	OPEX	
	Community consultation regarding adopted policy	20/03/2025	CEO, EMO	Completed Consultation	\$5k	
	Implemented Policy with community	20/12/2024	CEO, EMCRS	Start date of policy	OPEX	



## 2024-25 NPARC Operational Plan

Support Master Planning –Jardine River/ Spatial Plans	Secured funds for Precinct Plans	31/12/1014	CEO	Secured Funds	OPEX	
Improve community signage / directions	Review existing road safety audit.	31/12/2024	EMO, WM, PM	Road safety audit recommendations implemented.	OPEX	
	Procure and install new signs.	Ongoing	EMO, WM	New signs installed	\$15K	
	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	
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	
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	

# 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	
Implement a waste strategy incl Recycling	Scope NPA waste strategy	31/12/2024	EMO, WM	Council Report	OPEX \$10,000	
	Develop a NPA waste strategy	30/06/2025	EMO, WM	NPA waste strategy developed.	OPEX \$30,000	
Improve waste management practices / strategy	Review waste streams accepted at the NPA facilities	31/03/2025	EMO, WM	NPARC Fees and Charges adopted	OPEX	
	Purchase appropriate machinery for use at the transfer station and landfill site	Grant dependant	EMO FWM	New machines are purchased	External Grant	
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	
Mitigate the impact of the climate on our region	Implement the Yumpla Coast Strategic Plan	30/06/2025	EMCRS		External Grant	
	Source funding for the implementation of the Shoreline Erosion Management Plan	30/06/2025	EMCRS		External Grant	
	Participate in the NPA and Torres Strait Climate Resilience Centre	Ongoing	CEO	Completed meetings	OPEX	

## 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	
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# 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	
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, EMO	Council Report	OPEX	
Advocating for improved SES / Rural Fire response	NPA Fire Station works commenced	30/09/2024	CEO	Works commencement	OPEX	
	Secure accommodation for new service delivery	31/12/2024	CEO	Secured Accommodation	OPEX	
	Opening on NPA Fire Station	31/03/2025	CEO	Opened station	OPEX	

# 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	
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	
	Ongoing establishment of a Sports Reference Group to ensure community input and consultation.	Ongoing	CSM	Quarterly Reports	\$10k (GF)	
	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)	
Implement Animal Management Strategy for dogs, horses and crocodiles	Ongoing implementation of local law no. 2 for the management of dogs and horses.	Ongoing	EMCRS, MRS	Reduced number of wandering dogs and horses within community.	NIAA / Ranger OPEX	
	Animal Census & Facilities Report conducted	31/10/2024	MRS	Completed report	OPEX	
	Implementation of dog and horse registration	31/12/2024	MRS	Completed registration	OPEX	
	Engage consultants to provide quotes for the implementation	20/12/2024	EMCRS, MRS	Completed consultation	\$40k	

# 2024-25 NPARC Operational Plan

Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
	of the Horse Euthanasia strategy.					
	Installation of horse transportation signs	30/09/2024	EMCRS, MRS	Installed signed	OPEX	
	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	
Work with stakeholders to improve community security	Stakeholder reporting framework against action items	31/12/2024	CEO	Reporting Framework	OPEX	
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	
	Community campaign to increase awareness of how to report noise complaints	31/12/2024	PFM, MCA	Campaign	OPEX	
Support development of Community Gardens inclusive of fruit trees	Add to community meeting agendas to gauge interest of each community.	30/09/2024	EMO	Communities provided opportunity to discuss at	OPEX	
	Request communities establish a Community Gardens Committee or similar	30/09/2024		Community meetings Community identifies committee	OPEX	

# 2024-25 NPARC Operational Plan

Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
	Identify potential sites for communities and submit PANs to IIAC	31/10/2024		Sites selected for communities wanting community gardens and PAN's Submitted to IIAC	OPEX	
	Support committees in seek funding for community gardens	Ongoing	EMO	Support provided	OPEX	

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

**Agenda Item:** 6.3

**Classification:** For noting

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

**Attachments:** Aged Care Report  
Cultural Festival Plan

### Officers Recommendation:

**That Council:** Note the report

## PURPOSE OF REPORT

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

### Community Services

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

### Indigenous Knowledge Centres [IKCs]

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

### Events Team

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

### Art Centre

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



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

### Home and Community Care

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

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

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

Services we provide;

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

### Illegal Dumping

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

### Food Permits

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

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

### Injinoo Service Station

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

### Achievements

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

### Impact

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

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

### Gaps

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

### Umagico Supermarket

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

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

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

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

### Jardine Ferry

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

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

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

## HOME CARE SERVICES

### MONTHLY AGED CARE COMPLIANCE REPORT

<b>REPORT TO</b>	Yanetta Nadardre
<b>REPORT DATE</b>	09/05/2024
<b>REPORT FROM</b>	Patrica Fulton

#### AGED CARE SERVICE DELIVERY

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

Reporting item	Number	Comment
HCP Clients	1	Level 1:      Level 2:      Level 3:      Level 4:
New HCP Clients	5	Level 1:      Level 2:      Level 3:      Level 4:
HCP Enquires		
Referrals for assessment or reassessment	5	Waiting on Age Care approval Letter

##### Summary of CHSP client status and activity

Summary of CHSP client status and activity

Reporting item	Number	Comment	
Number of clients	36		
Number of new clients	7		
Clients on waiting list			
Number of clients transitioned to HCP			
CHSP Hours	Monthly target	Hours delivered	Comment
Social support group	546	492	
Domestic assistance	136	54	
Social support individual	78	48.5	
Personal care	25	17	
Home maintenance	11.5	36	
Flexible respite	7	-	
Meals#	223	848	Client Increase for meals
Transport	63	101	Started HCP 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	36		
Signed aged care agreements	36		
Signed current care plans	36		
Advanced health directives completed (HCP clients only)	1	1	Need health appt to conduct this procedure.

**Aged care activity reporting**

Agency	Report submitted in the past month	Date due	Date Submitted
Operational update	07/04/2024	09/05/2024	07/05/2024
Compliance report	07/04/2024	09/05/2024	07/05/2024

**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	1	
Carers	5	5	-	

**HR Management**

Reporting item	No of staff	Overdue	Action required
Current Police checks	14		
Aged Care Code of conduct	14		
Current Drivers licence	13		
Performance review	14		
Annual Flu vax	3	11	Nurse from PHC will be visiting to administer Fluvax.
COVID Immunisation	14		

**Status of Core training**

Mandatory training	No of staff	Overdue	Action Required
Orientation	14		
Fire Safety	14	14	
First Aid	14		All staff due in December 2024
Manual Handling	14		Staff completed training
Infection control	14		
Elder Abuse	14		
Food Safety	14	1	
Open disclosure	14	1	

**Training attended over the last month.**

**Mandatory training completed as stated above.**

## 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				
% Investigations completed within 5 days					

#### Key issues and action taken

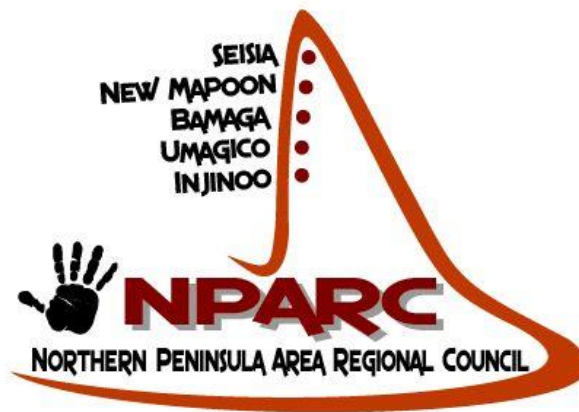
- No complaints as yet, in the process of doing a Consumers survey, on what changes they like to see and if our delivery of care effective and sufficient.

#### Incident/near miss management

Incidents	Total No	Type of Investigation				
		Client	Employee	Equipment	Facility	Medication
Number of Incidents in the reporting period						
% Investigations completed within 5 days						
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





## NPA CULTURAL FESTIVAL 2024

### UNITED CULTURES+STRONG FUTURE

Document Type:

Event Management Plan

Prepared for:

Emergency Services

July 8.2024  
to  
July 14. 2024



## **KEY EVENT DETAILS**

### **Event name**

NPA Cultural Festival 11 – 13 July 2024 – United Cultures + Strong Futures

### **Contact details**

Dev Lengjel  
Northern Peninsula Area Regional Council – Cultural Festival Coordinator  
P| 07 4048 6600 M| 0493091542

### **Event concept**

To showcase the regions Arts and Culture through song, dance, workshops, feasting and entertainment. We aim to provide high quality art performances through admired performers.

This is a drug and alcohol free event.

### **Event objectives**

To promote the regions Arts and Culture sector  
To showcase high calibre performances through admired artists  
To boost the region's economy and tourism industry  
To provide employment or upskilling of local residents  
To retain cultural language and history through song and dance.

### **Expected attendance.**

Approximately 8,000 attendees. This figure is an estimate

## **PROJECT MANAGEMENT AND ADMINISTRATION**

The Northern Peninsula Area Regional Council (NPARC) is the hosting body as a registered Local Government Agency. As the hosting body, NPARC will organise all administrative duties and project management from the planning stages, delivery and evaluation. NPARC will utilise staff, resources and equipment to deliver this project.

## **SIGNIFICANT STAKEHOLDERS**

The following Stakeholders have been consulted and briefed with the planning of this event. These stakeholders are for internal use only.

Stakeholder	Contact Name	Telephone
Qld Police Service	Jon Smy	
Qld Fire & Rescue	Karl Visser	
Queensland Ambulance	Adam Marsden	
Queensland Health	Paolo La Penna	
Council		
Mayor	Robert Poipoi	
CEO	Kate Gallaway	
Festival Coordinator	Dev Lengjel	
TI main events	Michael Bon	

Security	Ray Sailor	
Media and Communications	Kerrie Hall	
Seaswift	Kylie Steer	
Cape York Lodge	Nina	
NPARC Bus 1	Gerald Bond	
NPARC Bus 2	Kenny Sebasio	
Mitch Tambo Management	Jason Williamson	
Sean Choolburra Mangement	Nexus	
August Management	Ian Zaro	
Queensland Theatre		
Gudang Yadhaykenu	Bernard Charlie	
Ipima Ikaya Aboriginal Corporation RNTBC	Louisa Ahmat	
Umagico Event Organiser	Lorraine Solomon	
Working Task Coordinator		
Bamaga Event Organiser	Amy McKeown	

### **COMMUNICATION PROTOCOLS**

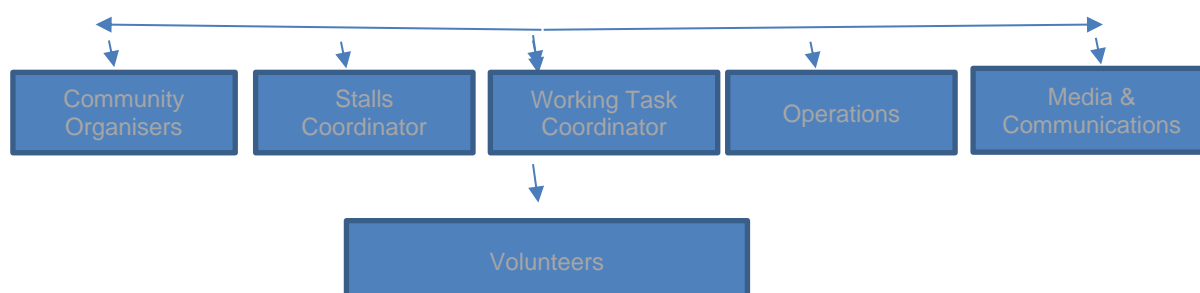
Authorised NPARC staff or a representative will make contact with significant stakeholders. These officers will ensure to report all findings and decision making to the NPARC Executive Management to ensure prominent communication. The following protocols include:

- Festival Coordinator to coordinate all logistical and operational requirements of the festival. This includes, programming, collaboration, sponsor and funding engagement, and design.
- Operations Department will ensure that all WHS considerations have been met. This includes, Roads, Environmental, Workplace Health and Safety
- Communications and Media Officer is responsible for all promotional material and advertising on behalf of NPARC. This includes, flyer design, media/press release, print style guide, representative on behalf of the Mayor or CEO.
- In the event of a sever emergency the most senior officer: Michael Maddely (e.g. injury of a participant at the event, food poisoning outbreak etc.)
- Queensland Police Service will be present to monitor the event. A security team will also be hired
- Event Officers can include, community event organisers, volunteer coordinators, stage manager, and stalls coordinator report to the Festival Coordinator. These officers will assist in the operations of all events. They will be the community's point of call for all general information and complaints (if any).
- For all sever complaints the Festival Coordinator will address the issue.

If an incident is to occur it is important that all volunteers and staff follow the WHS procedure and communicate the report through the appropriate chain of command. Refer to the Incident Reporting Level for further information.

### **COMMUNICATION DIAGRAM**

It is important that communication is clear and that the chain of command is upheld according to the following diagram. Please note that this diagram is for the use of the Cultural Festival Activities Only and may differ to the Organization's chain of command.



### **PLANNING MILESTONES**

- NPARC & community working task force will commence stall maintenance – 24/6/24
- Oval building cleaning of the outside has already commenced - ongoing
- Stage has been ordered - Scheduled to arrive on time for the festival.
- Seaswift Delivery: Entertainment equipment to be delivered from Thursday Island.

### **MARKETING AND COMMUNICATIONS PLAN**

**Objective:** Increase awareness of the festival's cultural and economic benefits.

Ensure clear and effective communication with stakeholders and attendees.

#### **Target Audience**

- Local residents
- Tourists
- Arts and culture enthusiasts
- Media and influencers
- Sponsors and partners

#### **Key Strategies**

##### **Social Media Campaigns:**

- Utilize platforms like Facebook, Instagram, and Twitter to promote the event.
- Create engaging content including posts, stories, and live updates.
- Use targeted ads to reach specific demographics.

##### **Traditional Media:**

- Partner with local newspapers, radio stations, and TV channels for coverage.
- Issue press releases to announce key aspects of the festival.
- Arrange interviews and feature stories with performers and organizers.

##### **Community Engagement:**

- Distribute flyers and posters in community centers, schools, and businesses.
- Host pre-festival events and workshops to generate interest.
- Collaborate with local influencers and community leaders to spread the word.

##### **Email Marketing:**

- Send regular updates to a mailing list of previous attendees and interested parties.
- Highlight important dates, performers, and activities in the festival.

##### **Website and Online Presence:**

- Maintain an up-to-date festival website with all necessary information.
- Include an event schedule, ticket information, and FAQs.
- Provide an option for online ticket purchases and registrations.

##### **Sponsorship and Partnerships:**

- Engage with potential sponsors to support the festival.
- Offer promotional opportunities and branding options for sponsors.
- Foster partnerships with cultural organizations and businesses.
- Communications Plan

##### **Pre-Festival:**

- Announce the event dates and key highlights.
- Regular updates on social media and the website.
- Press releases and media engagement.

##### **During the Festival:**

- Live updates on social media platforms.
- Daily press briefings and media interaction.
- Clear signage and information booths at the event.

##### **Post-Festival:**

- Share event highlights and attendee feedback.

- Thank sponsors, partners, and participants.
- Provide information on future events.

### **VENUE ISSUES**

Site Inspections conducted all sites concluded the following activities.

#### **Bamaga Hall**

- Other considerations
- NPARC will be able to source some staff to assist in the set up either through regular employees or casual hire. Dependent upon time and costs utilisation of NPARC staff may have to be cleared by senior management.
- There is no air-conditioning in the hall or change rooms, fans will be utilised.
- The basketball rings can be raised up to be out of view from the performing area.
- The tiered seating will be moved facing forward to the stage.
- NPARC to inspect WHS evacuation plan and equipment.

#### **Seisia Park**

##### Power

- No power points on site, need to engage with surrounding operators for power or generators.
- Setting up of tent for visitors
- Delivery of essentials food packs for visitors
- Transportation for visitors to and from festival venue NPARC/external Bus

#### **Bamaga, Yusia Ginou Oval**

##### Power

- Power checks on all food stall huts. Electrician to conduct works
- Upgrade power board to 3phase power on site or generator to be used for the production team
- Generator to be used for catering team for corporate area and production tent

##### Toilets

- Toilet blocks cleaned and maintained
- Additional portable toilets
- Cleaning schedule
- NPACOP to utilise the Bamaga IKC and can access via the bus who has exclusive site access.

##### Operations

- Grass to be cut
- Water cart for dust suppression
- Stalls to be restored
- Event signage to be erected from Bamaga side and Injinoo side on main roads
- Drop and go to be situated outside the gate (Injinoo side)
- Overflow parking area to be assigned opposite the venue on Injinoo side across the road
- Coconuts to be cut via EWP. (SWMS to be completed by WHS)
- Road Blocks TBC
- Clearing to be done and levelling if required
- TMP on conclusion of the event to avoid lv to personal interaction
- Signage for suitable drinking water
- Signage and barricades for out of bound areas

- Portable lighting to be erected around site (if needed)
- Structured marquees are to be erected by Events FNQ staff supervision only

#### Weather Inclement

- Provide water stations
- Free sunscreen
- MC announcements
- Shading with NPARC marquee

#### WHS/EHO Considerations

- Fire Extinguishers

Emergency Services and Senior Officers of NPARC to investigate site plans accordingly to ensure that practicable measures are in place for the safety of all patrons, tourists and performers.

The emergency services listed above (stakeholders) will be contacted to identify the following:

- First Aid officers and ambulance service on standby
- Policing of event patrons
- Bamaga Hospital are acquitted with staff and resources.
- External assistance via Torres Strait maybe required.
- NPARC Operations Department will liaise with the QPS to inform of any road closures and traffic management detours or changes.

## **PERMITS, LICENSES AND INSURANCE**

### **COPYRIGHT**

NPARC owns the right for the following;

- Keep the Flame of Culture Burning Festival
- Photography captured by approved media personal
- The festivals artwork "United cultures + strong future"
- All promotional material including, videos, flyers, t-shirts. All products that have Keep the Flame of Culture Burning Festival and United We Stand logo.

### **ACCREDITATION**

The following accreditation are as follows. These positions include employees of NPARC and external personal.

- Onsite parking, Emergency vehicles, NPARC working vehicles, stall holders, contractors, NPACOP vehicle.
- The Stalls coordinator and personal at entry points will allow certified vehicles at entry points accordingly.
- Participants: Access to performance and backstage areas.
- Media: Access to press areas, stages, and interview zones.
- Staff: Access to all operational areas as necessary.
- Volunteers: Access to areas where they are assigned to work.
- Security: Access to all areas for safety and monitoring.
- Contract Workers: Access to work-specific areas such as stages, equipment zones, and stalls.

## **SAFETY AND SECURITY**

It is the responsibility of the event organising agency to organise and manage private security for all aspects of the event. Therefore NPARC will source a security team of 10 personal externally.

### **INCIDENT REPORTING**

It is important a process is clearly articulated in advance regarding the key people to contact in the event of an incident and/or emergency.

**Responsibility:** The event organising agency, NPARC, is responsible for organising and managing all aspects of event security.

### **Incident Reporting Process**

All incidents and emergencies must be reported immediately following the established chain of command.

**Key Contacts:**

### **Chain of Command**

NPARC CEO: Kate Gallaway 0437 030 980

Emergency Coordinator & First Aid Coordinator: Michael Madderly 0459 761 247

Festival Coordinator: Dev Lengjel 0493 091 542

Security Manager: Ray Sailor ensures site safety.

### **Incident Documentation:**

- All incidents must be documented using standardised incident report forms.
- Forms should be available at all security stations and with the mobile security team.
- Completed forms are to be submitted to the Emergency & First Aid Coordinator for review and action.

## **RISK MANAGEMENT**

Identified Extreme Risks and Mitigation Strategies

### **Extreme Weather Conditions**

**Risk:** Severe weather (e.g., storms, heatwaves) could pose a threat to attendee safety.

#### **Mitigation:**

- Monitor weather forecasts closely.
- Set up weather-proof structures and shaded areas.
- Provide free water stations and sunscreen.
- Have a clear communication plan to inform attendees of weather updates.

### **Medical Emergencies**

**Risk:** Potential for serious medical incidents among attendees.

#### **Mitigation:**

- Ensure the presence of qualified first aid officers and a well-equipped first aid station.
- Establish a quick response system with QAS as the first point of contact.
- Maintain clear access routes for emergency vehicles.

### **Crowd Management**

**Risk:** Overcrowding leading to accidents or injuries.

#### **Mitigation:**

- Use barriers and clear signage to manage crowd flow.
- Deploy trained security personnel and marshals.
- Monitor crowd density and use public announcements to direct movement.

### **Fire Hazards**

**Risk:** Fire outbreaks in crowded areas.

#### **Mitigation:**

- Position fire extinguishers and emergency exits throughout the venue.
- Conduct regular safety inspections of all electrical equipment.
- Train staff and volunteers in fire emergency procedures.

## Security Threats

**Risk:** Theft, vandalism, or violent incidents.

**Mitigation:**

- Hire professional security personnel.
- Implement bag checks and controlled entry points.
- Coordinate closely with local police for rapid response.

## Logistical Failures

**Risk:** Disruptions due to equipment failure or supplier issues.

**Mitigation:**

- Have backup equipment and suppliers on standby.
- Create a detailed logistical plan with contingency options.
- Ensure all critical infrastructure is tested before the event.

## SECURITY PERSONNEL

- Traffic Control Points: To manage and direct traffic around the festival venue.
- Performance and Dressing Facilities: To ensure the safety and security of performers.
- Alcohol Consumption Areas: To monitor and manage areas where alcohol is consumed, ensuring compliance with festival regulations.
- General Public Safety: To maintain a safe environment for all attendees.
- Crowd Management: To control and direct large crowds, preventing overcrowding and ensuring orderly conduct.

## Communication Protocols

- Event Coordinator Communication: The Event Coordinator will communicate with the Security Manager through two-way radios.
- Police Communication: The Security Manager will be in direct contact with the Queensland Police Service through a dedicated communication channel to report any incidents and coordinate responses.
- Internal Communication: All security personnel will be equipped with two-way radios for efficient internal communication.

## EMERGENCY RESPONSE PLAN AND EVACUATION

### Emergency Vehicle Access

- Access Points:
  - Main Entrance: Primary emergency vehicle access lane
  - Performance Area: Secondary emergency access.
  - General Areas: Marked emergency access.

### Chain of Command

Emergency Coordinator & First Aid Coordinator: Michael Madderly oversees the response, manages medical response with QAS.

Festival Coordinator: Dev Lengjel liaises with emergency services.

Security Manager: Ray Sailor ensures site safety.

Emergency Access Map

(Include a detailed map with access points, lanes, and muster points. TBA)

### Evacuation Procedures

- Muster Points:
  - Primary: Near main entrance.

- Secondary: Near parking area.

### **Communications Strategy**

#### **Participant Information:**

- Use PA systems, screens, UHF radios and mobile alerts.

#### **Contact Information**

Emergency & First Aid Coordinator : Michael Madderly, 0459 761 247

Festival Coordinator: Dev Lengjel, 0493 091 542

Operations Manager: Gus Yates, 0467 466 476

### **PUBLIC ACCESS TO VENUE**

- The venue will be closed to public vehicle traffic and parking to ensure the safety and smooth operation of the event.
- Only authorized vehicles with proper accreditation will be allowed access.
- Closed to Pedestrians at Appropriate Times
- During equipment setup and takedown, the venue will be closed to pedestrians to ensure safety.

#### **Management:**

- Temporary barricades will be installed to block off restricted areas.
- Security personnel and volunteers will manage these points to ensure public safety.

#### **Entrance Points**

- Entrance points will be prominently featured in all promotional materials, including flyers, social media posts, and the festival website.
- Clear signage will be erected at strategic locations to direct attendees to the correct entry points.

### **Overcrowding**

#### **Problem Areas:**

- Areas prone to overcrowding, such as the main stage and food stalls, have been identified and marked.

#### **Methods for Crowd Dispersal:**

- Announcements, signage and staff will be in place to direct crowds to less congested areas.

#### **Monitoring and Evaluation:**

- Security and event staff will monitor the number of patrons entering key areas. Information will be collected and communicated to the Festival Coordinator.

### **Accessibility**

- Designated drop-off points for attendees with disabilities will be staffed by event team.
- Special vehicle passes will be issued to those with accessibility needs.

### **VOLUNTEERS**

#### **Issues to be considered with volunteers for a major event include:**

- Volunteers will assist with crowd management, information dissemination, and general support.
- Volunteers will be provided with uniforms and lanyards for easy identification.
- A Volunteer Coordinator will oversee volunteer activities and provide support as needed.
- Volunteers will receive event merchandise, certificates of appreciation, and complimentary access to the festival.
- All volunteers are covered by Public Liability Insurance

### **INCLEMENT WEATHER AND CANCELLATION PLAN**

In the event of poor or extreme weather conditions, the following plan will be in place regarding the cancellation, postponement, or modification of the festival:



**Cancellation:**

- The festival may be cancelled if weather conditions pose a significant risk to the safety of attendees, staff, and performers.

**Postponement:**

- The festival may be postponed to a later date if weather conditions are expected to improve.

**Modification:**

- Certain events or performances may be moved indoors or rescheduled to ensure safety and comfort.

**Decision-Making Authority:**

- The decision to cancel, postpone, or modify the event will be made by the Festival Coordinator, Dev Lengjel, in consultation with the Emergency Response Coordinator and key stakeholders.

**Deadline:**

- The decision will be made and communicated no later than 24 hours before the scheduled start of the festival to ensure ample time for adjustments and notifications.

**Communication Strategy****Suppliers and Stakeholders:**

- All suppliers and stakeholders will be informed of the inclement weather policy and the wet weather plan well in advance of the festival.

**Notification Process****Suppliers and Participants:**

- Direct communication via phone, email, and messaging apps.

**Guests and General Public:**

- Updates will be posted on the festival's official website, social media platforms, and through local media outlets.

**On-Site Communication:**

- Signage and public announcements will be used to inform attendees of any immediate changes during the festival.

**Implementation****Preparation:**

- Ensure all stakeholders are aware of the wet weather plan and have contingency measures in place.

**Execution:**

- Once a decision is made, the communication strategy will be activated to ensure timely and clear dissemination of information.

**Monitoring:**

- Continuous monitoring of weather conditions to provide real-time updates and make necessary adjustments.

**FOOD AND BEVERAGE****Staff, Crew, and Volunteers:**

- Dedicated water stations will be set up to ensure all working personnel are well hydrated.
- Special arrangements will be made to provide meals and refreshments to staff, crew and volunteers

**General Public:**

- A variety of food stalls and vendors will be available to cater to the diverse tastes of attendees.

**Participant Groups and Performers:**

- Special arrangements will be made to provide meals and refreshments to performers and participant groups.

**Licences and Permits**

- Temporary Food Stall Licence:
- All food vendors and stalls are required to obtain a temporary food stall licence to ensure compliance with health and safety regulations.

Health and Safety Compliance:

- All food and beverage providers must comply with local health and safety standards, including food handling, preparation, and storage.

## **WASTE MANAGEMENT**

NPARC Operations Department:

- Responsible for coordinating waste management efforts.
- NPARC will provide bins and waste removal services.
- Clear communication of waste management practices through signage, announcements, and promotional materials.

Stallholders:

- Required to adhere to the event's waste management processes.

Local Recycle Contractor:

- To provide and manage recycling bins around the venue.
- Stations for the "Cash for Containers" program will be set up to encourage the return of eligible containers for recycling.
- Use of designated recycling bins placed strategically around the venue.

## **ENTERTAINMENT**

### **Programs**

Stage Programs:

- Detailed schedules for the stage have been developed, ensuring a diverse range of performances throughout the festival.

Entertainment:

- Itineraries for performers, such as musicians, dancers, and local talent artists, have been planned. These schedules are coordinated to avoid conflicts with stage performances.

Logistics:

- Arrangements for airfare, accommodation, and ground transport for performers have been scheduled and budgeted.

Performance Fees:

- All performers have been fairly compensated as per their agreements.

MOU:

- Memorandums of Understanding (MOUs) between performers and NPARC have been drafted, outlining the terms and conditions of their participation.

**Title of Report:** May Information Report  
**Agenda Item:** 6.4  
**Classification:** For information  
**Author:** Executive Manager, Building & Infrastructure  
**Attachments:** Nil

## Officers Recommendation:

**That Council:**  
 Note the Report

## PURPOSE OF REPORT

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

## BACKGROUND AND CONTEXT

### BAS Manager Update

### NPARC Job Cards / Minor Works

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

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

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

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

### Maintenance Overview

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

### **Contractor meetings**

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

### **Building Manager update**

### **NAHA 5 x Plugins**

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

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

**Completion - late October 2024**

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

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

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

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

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

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

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

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

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

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

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

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

## Projects Update

### NPARC Project Status

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

### Remote Capital Program (Housing Development)

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

#### Update

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

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

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

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

### Bamaga Electrical Rectification Works

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

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

### New Mapoon Multi-Purpose Centre

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

## Umagico Tavern Refurbishment

### Update

The Umagico Tavern Refurbishment is at 40% completion.

### Current Works

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

## Injinoo Hall kitchen

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

### Current Works

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

### Outstanding Works

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

## Mutee Head Toilets

### Update

Toilet pack have been transported out to Mutee Head

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

## Pajinka Toilet block

Pajinka Toilet block is now at lock up stage,

Outstanding works:

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

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

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

### **Bamaga Workshop**

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

### **Bamaga Office Generator**

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

### **NPARC Carpenters**

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

## **Property & Facilities**

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

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

Since March 2024, we saw the following actions:

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

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

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

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

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



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

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

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

Social Housing Applications – remains the same this reporting period.

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

## CRITICAL DATES

N/A.

## OTHER OPTIONS CONSIDERED

N/A.

## LEGAL AND LEGISLATION CONSIDERATIONS

N/A

## POLICY CONSIDERATIONS

N/A.

## CORPORATE AND OPERATIONAL PLAN CONSIDERATIONS

## FINANCIAL AND RESOURCE CONSIDERATIONS

## CONSULTATION

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



**AGENDA ITEM 1- 5**  
**SPECIAL COUNCIL MEETING**  
**Tuesday 27<sup>th</sup> June 2023**  
**Bamaga Boardroom**

**7. Close of Meeting**