



MEETING BOOK

Northern Peninsula Area Regional Council

Ordinary Council Meeting #10

To commence at 9:00am

On

Tuesday 21st January 2025

BAMAGA BOARDROOM

AGENDA

1. Welcome and Opening of Meeting
2. Acknowledgement of Traditional Land Owners
3. Present
4. Apologies
5. Declarations of Conflict of Interest
6. Confirmation of Minutes of Previous Meeting
Ordinary Council Meeting on 17/12/2024
7. Business Arising from Previous Meeting
8. Other Business
 - 8.1 Report back from Audit and Risk Committee
 - 8.2 User Arrangements for Bamaga Gym
 - 8.3 Councillor Remuneration
 - 8.4 Illegal Dumping Temporary Road Closures
 - 8.5 Q2 Operational Plan Review
 - 8.6 Remote Jobs Employment Scheme
 - 8.7 Update on development of an Asset Management Roadmap
 - 8.8 Acceptable Request Guidelines Policy
9. Finance Reports
 - 9.1 December 2024 Financial Report
 - 9.2 Update from Financial Controller
10. Mayor Report
11. CEO Report
12. Presentation from Advisor
13. Executive Report
 - 13.1 Executive Manager Operations Report
 - 13.2 Executive Manager Community & Regulatory Services Report
 - 13.3 Executive Manager Building & Infrastructure Report
 - 13.4 Executive Manager Corporate & Finance Services Report
14. General Discussion
15. Close of Meeting



AGENDA ITEM 1- 5
ORDINARY COUNCIL MEETING #10
Tuesday 21st January 2025
BAMAGA BOARDROOM

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



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Meeting Minutes
ORDINARY COUNCIL MEETING #9
Tuesday 17th December 2024
Cairns

Northern Peninsula Area Regional Council

Ordinary Council Meeting #9

To commence at 8.30am

On

Tuesday 17th December 2024

Cairns



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Meeting Minutes
ORDINARY COUNCIL MEETING #9
Tuesday 17th December 2024
Cairns

Agenda Item 1. Welcome and Opening of Meeting

Mayor Poipoi welcomed attendees and opened the meeting at 08:32am with a prayer by Yanetta Nadredre.

Agenda Item 2. Acknowledgement of Country

Mayor Poipoi paid respects on behalf of the Council to the traditional owners of the land upon which the meeting was held and the traditional owners of the Cairns region; and to their elders past, present and emerging.

One minute silence was observed out of respect to sorry business within the communities.

Agenda Item 3. Present

Mayor & Councillors

Mayor Robert Poi Poi	Mayor	
Cr David Byrne	Division 1	
Cr Mary Yoelu	Division 2 / Deputy Mayor	
Cr Kitty Gebadi	Division 3	Arrived at 8:41am
Cr Marlene Bond	Division 4	
Cr Bradford Elu	Division 5	

Other Attendees

Kate Gallaway	CEO
Gus Yates	Executive Manager Operations
Lew Rohjan	Executive Manager Corporate & Finance Services
Yanetta Nadredre	Executive Manager Community & Regulatory Service
Wendy Phineasa	A/ Executive Manager Building & Infrastructure
Brett de Chastel	Advisor
Benjamin Schierhuber	Financial Controller
Sabrina Mudu	Senior Executive Assistant (Minute Taker)
Leonie Ishmail	HR Manager (Minute Taker)

Agenda Item 4. Apologies

Nil

Agenda Item 5. Declarations of Conflict of Interest

Nil

Agenda Item 6. Confirmation of Minutes of Previous Meeting

Resolution

That Council:

Notes and confirms the minutes from the Ordinary Council Meeting held Tuesday 26th November 2024

Moved: Cr Byrne

Vote: 5/0

Seconded: Cr Elu

Resolution: C6.1.-17122024



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Meeting Minutes
ORDINARY COUNCIL MEETING #9
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Cairns

Agenda Item 7. Business Arising from Previous Meeting

Action items were discussed as per the Action Task List

Cr Gebadi arrived at the meeting at 08:41am

Cr Gebadi left the room at 08:44am

Cr Gebadi returned to the room at 08:46am

Agenda Item 8. Reports

Agenda Item 8.1. Review of Transport Related Engineering and Project Management Services - Aurecon

Resolution

That Council:

1. Endorse that Aurecon be Councils preferred supplier for Transport Related Engineering and Project Management Services for a further 12 months, with a review to be undertaken in November 2025.
2. Authorise the Chief Executive Officer and Executive Manager Operations to notify Aurecon that they are to continue providing Transport Related Engineering and Project Management Services to the Northern Peninsula Area Regional Council.

Moved: Cr Gebadi

Vote: 6/0

Seconded: Cr Byrne

Resolution: C8.1-17122024

CARRIED

Agenda Item 8.2. Batching plant sales rates review

Resolution

That Council:

Note the report and endorse:

1. Maintain the charge per m³ of concrete for the 2025 calendar year
2. Set the charge per m³ of concrete for the 2025 calendar year for premix at \$1145.00 Ex GST
3. Maintain the minimum order size of 3m³
4. Adjust the hourly onsite wait times to \$412.00 ex GST per hour after 30 minutes.
5. Increase the local rate discount to be 25% off the set m³ rates.
 - Locals rate discount to not apply to commercial sales.

Moved: Cr Byrne

Vote: 6/0

Seconded: Cr Gebadi

Resolution: C8.2-17122024

CARRIED

Agenda Item 8.3. Endorsement of recommendations from Joint Leaders Forum

Resolution

That Council:

- Note the report
- Endorse the following recommendation from the Torres Strait and NPA Joint Leaders Forum
 - That the Joint Leaders Forum acknowledges the enormous contribution and legacy of Napau Pedro Stephen AM, retiring Chair of TSRA, longest serving Mayor of Torres Shire Council and one of the longest serving Mayors of Queensland local government. A warrior for the communities of the Torres Strait and Northern Peninsula region, his advocacy for regional autonomy and preservation of kinship and culture has been unwavering. Courageous, persistent and visionary, the Leaders have determined that to mark Napau Pedro Stephen's lifelong leadership of Aboriginal and Torres Strait Islander peoples, a leadership scholarship in his name is supported and each member of the Joint Leaders Forum will ensure support from their councils and entities for this initiative. The Joint Leaders forum places on the public record our enduring appreciation for his lifelong service and for his visionary leadership.
- Endorse the following amended recommendations from the Torres Strait and NPA Joint Leaders Forum
 - That the Joint Leaders Forum support an Independent Audit and Analysis of Government and Government Funded Services Delivered to the Torres Strait and NPA Region and a separate Independent Audit and Analysis of Government and Government Funded Services Delivered to the NPA Region
 - That the Joint Leaders Forum endorse to establish an annual Torres Strait & NPA Regional Conference/Summit coinciding with the Regional Report Card on 23rd August each year, held in the Region over four days, with the location rotating between the three local government areas being held in the NPA every three years, with the first day distilling the Report Card and subsequent days determining action over relevant sector reports, jointly funded by State and Federal governments with funding to include support for 3-4 people from each individual community to attend. The fourth day to be the community day to engage, inform and keep the community (people) we serve updated on the progress.
 - That the Joint Leaders Forum Formalise Top 12 Regional Priorities (short-term 6months) to present to the new Crisafulli Government and Opposition Leader.
- Does not endorse the following recommendation from the Torres Strait and NPA Joint Leaders Forum until further consultation and workshop is undertaken within the NPA Region
 - Regional Autonomy Reform Committee will consist of 3 x LG's and TSRA under the TSRA Board to drive the Regional Autonomy agenda.

Moved: Cr Gebadi

Seconded: Cr Yoelu

Vote: 6/0

Resolution: C8.3-17122024

CARRIED



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Agenda Item 8.4. In Principle Support of the Regional Autonomy 18 Month Plan

Resolution

That Council:

- Note the report
- Does not provide in-principle support of the Regional Autonomy 18 Month Plan at this time
- Request the 3 Local Government Mayors and TSRA Chair further workshop the proposed plan to include community workshop and consultation

Moved: Cr Gebadi

Vote: 6/0

Seconded: Cr Bond

Resolution: C8.4-17122024

CARRIED

Agenda Item 8.5. 2025 Community Engagement Strategy

Cr Bond left the room at 09:56am

Resolution

That Council:

- Note the report
- Trial the 2025 Community Engagement Calendar
- Request a report to the 2025 May Council Meeting on outcomes

Moved: Cr Yoelu

Vote: 5/0

Seconded: Cr Elu

Resolution: C8.5-17122024

CARRIED

Agenda Item 8.6. Review of NPARC Divestment Policy

Cr Bond returned to the room at 10:15am

Cr Yoelu left the room at 10:19am

Cr Yoelu returned to the room at 10:22am

Cr Elu left the room at 10:24am

Cr Elu returned to the room at 10:26am

Resolution

That Council:

- Note the report
- Request further review of the NPARC Enterprise Divestment Policy at the January 2025 Workshop
- In the interim, request the CEO and Executive Manager Corporate and Finance Services prepare an initial list of current assets, services and enterprises

Moved: Cr Gebadi

Vote: 5/1

Seconded: Cr Elu

Resolution: C8.6-17122024

CARRIED



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Meeting paused for Morning Tea at 10:37am
Meeting resumed from Morning Tea at 11:00am

Agenda Item 8.7. Report into 2025 Jardine River Fees – applications to vehicles with multiple crossings

Resolution

That Council:

1. Note the report; and
2. Establish a specific fee for road train at \$1200.00 including GST

Moved: Cr Byrne

Vote: 6/0

Seconded: Cr Elu

Resolution: C8.7-17122024

CARRIED

Agenda Item 8.8. Presentation of Torres and Cape Indigenous Council Alliance Financials

Resolution

That Council:

1. Note the audited financial statements of Torres and Cape Indigenous Council Alliance

Moved: Cr Gebadi

Vote: 6/0

Seconded: Cr Bond

Resolution: C8.8-17122024

CARRIED

Agenda Item 8.9. Update of Administrative Action Complaints Process Policy

Cr Bond left the room at 11:38am

Cr Bond returned to the room at 11:41am

Resolution

That Council:

Note the Report and

- A. Adopt the updated Administrative Action Complaints Process Policy as attached to the report; and
- B. Request the CEO to make this updated Policy available to the public via Council's website.

Moved: Cr Gebadi

Vote: 6/0

Seconded: Cr Byrne

Resolution: C8.9-17122024

CARRIED



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Agenda Item 8.10. Tender Award, NPAEU/2024 Northern Peninsula Airport Electrical Upgrade

Resolution

That Council notes the Tender Assessment Report and

1. Authorise the Chief Executive Officer and Executive Manager Operations to accept the Antco Solutions Tendered Amount \$228,035.50 (GST incl) and to liaise with the Antco Solutions for a program of works.
2. Authorise a 20% contingency of \$45,607.00 for these works to be managed by the Chief Executive Officer and Executive Manager Operations if or as required.

Moved: Cr Bond

Vote: 6/0

Seconded: Cr Gebadi

Resolution: C8.10-17122024

CARRIED

Agenda Item 8.11. 2025 Council and Trustee Meeting Dates Amendment

Resolution

That Council:

Amends the April 2025 Council Meeting commencing at 9am as follows:

- From Tuesday 29th April 2025 – New Mapoon to Thursday 24th April 2025 – New Mapoon

Moved: Cr Gebadi

Vote: 6/0

Seconded: Cr Bond

Resolution: C8.11.1-17122024

CARRIED

Resolution

That Council:

Amends the April 2025 Trustee Meeting commencing at 10am as follows:

- From Wednesday 30th April 2025 – Bamaga to Wednesday 23rd April 2025 – Bamaga

Moved: Cr Yoelu

Vote: 6/0

Seconded: Cr Gebadi

Resolution: C8.11.2-17122024

CARRIED



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Agenda Item 9. Financial Reports

Agenda Item 9.1. November 2024 Financial Report

Cr Bond left the room at 12:33pm

Cr Bond returned to the room at 12:36pm

Resolution

That Council:

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

Moved: Cr Gebadi

Vote: 6/0

Seconded: Cr Byrne

Resolution: C9.1-17122024

CARRIED

Agenda Item 9.2.

Update from Financial Controller

Resolution

That Council:

- Note the verbal update from the financial controller from Tuesday 17th December 2024

Moved: Cr Yoelu

Vote: 6/0

Seconded: Cr Gebadi

Resolution: C9.2-17122024

CARRIED

Council meeting break for lunch at 13:00pm

Moved: Cr Yoelu

Second: Cr Byrne

6/0

Cr Yoelu left 13:00pm

Council meeting open from lunch at 13:49pm

Moved: Cr Elu

Second: Cr Gebadi

3/0

Agenda Item 10.

Mayor Report

Cr Bond returned to the meeting at 13:51pm

Meeting with BEL

- CEO and I met with the Chair and Executive Officer of BEL to discuss opportunities with a digital call centre for the NPA
- We agreed to invite the state to visit the region to discuss the initiative further as well as plan a trip to Palm Island to look at the options in person

Meeting with Environmental Support Service Program

- Staff from the Department of Environment visited to explain the purpose of their program
- They identified some challenges at the Landfill and waiting for their full report to come through so we can understand the action plan to resolve

Water Situation with Veolia

- As we discussed at our Council Workshop, mechanical faults at the Jardine River Pump Station caused water supply issues to the community
- These faults were resolved by technician, however, a full overhaul and replacement of the pumps was identified as necessary 5-6 years ago prior to the treatment plant being handed back to Council
- During the week, I spoke to Member for Cook and our Government Champions
- David Kempton will visit shortly to better understand our water situation and the needs for support
- I also released a number of media statements and had an interview with the NITV to discuss the challenges

Meeting with TCHHS Chair and Executive Officer

- CEO and I met with the Chair and Executive Officer of TCHHS to discuss a number of matters
- They have agreed to submit an EOI for the Bamaga Health development to allow for the formal consideration of Council
- The Liaison Officer has commenced at Bamaga Hospital to provide support for families

IEOPs Meeting

- CEO and I met with members of One Way Solutions and RILIPO to better discuss opportunities to maximise IEOP opportunities for the region
- I look forward to ongoing relationships to maximise the outcome for our communities

Council Workshop

- Thank you to all councillors who attended the Council Workshop
- I think we had a productive discussion over the two days
- I would encourage all councillors to attend into the future so they can be well aware of the matters discussed and contribute towards the workshop

TCICA AGM

- Congratulations to the newly elected board of TCIC
 - Chair – Mayor Territa Dick (Kowanyama Aboriginal Shire Council)
 - Deputy Chair – Mayor Ronaldo Guivarra (Mapoon Aboriginal Shire Council)
 - Secretary / Treasurer – Chair Jaime Gane (Weipa Town Authority)
- The financials were also presented as discussed earlier at today's meeting

Meeting with Government Champions

- CEO and I met with our Government Champions
- The main discussion topic was the water situation in the region
- The Government Champions also provided an update on the meetings held with Education Queensland and SeaSwift
- Until further notice from the State, the champions will continue following up on our action plan items

NPARC End of Year Party

- Thank you to all Councillors who attended the NPARC End of Year Party with me
- It was a great day acknowledging all the hard work of our staff and achievements for the year

Torres Strait and NPA Climate Resilience Centre

- CEO and I attended the Torres Strait and NPA Climate Resilience Centre meeting in Cairns
- I am pleased to report there has been significant progress with the opening of the grant rounds to apply for funding for the Climate Warriors
- The new Assistant Minister for Climate Change and Energy, Josh Wilson, also attended the meeting. It was a great opportunity to discuss challenges in the region especially relating to fishing export bans and need for infrastructure

Resolution

That Council:

- Note the Mayor's verbal report from Tuesday 17th December 2024

Moved: Cr Bond

Vote: 4/0

Seconded: Cr Gebadi

Resolution: C10-17122024

CARRIED

Agenda Item 11.

CEO Report

Cr Byrne returned to the meeting at 14:06pm

Cr Byrne left the room at 14:15pm

Cr Byrne returned to the meeting at 14:17pm

Resolution

That Council:

- Note the Report

Moved: Cr Gebadi

Vote: 5/0

Seconded: Cr Byrne

Resolution: C11-17122024

CARRIED



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Cairns

Agenda Item 12.

Presentation from Advisor

Resolution

That Council:

- Note the verbal update from the advisor from Tuesday 17th December 2024

Moved: Cr Gebadi

Seconded: Cr Bond

Vote: 5/0

Resolution: C12-17122024

CARRIED

Meeting paused for Afternoon Tea at 15:00pm

Meeting resumed from Afternoon Tea at 15:05pm

Agenda Item 13.

Executive Reports

Agenda Item 13.1.

Executive Manager Operations Report

Cr Yoelu returned to the meeting at 15:19pm

Resolution

That Council:

- Note the report.

Moved: Cr Bond

Seconded: Cr Byrne

Vote: 6/0

Resolution: C13.1-17122024

CARRIED

Agenda Item 13.2.

Executive Manager Community & Regulatory Services Report

Cr Bond left the room at 15:47pm

Cr Bond returned to the meeting at 15:50pm

Resolution

That Council:

- Note the report.

Moved: Cr Byrne

Seconded: Cr Gebadi

Vote: 6/0

Resolution: C13.2-17122024

CARRIED / NOT CARRIED



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Meeting Minutes
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Cairns

Agenda Item 13.3. Executive Manager Building & Infrastructure Report

Resolution

That Council:

- Note the report.

Moved: Cr Gebadi

Vote: 6/0

Seconded: Cr Byrne

Resolution: C13.3-17122024

CARRIED

Agenda Item 13.4. Executive Manager Finance & Corporate Services Report

Resolution

That Council:

- Note the report.

Moved: Cr Yoelu

Vote: 6/0

Seconded: Cr Bond

Resolution: C13.4-17122024

CARRIED

Agenda Item 15. General Discussion

Cr Bond left the room at 17:10pm

Cr Bond returned to the room at 17:12pm

Agenda Item 16. Close of Meeting

Meeting closed at 17:21pm with a prayer by Yanetta Nadredre.

Council Ordinary Monthly Meeting Action Register

Action	Updated	Update	Person Responsible	Date of Meeting
F/up CEQ r.e. Injinoo Shop	17.02.2023	Meeting held with CEQ and visit occurring late Feb from CEQ to progress	CEQ -EMCRS	25.01.2023
	16/03/2023	CEQ has visited the sites to progress		
	18/04/2023	Cost is about \$500-600k. Internal communications at CEQ about how to support		
	23.05.2023	Meeting held with CEQ on 19/05/2023 with various options to assist. To be discussed further and capital funds sourced		
	29.08.2023	Preferred option identified by Cr Nona. Email sent to CEQ to progress.		
	26/09/2023	Fit out works commenced. Waiting on Give Back assistance confirmation from CEQ		
	24/10/2023	Scoping works completed in October to progress		
	16/11/2023	Update requested following October visit		
	19/12/2023	Preliminary works progressing. CEQ support through give-back		
	15/01/24	CEQ progressing works		
	27/02/2024	Meeting held with CEQ on 14/02. Equipment has been dispatched to NPA and quote requested for toilet works		
	06/03/2024	Met with CEQ rep and finalised shop fittings and equipment.		
	13/04/2024	Equipment ready to be shipped. Dependent on Seaswift capability		
	30/05/24	CEQ has organised shipping with SeaSwift.		
	11/06/2024	No further updates		
	16/07/2024	Shelving has arrived, planning is underway with CEQ to put up shelving as per new floor plans.		
	21/8/24	Andrew replied on the 1/08/2024 he won't be available to assist with facilitating the setup of with shelving instalment and layout at the Injinoo Service station, will be up to the NPARC to set up the shelving. Layout plan has been provided to NPARC and requesting new display fridge and freezer at the Service Station.		
	18/09/2024	Carpentry team are installing the new shelving.		
Follow up compliance notice re scaffolding	07/11/2023	Delays have occurred due to sorry business, soft shop opening scheduled for November.	EMCRS -CEO	24.10.2023
	12/12/2023	Shelving has been installed, soft opening rescheduled for early December.		
	11/12/2024	Opening to resume once, Manager is back from leave.		
	10/01/2025	Opening pending arrival of new fridge/freezer, ISM awaiting responses from suppliers.		

Action	Updated	Update	Person Responsible	Date of Meeting
	10/01/2024 20/02/2024 06/03/2024 13/04/2024 22/05/2024 11/06/2024 17/07/2024 21/8/24 18/09/2024 18/10/2024 20/11/2024 11/12/2024	RSM contacted owner, he will action removal once back in community. No action in January. No updates Delays in moving equipment due to weather Still pending weather Still pending weather Delays due to resignation of RSM Provided to a/RSM New RSM has commenced work, task assigned to him to follow up. RSM is seeking compliance/legal advise from Present Law to assist with this task. RSM has engaged conversations with the owner. No further updates. RSM engaged with owners. Three options provided for storage. Encouraged to submit a Community Grants Application for council resources to assist. Aiming to move in late Jan / early February depending on weather.		
Speed bumps in new Injinoo Subdivision & potentially Bowie St	13/12/2023 08/01/2024 22/02/2024 07/03/2024 17/04/2024 24/05/2024 14/06/2024 14/07/2024 12/08/2024 12/09/2024 23/10/2024 20/11/2024 9/12/24 10/01/2025	Works Manager & EMO to meet with Cr Nona in the new year to identify where the speed bumps are to be installed Meeting Scheduled for Wednesday 17 th December Meeting Held with Cr Nona. Blade mix has been ordered and speed bumps will be programmed to be installed after it arrives Blade mix has arrived. Will be programmed for late April / May Works manager has works scheduled for May Works Manager has been on leave will seek update Monday 27 th May if works are on track Quotes for speed bump signs are being requested. Once signs have arrived in the NPA the speed bumps and signs will be installed. Still awaiting signs Signs are being reordered Waiting cold mix bags and additional signs to arrive. Some materials have arrived. Signs Have been reordered Cold Mic Bags have arrived EMO ordered signs in November, awaiting delivery of signs (PO 174) Still awaiting delivery of signs, PO resent to Suppliers Townsville branch Signs have arrived in the NPA on Thursday 9 th January. Speed bumps and signs are scheduled to be installed on the weeks of the 13 th and 20 th of January, weather permitting.	EMO	21.11.2023

Action	Updated	Update	Person Responsible	Date of Meeting
Road closures for illegal dumping	14/07/2024 12/08/2024 12/09/2024 23/10/2024 20/11/2024 9/12/2024 10/01/2025	Roads on Road reserve need to go through a more formal process to temporarily or permanently close them. Roads off road reserve (DOGIT) can be closed more informally by Council. It is recommended that reasons are advertised. Suggested next steps is for reg services to identify roads that they would like closed and if they are on or off road reserve. And a report be brought to council requesting the temporary closure of the roads off road reserve. Awaiting New Reg services manager to commence and provide list of roads As Above EMO to follow up with Reg Services EMO commenced discussions with existing Reg Services Manager. List to be provided to EMO Regulatory Services Manager has confirmed that he would still like to close a number of roads these are still to be identified as the Regulatory Services Manager has been on planned leave. RSM provided details of roads to be trialled. A report will be presented to Council today to discuss and endorse these roads. Once this trial is completed, the impact can be assessed, and further roads closed if needed.	EMO	18.06.2024
Line marking at Injinoo Service Station due to driver confusion	12/08/2024 12/09/2024 23/10/2024 20/11/2024 11/12/2024 13/01/2025	No action in August Still to be scheduled with Airport Staff Scheduled to be completed in the first week of December after the pre wet cleanup Airport staff were on leave during the first week of December, works are being rescheduled for during December. Works are scheduled to be completed by mid-January between rain events	EMO	23.07.2024
Disability access to Injinoo Hall	20/11/2024 10/12/2024 14/01/2025	Scoping works with Rob D to see if it can be accommodated within existing budget or needs to be put forward as a project for 25-26 budget Scope of works carried out by Wendy and Rob D. Proposed moveable disability ramp same as Jardine Ferry Shop. Costings and pictures provided by Rob D. Works can begin Jan-2025. Works are scheduled to commence in Feb-2025.	EMBI	31.10.2024
Email through previous sewerage	09/12/2024	An email has been sent to Cairns Laboratories to confirm if they still have copies of the last	EMO	26.11.2024

Action	Updated	Update	Person Responsible	Date of Meeting
sampling information from 2016 if available	13/01/2025	year of sampling and if so if they can be provided. Copies of previous years sampling information has been tabled.		
End of year closure preparations at swimming places	21/01/2025	Sites were cleaned and additional signs installed prior to Christmas period.	EMO	17.12.2024
Options for Council to consider to resolve trade issues	15/01/2025	Matter discussed at January Council Workshop	CEO, EMBI	17.12.2024
Health & Wellbeing Checks for staff	15/01/2025	Discussed briefly at Council All Staff Meeting. To be follow up through staff survey & engagement	CEO	17.12.2024

Resolutions

Resolution	Updated	Update	Person Responsible	Date of Meeting
Review of Transport Related Engineering and Project Management Services - Aurecon	10/01/2025	Aurecon have been advised that their engagement has been extended by 12 months.	EMO	17.12.2024
Review of Batching Plant Fees	10/01/2025	Batching Plant staff have been advised of adopted prices and will notify customers and community.	EMO	17.12.2024
Endorsement of Recommendations from Joint Leaders Forum	15/01/2025	Discussed with TSC & TSIRC on 17/01/2025	CEO	17.12.2024
In Principle Support of the Regional Autonomy 18 Month Plan	15/01/2025	Discussed with TSC & TSIRC on 17/01/2025	CEO	17.12.2024
2025 Community Engagement Strategy	15/01/2025	Events created in calendar	CEO	17.12.2024
Review of Council Divestment Policy	15/01/2025	Discussed at January Council Workshop	CEO	17.12.2024
2025 Jardine River Fees – applications to vehicles with multiple crossings	10/01/2025	Fees have been adopted and updated for vehicles with multiple crossing to a one-off fee \$1200.	EMCRS	17.12.2024
Presentation of Torres and Cape Indigenous Council Alliance Financials	15/01/2025	Details published to Council Website as required	CEO	17.12.2024
Update of Administrative Action Complaints Process Policy	15/01/2025	Updated policy included on council website	CEO	17.12.2024
Airport Power Connection Tender	13/01/2025	Successful tenderer letter was provided to NPAEU in late December 2024. Contract and Purchase order to be finalised in January 2025	EMO	17.12.2024
2025 Council and Trustee Meeting Dates Amendment	15/01/2025	Meeting date has been amended.	CEO	17.12.2024
2025 Jardine River Ferry Fees	11/12/2024 10/01/2025	C7 has been engaged to scope out advertising the new fees. New fees have been adopted, fees have already been updated on website, POS and printed up for offices.	EMCFS, EMCRS	26.11.2024
Aged Care and Disability Support Program Meal Services	11/12/2024 10/01/2025	Clients and families have been informed about upcoming changes in 2025. No Updates for the month of December.	EMCRS	26.11.2024
Grant of Concession to Skytrans	11/12/2024 13/01/2025	No action by the EMO during November Concession and offer to meet as per Council resolution has been communicated to Skytrans	CEO, EMO	26.11.2024
Management Arrangements for Rumble in the Jungle	18/11/2024	EOI drafted to be published following community events	CEO	31.10.2024

DOGIT Transfer Process and options	23/10/2024 18/11/2024	Advice provided to DoR. Waiting on response Nil response. Expect it is waiting for Kylie to return in Jan 25	CEO	24.09.2024
Budget Amendment – Capital Budget Amendment – Injinoo Councillor Office	23/10/2024 10/12/2024 14/01/2025	Works are still being progressed. Due to be completed soon. Works are still being progressed. Due to be completed soon. Due to be completed soon.	EMBI EMBI	24.09.2024
Tender Assessment Report – Project Number QBFNQ0764	23/10/2024 13/11/2024 10/12/2024 14/01/2025	Purchase orders raised awaiting approval. Hold up was waiting for QBuild to approve safety documents. HCB won't start works until SWMS are approved. NPARC WHS Officer Michael Madaley reviewed documents and waiting for HCB to review and progress. No further updates at this stage.	EMBI	24.09.2024
Capital Budget Amendment 122 Williams Crescent	24/09/2024 23/10/2024 20/11/2024 10/12/2024 14/01/2025	Matter deferred to special meeting with further report to this meeting. Works have commenced Works are being progressed. Works are being progressed. Works are being progressed.	EMBI	27.08.2024

Title of Report: Report back from NPA Audit and Risk Committee

Agenda Item: 8.1

Classification: For endorsement

Author Executive Manager Corporate and Finance Services

Attachments 19.12.2024 Draft Audit and Risk Committee Minutes

Officers Recommendation:

That Council:

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

PURPOSE OF REPORT

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

BACKGROUND AND CONTEXT

An Audit and Risk committee meeting was held on 19.12.2024. At this meeting, a number of reports were discussed including

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

The meeting was chaired by the newly appointed Chairman, Mr Ross Higgins. Also attending by TEAMS was Ms Joanne Gowans, the other recently appointed external member.



ORDINARY COUNCIL MEETING # 10

Agenda Item 8.1

Tuesday 21st January 2025

Bamaga Boardroom

As in the past representatives of the Organisations participating in Council's Audit committee also attended. These Organisations included, BDO, Grant Thornton, Altius and Preston Law. Mr Brett de Chastel also attended as the Governance advisor to Council.

The minutes are tabled for noting and endorsement.

CRITICAL DATES

N/A.

OTHER OPTIONS CONSIDERED

N/A.

LEGAL AND LEGISLATION CONSIDERATIONS

Nil

POLICY CONSIDERATIONS

N/A.

CORPORATE AND OPERATIONAL PLAN CONSIDERATIONS

N/A.

FINANCIAL AND RESOURCE CONSIDERATIONS

N/A.

CONSULTATION

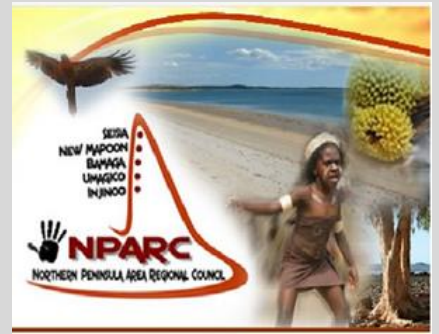
NA

Northern Peninsula Area Regional Council

Audit Committee

Minutes

December 2024



1. Welcome

Meeting starts 14:00pm

Ross Higgins opening statement and Introduction

2. Attendance and apologies

Attendance

Committee Members

Chair (External Member)	Mr Ross Higgins
External Member	Ms Joanne Gowans
Councillor	Cr Mary Yoelu
Councillor	Cr Kitty Gebadi

Officers

Chief Executive Officer	Kate Gallaway
Executive Manager Finance and Corporate Services	Lew Rojahn
Executive Manager Operations	Gus Yates

Advisors

Governance	Brett de Chastel
Financial	Benjamin Schierhuber

Invited external representatives

Grant Thornton	Andrew Cornes
Altius Advisors	Eve Jacks
Preston Law	Julian Bodenmann
MetteConsulting	Mette Nordling (Apology)

3. Confirmation of previous minutes

Committee Decision:

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

Moved by: Cr Yoelu

Seconded: Cr Gebadi

Carried

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

- There were no Declarations of Conflict declared for members and non-members.

5. Matters from previous meeting.

- Nil Matter from previous meetings

6. Audit & Risk Committee work plan

The Audit & Risk Committee:

- Note the Report

7. Reports

7.1. External audit update and audit plan

Resolution

- The Audit & Risk Committee accepts and note the report.

Moved: Ross Higgins

Seconded: Cr Gebadi

Carried

Committee's closed session with Auditors

7.2. Monthly financial report

Resolution

That the Audit & Risk Committee accepts and note the report.

Moved: Ross Higgins

Seconded: Cr Gebadi

Carried

7.3. Disaster Management and business continuity plans

Resolution

That the Audit & Risk Committee accepts and note the report.

Moved: Cr Gebadi

Seconded: Cr Yoelu

Carried

7.4. Internal audit update

That the Audit & Risk Committee accepts and note the report.

7.5. Governance and risk including cyber risk update

That the Audit & Risk Committee accepts and note the update.

Action: Specialist report on cyber security to be provided for the next meeting

7.6. Legal update

That the Audit & Risk Committee accepts and note that we received that report.

7.7. Capital works progress report

That the Audit & Risk Committee note the report.

7.8. Update on asset management strategy and plans

Resolution

- That the Audit & Risk Committee Note the Report and request the CEO to provide a further report to the Audit and Risk Committee on progress with implementation of the NPARC Asset Management Roadmap by mid-2025

Moved: Ross Higgins

Seconded: Cr Gebadi

Carried

7.9. Draft annual budget project plan and timelines

That the Audit & Risk Committee note the update.

7.10. Management responses to audit recommendations

That the Audit & Risk Committee accepts and note the report.

7.11. CEO update

That the Audit & Risk Committee note the report.

8. Other business

- Audit & Risk Committee to hold catch up meeting before next meeting

- Councillor handbook distributed to Ross Higgins and Joanne Gowans to assist with orientation

9. Next meeting

To be advised. Note an out of session meeting may be held for the 22-23 Financials.

10. Meeting close

15:41pm

Title of Report: User Arrangements for Bamaga Gym

Agenda Item: 8.2

Classification: For Decision

Author CEO

Attachments Agreement Flow Chart

Officers Recommendation:

That Council

1. note the report
2. is satisfied that there is only 1 supplier who is reasonably available to provide Personal Training
3. Enter into a User Agreement with Leandra Newman for a 3 month period with a 3 month extension period

PURPOSE OF REPORT

To allow progressing of arrangements for Bamaga Gym.

BACKGROUND AND CONTEXT

A long term project for council has been the refurbishment and establishment of services at the Bamaga Gym. Council has been approach by Mrs Leandra Newman seeking access to the Bamaga Gym to provide personal training to community members. Council officers met with Mrs Newman who confirmed the following

- She has been approached by a number of agencies to deliver health and fitness classes and programs
- Due to wet season she is seeking an indoor arrangement to trial for 3-6 months

It is proposed to enter into a User Agreement for the Bamaga Gyn. This will allow NPAFACS the necessary access to the building, but provide flexibility for other agencies to deliver services and programs from the building if necessary as well as greater control of the arrangements.

Further, Council currently has an underspend within its Deadly Active program. It is proposed as part of these arrangements to engage Mrs Newman to provide personal training services under this contract.

Before entering any contract, Council must adhere to the sound contracting provisions in the *Local Government Regulation 2012* (LG Reg), which require Council to:

- invite at least 3 written quotes in accordance with the LG Reg for medium-sized contractual arrangements, which are arrangements that have, or are expected to have, a total value of \$15,000 or more, but less than \$200,000 (excluding GST);

- invite tenders in accordance with the LG Reg for large-sized contractual arrangements, which are arrangements that have, or are expected to have, a total value of \$200,000 or more (excluding GST).

The proposed contracting arrangement with Mrs Newman may be above \$15,000 depending on duration.

The default contracting procedures above are subject to exemptions that are set out in the LG Reg – Council can apply one of these exemptions to avoid the quote/tender requirements. A number of these exemptions relate to the contractor being a member of a pre-approved panel – eg, a register of pre-qualified suppliers, an approved contractor list, a preferred supplier arrangement or appointment to the Local Buy panel, which do not apply in this situation.

Section 235 of the LG Reg sets out a cluster of “miscellaneous” exemptions as follows:

A local government may enter into a medium-sized contractual arrangement or large-sized contractual arrangement without first inviting written quotes or tenders if—

(a) the local government resolves it is satisfied that there is only 1 supplier who is reasonably available; or

(b) the local government resolves that, because of the specialised or confidential nature of the services that are sought, it would be impractical or disadvantageous for the local government to invite quotes or tenders; or

(c) a genuine emergency exists; or

(d) the contract is for the purchase of goods and is made by auction; or

(e) the contract is for the purchase of second-hand goods; or

(f) the contract is made with, or under an arrangement with, a government agency.

It is the opinion of Council Officers, that Council can apply the exemption under section 235(a) apply.

Council needs to pass a resolution to apply the exemptions in (a). Council should satisfy itself that the proposed arrangement is justifiable when considered against the sound contracting principles in section 104(3) of the *Local Government Act 2009*. While this is not a requirement when applying a section 235 exemption, it is a further transparency and probity measure when applying the exemption. The sound contracting principles are:

(a) value for money; and

(b) open and effective competition; and

(c) the development of competitive local business and industry; and

(d) environmental protection; and

(e) ethical behaviour and fair dealing.

Realistically, due to the establishment and mobilisation training costs, Mrs Newman is the only provider who can deliver these services within community in the timeframe.

OPTIONS CONSIDERED

Additional quotes can be sought if procurement value exceeds \$15000

CRITICAL DATES

N/A.

LEGAL AND LEGISLATION CONSIDERATIONS

NA

POLICY CONSIDERATIONS

NA

CORPORATE AND OPERATIONAL PLAN CONSIDERATIONS

NA

FINANCIAL AND RESOURCE CONSIDERATIONS

NA

CONSULTATION

Leandra Newman

FLOWCHART FOR PARTICULAR TYPES OF AGREEMENTS

Does the arrangement relate to land, land and buildings, or use of buildings/facilities only?

Buildings or facilities only

User Agreement/Access
Deed/Management Agreements
etc

Drafting Notes – User Agreements

- Decision making process: Council as local government, facility owner and operator etc (not trustee).
- Council will typically maintain the land (eg gardening etc) given the right to occupy is for the building/facilities only
- Consider rights of common users – are other users able to use the same or neighbouring areas (eg footpaths, car parks, toilet blocks, etc)? What needs to be done to manage that?
- Specific times for use – might be for very short windows (eg one event only)
- Will Council allow multiple potential users to book the same use area but at different times?
- Need to manage risk: indemnities, releases etc

Land and/or land and buildings

Lease

Licence

Drafting Notes - Lease

- Decision making process: trust change decision (ie interest in trust land), so a trustee decision
- A lease gives a right of exclusive possession
- Lease requires a survey
- Lease requires validation under NPA ILUA (or otherwise under *Native Title Act 1993*)
- Consider rent reviews, including intervals and method
- If Council requires particular termination or entry rights (eg in the event of emergency or to take back possession of premises in certain circumstances) these should be carefully defined

Drafting Notes - Licence

- Decision making process: trust change decision (ie interest in trust land), so a trustee decision
- “Licence” used as a broad term that can include management agreements, permit agreements etc – fundamentally describes the same thing, which is a lesser occupancy right than a lease
- Generally a non-exclusive possession right
- Licences are generally easier to terminate and for shorter terms. Long term licences – consider why a lease isn’t being used
- Licence does not necessarily require a survey but area of land being licensed still needs to be precisely defined
- May not be a “future act” for which Native Title approval is needed

General Drafting Notes – For all documents

- Document must contain certainty about obligations including term (start and end date for obligations/occupancy etc)
- Insurances, indemnities and releases are of vital importance to all arrangements – if there’s risk/compromise, they should be included and carefully tailored to respond to the risk/compromise
- Consider if default contracting procedures in LG Reg are triggered by user agreements or management agreements (ie medium-sized contractual arrangement \$15,000 or more but less than \$200,000, large-sized CA \$200,000 or more) – if quotes or tenders not obtained, does an exception apply?
 - Disposal of valuable non-current asset (ie lease) does not trigger procurement obligations on DOGIT – but EOI process is helpful for transparency
- Take care to ensure discussions prior to Council intending to be legally bound are framed as such – ie, Council confirms it is not to be legally bound until a document is finalised and signed

Title of Report: Councillor Remuneration

Agenda Item: 8.3

Classification: For Decision

Author: Chief Executive Officer

Attachments: Local Government Remuneration Commission 2024 Report

Officers Recommendation:

That Council:

- Adopts the remuneration schedule from 1 July 2025 for Mayor, Deputy Mayor and Councillors as set by the Local Government Remuneration Commission

PURPOSE OF REPORT

To enable Council to adopt the updated remuneration schedule for elected members from 1 July 2024.

BACKGROUND AND CONTEXT

Each year, the Local Government Remuneration Commission prepares a remuneration schedule to determine remuneration for Mayor, Deputy Mayor and Councillors. Council is then required to adopt this prior to June each year to enable the new rate of pay. The full report of the commission is attached to this report. In 2023, a category review was undertaken by the Local Government Remuneration Commission. This review introduced a new category system for councils. Under this category review, council is a category A3 council.

It is the role of Individual Councils to determine if they will increase mayor, deputy mayor and councillor remuneration to the new maximum amounts. Council can decide to set mayor, deputy mayor and councillor remuneration at any amount below the maximum.

There is an outstanding request with the Local Government Remuneration Commission to review the system of remuneration which comprised a base payment (of two thirds of the annual remuneration) and a monthly payment based upon attendance at, and participation in, the 12 mandated council meetings. Councillor responsibilities are no less in small discrete Councils, and this may be a motion council seeks to put forward at the LGAQ Conference.

Maximum remuneration payable for the 2025-2026 year is

Position	Maximum Amount
Mayor	\$124 157
Deputy Mayor	\$71 629
Councillor	\$62 078 (comprised of a monthly payment of \$3,448.78 and a meeting allowance of \$1,724.39)



ORDINARY COUNCIL MEETING # 10

Agenda Item 8.3

Tuesday 21st January 2025

Bamaga Boardroom

CRITICAL DATES

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

FINANCIAL AND RESOURCE CONSIDERATIONS

NA.

Local Government **Remuneration Commission**

ANNUAL REPORT 2024

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

An electronic copy of this report is available at <https://www.localgovernment.qld.gov.au/for-councils/governance/local-government-remuneration-commission>

04 December 2024

Hon Ann Leahy MP
Minister for Local Government and Water and
Minister for Fire, Disaster Recovery and Volunteers
1 William Street
Brisbane QLD 4000

Dear Minister

On 29 November 2024, the Local Government Remuneration Commission (the Commission) concluded its determination of the levels of remuneration for mayors, deputy mayors and councillors of Queensland local governments (excluding Brisbane City Council) as required by section 177(c) of the *Local Government Act 2009* and Chapter 8, Division 1 of the *Local Government Regulation 2012* (the Regulation).

Our determinations on these matters, together with the Remuneration Schedule to apply from 1 July 2025 are included in the enclosed Report, which we commend to you.


Yours sincerely



Robert (Bob) Abbot OAM
Chairperson



Andrea Ranson
Commissioner



Reimen Hii
Commissioner



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1. 2024 Report key determinations

Determination of maximum remuneration levels

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

Council Categories A1, A2, A3 and B1	Increase by 3% from 1 July 2025
Council Categories B2, B3, C1, C2, C3, D2, D3, E2 and F2	Increase by 2.5% from 1 July 2025

In making its determination of maximum remuneration levels applicable for 2025-26, the Commission considered the following:

- The outcomes of the Commission's 2023 remuneration category methodology.
- Remuneration and wages indexation applied for other public sector entities.
- The importance of maintaining financially sustainable and fiscally responsible wage growth, taking into consideration:
 - the recently challenging and unstable inflationary environment and measures taken by other government authorities to manage the impacts of inflation.
 - the challenges faced by local governments and their communities in relation to climate change and environmental, social and corporate governance (ESG) reporting, and the additional resources required in relation to sustainability and resilience strategies.
 - the realistic affordability and sustainability impacts for councils and their communities of wage increases for elected members.
 - the potential differential impact of Consumer Price Index (CPI) changes across various parts of Queensland, including rural and remote regions.
 - the appropriateness or otherwise of CPI as a potential measure in significant inflationary periods of time and the relative volatility of annual CPI since the COVID-19 pandemic.
 - existing remuneration disparity in dollar terms between the remuneration paid to mayors and councillors in smaller, rural, regional and remote parts of Queensland when compared to mayors and councillors in larger, metropolitan locations.
 - anecdotal evidence of the desire to attract and retain high quality candidates to these roles, particularly in regional and remote areas.
 - the continuing significant disparity in remuneration between Mayors and Councillors from smaller rural, regional, and remote communities compared to those in larger metropolitan areas, as highlighted in written and oral depositions to the Commission over the last five years.
 - the gap in real wage terms between Mayors and Councillors in Categories A1 to B1 and those in Categories B2 to F2, despite the equally important work undertaken by local governments in all categories.
 - the Commission remains committed to addressing this gap through its annual remuneration schedule and category reviews and has applied a higher percentage increase for A1, A2, A3 and B1 councils.

The Commission further took into consideration the following data:

Increase in CPI¹:

	Dec Qtr 2023	Mar Qtr 2024	June Qtr 2024	Sep Qtr 2024
All Groups CPI inflation change (quarterly)				
Brisbane	0.5%	1.1%	1.0%	-0.9%
Australia*	0.6%	1.0%	1.0%	0.2%
All Groups CPI inflation change (annual)				
Brisbane	4.2%	3.4%	3.4%	1.8%
Australia	4.1%	3.6%	3.8%	2.8%

* Australia refers to weighted average of eight capital cities

Increases in the Wage Price Index (WPI)²:

For the financial year ended 30 June 2024 as compared to the financial year ending 30 June 2023¹:

		Seasonally adjusted		Original	
		All Industries	Public Sector	All Industries	Public Sector
Quarterly change Mar 2024 to June 2024	Queensland			0.7%	
	Australia	0.8%	0.9%	4.1%	3.9%
Annual change Jun 2023 to Jun 2024	Queensland			4.6%	
	Australia	0.6%	0.7%	4.1%	3.9%

Brisbane City Council's Independent Councillor Remuneration Tribunal (ICRT)³:

- The Commission has considered the Brisbane City Council's Independent Councillor Remuneration Tribunal (ICRT) determination as a potentially relevant factor.
- The Tribunal has determined that the base rate for a BCC Councillor should be increased by 2.5% on 1 June 2022 with effect on and from 1 September 2022.

The Office of Industrial Relations (OIR):

The State Government Entities Certified Agreement 2023 (2023 Core Agreement) wage increase arrangements:

- 4% effective 1 July 2023 + COLA⁴ payment of max 3% base wages
- 4% effective 1 July 2024 + max 3% COLA if applicable
- 3% effective 1 July 2025 + max 3% COLA if applicable.

¹ Australian Bureau of Statistics
<https://www.qgso.qld.gov.au/statistics/theme/economy/prices-indexes/consumer-price-index-state>

² Australian Bureau of Statistics
<https://www.abs.gov.au/statistics/economy/price-indexes-and-inflation/wage-price-index-australia/latest-release#state-and-territory-wage-growth>

³ Brisbane City Council's Independent Councillor Remuneration Tribunal
<https://www.brisbane.qld.gov.au/about-council/governance-and-strategy/lord-mayor-and-councillors/councillors-remuneration-policy>

⁴ COLA refers to the Cost-of-Living Adjustment paid if CPI is higher than the base wage increases e.g. in a year where base increase is 4% and CPI is 7% the COLA paid will be 3%. If base increase is 4% and CPI is 6%, the COLA paid will be 2%.

New South Wales⁵

- The New South Wales Local Government Remuneration Tribunal has determined an increase of 3.75% to mayoral and councillor fees for the 2024-25 financial year, with effect from 1 July 2024, circulated on 29 May 2024.

Victoria⁶

- On 1 July 2024, the Victorian Independent Remuneration Tribunal (VIRT) made the allowance payable to mayors, deputy mayors, and councillors (Victoria) Annual Adjustment Determination 2024.
- The VIRT determined a 3.5% increase to the values of the base allowances payable to mayors, deputy mayors, and councillors, effective from 1 July 2024. A 3.5% increase has also been applied to the base allowance values which take effect on:
 - 18 December 2024
 - 18 December 2025

Western Australia⁷

- In a determination published on 26 March 2024, the Western Australian Salaries and Allowances Tribunal, resolved that attendance fees and annual allowance ranges for Elected Members would be increased by 4%, with the adjustment to taking effect from 1 July 2024
- In Western Australia a local government or regional local government can elect to pay council members an attendance or an annual fee to all council members who attend council, committee or prescribed meetings. There is also provision for reimbursement of expenses.

Tasmania⁸

- In Tasmania, the remuneration for local government councillors is automatically increased under the provisions of the Local Government (General) Regulations 2015.
- Allowances are adjusted from 1 November each year by multiplying the allowances for the previous year by the inflationary factor for the current year.
- Individual allowances payable to elected members from 1 November 2024 will be rounded to the nearest dollar using the inflationary factor, which is 5.14% for 2023-24.

⁵ <https://www.olg.nsw.gov.au/https-www-olg-nsw-gov-au-category-https-www-olg-nsw-gov-au-category-council-circulars/24-08-2024-25-determination-of-the-local-government-remuneration-tribunal/>

⁶ <https://www.vic.gov.au/allowances-mayors-deputy-mayors-and-councillors-annual-adjustment>

⁷ Local Government Chief Executive Officers and Elected Members Determination No 1 of 2024 (www.wa.gov.au)

⁸ https://www.dpac.tas.gov.au/__data/assets/pdf_file/0024/385107/2024-Councillor-allowances-information-sheet.pdf

Northern Territory⁹

- In the Northern Territory, the allowances for local government council members are indexed by CPI (Darwin) on 1 July each year.
- The Northern Territory Remuneration Tribunal has also increased the basic allowances paid to every Councillor on 29 January 2024 by 2.5% in recognition of general wage and salary increases across the Northern Territory over the past year, effective from 1 July 2024.

Councillor advisors

The Commission did not receive any direction or request from councils to make recommendations relating to councillor advisors in the period between 1 December 2023 to 30 November 2024.

⁹ https://cmc.nt.gov.au/__data/assets/pdf_file/0004/1355665/report-determination-1-of-2024-allowances-for-members-local-government-councils.pdf

2. The Commission

Formation and composition

The Local Government Remuneration Commission (the Commission) is an independent entity established under the *Local Government Act 2009* (the Act). On 1 October 2019, Governor in Council, approved the current Commission for a term of four years.

The Chair and Commissioners were reappointed by Governor in Council for a second four-year term on 1 October 2023.

This is the sixth report of the Commission, and the 18th report about Queensland councillor remuneration, including the reports of the former Local Government Remuneration and Discipline Tribunal and the Local Government Remuneration Tribunal.

The Chair and Commissioners of the Commission are:

Mr Robert (Bob) Abbot OAM

Chairperson

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

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

Ms Andrea Ranson

Commissioner

Ms Ranson is a practising commercial and dispute resolution lawyer with experience in both public and private sectors of business and governance. She holds a Master of Laws (LLM), Bachelor of Laws (Hons) and Bachelor of Arts from Monash University, Victoria. She is additionally a Graduate of the Australian Institute of Directors (AICD) and a Fellow of the Governance Institute of Australia (FGIA).

Ms Ranson is a director appointed to North Queensland Bulk Ports Corporation, a government owned corporation, holding the role of Chair of the Corporate Governance and Planning Committee, and the role of Member of the Audit & Financial Risk Management Committee of that Board. Ms Ranson was appointed on 1 October 2024, as a Member of the Mackay Health & Hospital Service, a Member of the Finance Committee and a Member of the Sustainability and Capital Works Committees of that Board. Her experience includes business and commercial law, employment and industrial relations, diversity, justice, and ethics. Ms Ranson lives regionally and is passionate about regional development. Ms Ranson is a Nationally

Accredited Mediator presently working with QCAT, the QSBC, the QBCC and is a member of the QLD Department of Justice & Attorney-General Dispute Resolution Panel.

Mr Reimen Hii

Commissioner

Mr Hii is a barrister and Nationally Accredited Mediator. He holds the degrees of Bachelor of Laws and Bachelor of Arts. He is a practicing lawyer with extensive knowledge in public administration and community affairs, and a particular interest in civil and commercial law. Mr Hii is experienced in professional discipline matters, including investigations, public administration, corporate and public governance, public sector ethics and finance.

Mr Hii has a culturally and linguistically diverse background and experience collaborating with diverse communities. Mr Hii has previously been recognised as Australian Young Lawyer of the Year by the Law Council of Australia, in recognition of his significant contribution to access to justice and diversity advocacy. Mr Hii provides a deep understanding of diversity and brings well respected analytic skill, together with legal and business acumen to the role.

Remuneration responsibilities

Chapter 6, Part 3 of the *Local Government Act 2009* (the Act) established the Local Government Remuneration Commission to assume the remuneration functions of the former Local Government Remuneration and Discipline Tribunal which ceased to exist on 3 December 2018.

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

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

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

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

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

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

Section 197A of the Act established requirements for councils that wish to employ councillor advisors and councillor administrative support staff to assist councillors to complete their duties.

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

- must vote to pass a resolution to create councillor advisor positions (except Brisbane City Council)
- appoint advisor, at the discretion of councillors and only until the councillor's term ends, unless re-appointed by a new councillor

- must report the costs of councillor advisors to the community, for example through the council's annual report.

Requirements for councillor advisors include the following:

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

At the time of this report, the Commission is yet to receive any submissions or enquiries in relation to councillor advisors as at the date of its determination.

3. Remuneration determination

Remuneration determination for councillors

As required by section 246 of the Regulation the Commission has prepared a Remuneration Schedule (the Schedule) for the 2024-2025 financial year, applicable from 1 July 2025, which appears below.

Arrangements have been made to publish the Schedule in the Queensland Government Gazette and for this report to be presented to the Minister for Local Government.

Methodology

The Commission had regard to the matters in section 244 and 247 (2), (5) of the Regulation in determining the Schedule. The Commission also noted and had regard to the matters listed throughout this report to determine the appropriate maximum remuneration in each category of local government.

Matters not included in the Remuneration schedule

The Commission considered all submissions received during the consultation phase of the review of council categorisations for the purpose of developing a framework to create categories and place councils.

Pro rata payment

Should an elected representative hold a councillor position for only part of a financial year, they are only entitled to remuneration to reflect the portion of the year served. It is out of the scope of the Commission's powers to determine otherwise.

Remuneration schedule to apply from 1 July 2025

Remuneration determined from 1 July 2025 (\$ per annum; see Note 1)

Category	Local Governments assigned to categories	Mayor	Deputy Mayor	Councillor
A1 *Note 1	Barcaldine Regional Council	\$122,975	\$70,946	\$61,486
	Barcoo Shire Council			
	Bulloo Shire Council			
	Croydon Shire Council			
	Doomadgee Aboriginal Shire Council			
	Kowanyama Aboriginal Shire Council			
	Mapoon Aboriginal Shire Council			
	McKinlay Shire Council			
	Richmond Shire Council			
	Torres Shire Council			
	Woorabinda Aboriginal Shire Council			
	Wujal Wujal Aboriginal Shire Council			
A2 *Note 1	Aurukun Shire Council	\$122,975	\$70,946	\$61,486
	Blackall-Tambo Regional Council			
	Boulia Shire Council			
	Burke Shire Council			
	Cherbourg Aboriginal Shire Council			
	Cloncurry Shire Council			
	Diamantina Shire Council			
	Etheridge Shire Council			
	Hinchinbrook Shire Council			
	Hope Vale Aboriginal Shire Council			
	Lockhart River Aboriginal Shire Council			
	Mornington Shire Council			
	Murweh Shire Council			
	Napranum Aboriginal Shire Council			
	North Burnett Regional Council			

Category	Local Governments assigned to categories	Mayor	Deputy Mayor	Councillor
	Palm Island Aboriginal Shire Council			
	Paroo Shire Council			
	Pormpuraaw Aboriginal Shire Council			
	Quilpie Shire Council			
	Winton Shire Council			
	Yarrabah Aboriginal Shire Council			
A3 * Note 1	Longreach Regional Council	\$124,157	\$71,629	\$62,078
	Balonne Shire Council			
	Douglas Shire Council			
	Flinders Shire Council			
	Goondiwindi Regional Council			
	Northern Peninsula Area Regional Council			
B1	Banana Shire Council	\$124,157	\$71,629	\$62,078
	Carpentaria Shire Council			
	Burdekin Shire Council			
	Cook Shire Council			
	Torres Strait Island Regional Council			
B2	Maranoa Regional Council	\$149,895	\$93,684	\$79,630
	Cassowary Coast Regional Council			
	Charters Towers Regional Council			
	Gympie Regional Council			
	Livingstone Shire Council			
	Mareeba Shire Council			
	Mount Isa City Council			
	Scenic Rim Regional Council			
	Somerset Regional Council			
	South Burnett Regional Council			
	Southern Downs Regional Council			
	Tablelands Regional Council			

Category	Local Governments assigned to categories	Mayor	Deputy Mayor	Councillor
B3	Isaac Regional Council	\$150,258	\$93,911	\$79,823
	Noosa Shire Council			
	Whitsunday Regional Council			
	Lockyer Valley Regional Council			
C1	Central Highlands Regional Council	\$152,068	\$95,041	\$80,784
	Western Downs Regional Council			
C2	Gladstone Regional Council	\$175,435	\$115,419	\$101,567
	Rockhampton Regional Council			
C3	Bundaberg Regional Council	\$177,138	\$116,539	\$102,553
	Fraser Coast Regional Council			
D2	Cairns Regional Council	\$203,137	\$138,501	\$120,037
	Mackay Regional Council			
	Redland City Council			
	Toowoomba Regional Council			
D3	Townsville City Council	\$230,836	\$156,974	\$138,501
	Ipswich City Council			
E2	Logan City Council	\$258,539	\$179,130	\$156,970
	Moreton Bay City Council			
	Sunshine Coast Regional Council			
F2	Gold Coast City Council	\$286,239	\$201,596	\$170,819

Notes to the Remuneration schedule

The 2014 annual report by the former Local Government Remuneration and Discipline Tribunal explained the rationale behind the adoption of a system of remuneration which comprised a base payment (of two thirds of the annual remuneration) and a monthly payment based upon attendance at, and participation in, the 12 mandated council meetings.

The monetary amounts shown are the per annum figures to apply from 1 July 2025. If an elected representative only serves for part of a full financial year (that is, 1 July to 30 June) they are only entitled to a pro rata payment to reflect the portion of the year served.

*Note 1: For councillors in category A1, A2 and A3 councils, a base payment (two thirds of the annual remuneration) and a monthly payment based upon attendance at council meetings (one third of the annual remuneration) is payable for the 12 months commencing 1 July 2025. Participation in, scheduled meetings of council is subject to certification by the mayor and/or chief executive of the council. Mayors and deputy mayors in category A1, A2 and A3 are currently entitled to receive their full annual remuneration level shown.

The Commission has not determined to make changes to the system of base payment and mandated council meetings for its 2025-2026 determination. Future consideration by the Commission may be given to whether changes to the current system should be made.

4. Matters raised with the Commission

A summary table of submissions made to the Commission during the review period and the Commission's determination is provided below.

Meetings and deputations

Local governments were provided with the opportunity to engage with the Commission at the Annual Conference of the LGAQ in Brisbane from 21 to 23 October 2024.

City of Moreton Bay, Gladstone Regional Council, Issac Regional Council and Toowoomba Regional Council provided the Commission with oral deputations during the 2024 LGAQ Conference.

Local governments were also given an opportunity to provide written submissions to the Commission. Two written submissions were received and considered.

The submissions in general proposed greater remuneration based on the complexities of modern governance faced by councillors and mayors.

In making its determination, the Commission had regard to all submissions it received, together with the matters on throughout this report.

Key points raised with the Commission during the 2024 review period included themes that had been consistently submitted by councils in earlier years: as accounting for an increase in complexity and workload for elected members that includes but not limited to:

- **Remuneration and talent:** need for competitive salaries to attract diverse and skilled elected candidates and a desire to attract and maintain high quality candidates, particularly in regional areas.
- **Innovation recognition:** exploring potential ways to incentivise and reward innovative council initiatives that support community growth, resourcefulness and development.
- **Inflationary impact:** addressing the disproportionate impact of rising inflation on local governments and their constituents, especially those on lower incomes and in rural areas.
- **Community sustainability:** ensuring the long-term viability and prosperity of communities during the global transition to renewable energy and the need for significant infrastructure changes.

Table – Summary of 2024 submissions

1	Date received	21 October 2024 - LGAQ Annual Conference
	Received from	City of Moreton Bay Mayor, Peter Flannery CEO, Scott Waters
	Summary of submission	<p>Concerns have been raised regarding the timing of the remuneration review, which is being conducted near the end of the election term. There is a view that elected members may be hesitant to advocate for fair remuneration adjustments so close to an election, as this timing may not allow for balanced consideration. To address this, it is recommended that the Commission consider scheduling remuneration category reviews at mid-term rather than at the end of the electoral cycle, allowing for a more objective review process.</p> <p>Additionally, the creation of a new subcategory between the existing E2 and F2 categories is proposed. The current category structure does not adequately account for differences in revenue sources or population demands. For instance, unlike some council, which benefits from revenue streams from sewer and water services, Moreton Bay does not have access to such a base.</p> <p>The rapid growth and development in the Moreton Bay region also underscore the need for reconsidering category classifications. Major projects, including the possible relocation of Stadium and substantial population growth, along with developments in the Caboolture West and other site expansions, highlight the increasing workload placed on councillors.</p> <p>As such, the establishment of a new subcategory would more accurately reflect the workload required to effectively manage a large and growing population in Moreton Bay.</p>
	Determination	<p>The Commission acknowledged the Council's concerns and indicated that they would raise the matter with the Minister to explore whether the timing of category reviews could be adjusted.</p> <p>In response, the Commission noted that the difference in pay between categories E2 and F2 is minimal, and therefore the creation of a subcategory might not significantly impact remuneration. This will be revisited in the future category framework review.</p>

2	Date received	22 October 2024 - LGAQ Annual Conference and via E-mail
	Received from	Gladstone Regional Council Councillor Kahn Goodluck Councillor Leanne Patrick
	Summary of submission	<p>Appropriate remuneration for mayors and councillors is essential to fostering strong and sustainable local governance. Considering expanded responsibilities and complex regulatory requirements, there is a need for a remuneration approach that reflects the dedication of local government officials and aligns with that of state and federal representatives, as well as comparable private sector roles.</p> <p>The responsibilities of mayors and councillors have evolved significantly, often requiring a full-time commitment to meet community expectations. A revised remuneration framework would better reflect this commitment, supporting the attraction of individuals with diverse skills and expertise who are eager to contribute to their communities enabling greater representation of groups underrepresented in local government, such as women and younger individuals, fostering a dynamic council environment.</p> <p>The introduction of a Transition Allowance is also recommended to support councillors and mayors as they transition out of their roles, recognising their commitment to public service. This allowance would help mitigate the financial impact of leaving office, ensuring a smoother return to other professions.</p> <p>Furthermore, running for office involves considerable personal financial outlay. Aligning the allowable deductions for local government candidates with those available to state and federal candidates would reduce financial barriers. Advocacy for equitable tax deduction allowances for local government candidates would help ensure that financial limitations do not deter qualified candidates from pursuing local office.</p>
	Determination	<p>The Commission explained the role of the Commissioners, outlining the statutory requirements that define their powers and limitations. While acknowledging the council's concerns about long-term planning and the challenges of attracting high-quality candidates, particularly regarding potential provisions for election cost entitlements or a transition allowance, the Commission advised that these matters fall outside their statutory authority to recommend or implement.</p> <p>The Commission emphasised that, although they cannot make changes in this area, they recognise the importance of the issue, which will be documented in their upcoming report. Additionally, the Commission recommended that the council seek legal advice on what actions it may be able to take independently, noting that the statutory framework does not prevent the council from pursuing such initiatives.</p>

3	Date received	22 October 2024 - LGAQ Annual Conference and via E-mail
	Received from	Issac Regional Council Councillor Jane Pickels CEO, Cale Dendle
	Summary of submission	<p>The Council highlighted the similarities between the roles and challenges faced by Central Highlands Regional Council and Western Downs Regional Council, both of which are categorised one level higher than Isaac Regional Council. The Council expressed a preference for having these similarities reflected in the category framework. The discussion also touched on the issue of whether the role should be considered full-time or part-time.</p> <p>Additionally, the Council raised the non-resident population factor, emphasising the unique situation in which they serve both the oldest and youngest communities in the country, from coastal areas to rural regions, and the challenges associated with meeting the needs of these diverse populations.</p> <p>The Council also sought clarification on how subcategories were calculated, noting that the differences between some were minimal, while others showed a more significant jump. Understanding this would provide greater insight into the categorisation process.</p> <p>While Council is pleased to see the recent reclassification of Central Highlands and Western Downs to Category C1, there is some confusion as to why Isaac remains classified as B3. It is unclear why the initial increment in both Category B and Category C is significantly lower than subsequent increments within the same categories. This discrepancy appears to undercut the intent of last year's review of the categorisation methodology.</p>
	Determination	<p>The Commission provided a detailed explanation of the methodology used to calculate the categories and subcategories, highlighting the benefits of applying primary and supporting criteria. These criteria ensure a more objective assessment across councils, eliminating the subjective elements of earlier practices.</p> <p>The Commission acknowledged the council's concerns and agreed on the importance of attracting qualified and diverse candidates. Additionally, the Commission emphasised that increasing revenue is the key factor accepted across the industry for councils seeking to move into higher categories.</p> <p>While the Commission will continue exploring options, they assured the council that the points raised will be considered as part of ongoing improvements to the remuneration framework in the coming years.</p>

4	Date received	22 October 2024 – LGAQ Annual Conference
	Received from	Toowoomba Regional Council Mayor, Geoff MacDonald A/CEO, Nick Hauser
	Summary of submission	<p>Council expressed its appreciation for the work of the Remuneration Commission, particularly in successfully completing the recent category review. They commended the efforts involved and sought further clarification on the remuneration framework, the Commission’s role, and the general methodology used. Council also conveyed its gratitude for the inclusion of the SEIFA index and other supporting criteria in the review process.</p> <p>Additionally, Council noted that based on their current revenue, they believe they should be categorised one level higher, aligning more closely with the D3 councils instead of D2.</p> <p>In closing, Council thanked the Commission for accommodating the meeting on short notice and advised that they would review the materials available on the website and submit any requests if necessary.</p>
	Determination	<p>The Commission thanked the Mayor for his appreciation of the new remuneration framework and methodology, assuring that they remain committed to continuously improving the process.</p> <p>Future review of the framework is planned for around 2028. The Commissioner provided further explanation on how the methodology works, detailing how the criteria were suggested and generally accepted by councils as comparable factors.</p> <p>The Commission also mentioned that they will continue to explore additional factors, such as innovation and industry-specific needs, and work towards developing measurable criteria. They acknowledged the challenges in creating fair and equitable standards that can be universally applied.</p> <p>Additionally, the Commission inquired whether the council had any specific requests regarding the upcoming annual remuneration determination. Council expressed gratitude for the Commission’s correspondence seeking feedback and advised they would use that channel to submit any future submissions as needed.</p>

5. Other activities

Exceptional circumstances submissions (matters raised under Local Government Regulation 2012, section 248):

Nil.

6. Future priorities

The Commission will continue to consider enhancements to the framework for council remuneration categorisation including an equitable method to consider industry impacts on councils and matters relating to transitioning communities and improving sustainability.

The Commission will continue to invite submissions from all Councils as part of its general review of categories and maximum determination of remuneration.

The Commission intends to engage with local governments throughout the year including the option for a mid-year deputation process to be established. The Commission invites councils in all areas to participate in the deputation process and any further opportunities for submissions to be made that the Commission may announce.

Further information about the Commission can be located at
<https://www.localgovernment.qld.gov.au/for-councils/governance/local-government-remuneration-commission>

Local Government Remuneration Commission

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Title of Report: Illegal Dumping Temporary Road Closures

Agenda Item: 8.4

Classification: For decision

Author Executive Manager, Operations

Attachments Nil

Officers Recommendation:

That Council:

Resolve to:

- 1) Temporarily close the following Road sections listed below as a trial for 6 months to prevent the illegal dumping in these areas.
- 2) Request that the Executive Manager of Operations, Regulatory Services Manager and Works Manager work towards temporarily closing the roads and notifying the communities why the roads are being temporarily closed.

Seisia

1. Old crusher road
2. End of Baira Close

New Mapoon

- Back Road – Access track to Paterson Point and Gallaway area past the old water dam.

Bamaga

1. CDP Office – Access track to Paterson Point and Gallaway area
2. Pistol Club Firing Range – Skull Creek road

Umagico

1. Cemetery - Access track to Transfer Station
2. Look Out – Access track to Transfer Station
3. Sewerage Pond – Access track to Injinoo cemetery
4. Gravel Pit – Access track to Seisia

Injinoo

- Old boat ramp (Manai Landing)

PURPOSE OF REPORT

To seek Councils endorsement to temporarily close roads on DOGIT, as a trial to stop illegal dumping activities in the areas of concern as identified by the Regulatory Services Manager.

BACKGROUND AND CONTEXT

In July 2024 the then Regulatory Services Manager (RSM) requested that a number of roads be closed to the public to prevent further occurrences of illegal dumping on and near the roads.

Legal advice was sought on Council's authority to temporarily close roads close roads, below is the advice received.

- Roads on Road reserve need to go through a more formal process to close them temporarily or permanently.
- Roads off road reserve (DOGIT) can be closed more informally by Council. It is recommended that reasons are advertised.

The current RSM has identified a number of roads off road reserve, that he would like to temporarily close as a trial to assist with tackling the ongoing illegal dumping issue in and around the NPA Communities.

The roads that have been identified for closure as part of this trial are as follows:

Seisia

- Old crusher road
- End of Baira Close

New Mapoon

- Back Road – Access track to Paterson Point and Gallaway area past the old water dam.

Bamaga

- CDP Office – Access track to Paterson Point and Gallaway area
- Pistol Club Firing Range – Skull Creek road

Umagico

- Cemetery - Access track to Transfer Station
- Look Out – Access track to Transfer Station
- Sewerage Pond – Access track to Injinoo cemetery
- Gravel Pit – Access track to Seisia

Injinoo

- Old boat ramp (Manai Landing)

CRITICAL DATES

N/A.

OTHER OPTIONS CONSIDERED

N/A.



LEGAL AND LEGISLATION CONSIDERATIONS

Roads on Road reserve need to go through a more formal process to close them temporarily or permanently.

Roads off road reserve (DOGIT) can be closed more informally by Council. It is recommended that reasons are advertised.

POLICY CONSIDERATIONS

N/A.

CORPORATE AND OPERATIONAL PLAN CONSIDERATIONS

N/A.

FINANCIAL AND RESOURCE CONSIDERATIONS

Cost associated to undertake these works can be covered by the Regulatory Services and Works Operational budgets.

CONSULTATION

This report is prepared in consultation with the Chief Executive Officer, and the Regulatory Services Manager.

Title of Report: 2024-25 Operational Plan Update

Agenda Item: 8.5

Classification: For Noting

Author: Chief Executive Officer

Attachments: Attachment A. Operational Plan Update

Officers Recommendation:

That Council:

- Note the Report

PURPOSE OF REPORT

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

BACKGROUND AND CONTEXT

Under the Local Government Act, Council Officers report back to Council on the progress of the operational plan. A status update of progress during Q2 is attached.

A total of 190 / 221 (86.0%) of action are completed or on track and progressing well. 30 / 221 (13.6%) are on track with minor challenges to implementation and 1 / 221 (0.5%) are on track with major challenges to implementation. The previous quarters amounts are included for reference.

It is acknowledged there has been some items shift from green to yellow status. A lot of this relates to staff absences caused by a high amount of sorry business in the last quarter. However, for a number of these actions specific funding has been sourced that allows the employment of specific staff.

Status	Number (percentage)
Completed	Q2 20 9.0% (Q1 13 5.8%)
On track and progressing well	Q2 170 76.9% (Q1 189 85.5%)
On track with minor challenges to implementation	Q2 30 13.6% (Q1 18 8.1%)
On track with major challenges to implementation	Q2 1 0.5% (Q1 1 0.5%)

On track with minor challenges to implementation

3 of these actions relate to a dependent action

12 of these actions relates to a delay caused by a party external to Council outside of our control

15 of these actions relates to workload pressures

On track with major challenges to implementation

1 of these actions relates to workload pressures



ORDINARY COUNCIL MEETING # 10

Agenda Item 8.5

Tuesday 21st January 2025

Bamaga Boardroom

CRITICAL DATES

NA

OTHER OPTIONS CONSIDERED

NA

LEGAL AND LEGISLATION CONSIDERATIONS

Local Government Act

POLICY CONSIDERATIONS

Nil

CORPORATE AND OPERATIONAL PLAN CONSIDERATIONS

NA

FINANCIALS AND RESOURCE CONSIDERATIONS

Nil

CONSULTATION

All staff

2024-25 NPARC Operational Plan

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

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

Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
Improve Asset Management Capability	Review asset management plans for accounting impact	24/12/2024	FM	Accounting Review	OPEX	This work has commenced and being undertaken in collaboration with the Council Advisor Asset Management Roadmap has been prepared by Advisor for presentation to Audit Committee and Council
	Source funding for asset management plans for remaining classes	31/12/2024	EMCFS	Funding obtained	Grant Funding \$250-300k	Application made under LGSSP was refused. Further funding sources being sought Ongoing
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	This work has commenced Ongoing
	Development of hall use guidelines	31/12/2024	PFM	Completed guidelines	OPEX	This work has commenced Ongoing
Increase available own-source revenue streams	Precinct planning of opportunities identified in NPA Climate and Economic Development Master Plan	31/03/2024	CEO	Council report	OPEX	DATSIP currently undertaking tender for phase 2 Contractor awarded with an end date of May 2025

2024-25 NPARC Operational Plan

Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
	Roll-out of Green Path project with Veolia	31/12/2024 Propose cancelling activity as it is uneconomical to Progress	CEO, EMO	Council report	In-kind support	A costed draft was discussed with VEOLIA. The costed project proposal with Veolia is uneconomical to progress.
	Implementation of new finance software inclusive of fees and charges software	30/06/2025	EMCFS, FM	New software adopted	\$500k	Proposal received. Finalising with tender. Tender analysis being reviewed by Fin Controller
	Review of commercial leases and property fees and service charges	30/06/2025	EMFCS, FM, CLM	Fees and Charges	OPEX	This was undertaken for the 24-25 service charges.
	Implementation of excess Commercial Water Charges	24/12/2024	FM	Updated Service Notices	OPEX	This work has commenced Ongoing but no further action
Increase revenue through government funding	Implementation of the KPMG Liquidity Review Findings	30/06/2025	CEO	Council Report	OPEX	Waiting on Financial Controller As above, this was part of the terms of reference for the Financial Controller and no further information has been provided to Council Officers
	Project level analysis comparison of other council	24/12/2024	EMCFS, FM	Council Report	OPEX	This work has commenced Ongoing

2024-25 NPARC Operational Plan



2024-25 NPARC Operational Plan

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

Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
Undertake a business system review	Implement the Business System Review	24/12/2024	EMCFS, MCA	Completed business system review	OPEX	This work has commenced Ongoing
	Implement the Cyber Security Review findings	24/12/2024	EMCFS, MCA	Completed review	OPEX	This work has been placed on hold until after 6/01/25 Order is still valid. Progress will be subject to review of ICT Budget. Ongoing
	Review of Cyber Security test	30/06/2024	EMCFS, MCA	Council Report	\$15k	This work has commenced Awaiting further Project progress.
Develop an engagement strategy to incorporate preferred communication pathways	Implementation of Strategic Marketing Plan	30/06/2025	EMCFS, MCA	Milestone report	Already committed	This work has commenced Plan near completion
	Secure funding for Information Signs	24/12/2024	EMCFS	Secured funding	OPEX	Seeking funding sources Funding applications are being prepared.
	Installation of our Information Signs	30/06/2024	EMCFS	Installed signs	\$60k	Dependent on above Injinoo “welcome” sign now unveiled.
Telecommunication improvements to support modern technology	Undertake a review of current telecommunication infrastructure and scope any gaps	30/06/2025	EMCFS			This work has commenced Awaiting outcome of review

2024-25 NPARC Operational Plan

Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
	Present briefing report to Council for funding to implement changes as part of 2025-26 budget	30/06/2025	EMCFS			Dependent on above
	Seek grant funding to commission telecommunication engineering report to identify technological improvements	31/12/2024	CEO	Grant funded	\$50k	Seeking funding opportunities Progressing with First Nation Digital to obtain grant funding
	Delivery of Seisia Telstra Tower infrastructure	31/12/2024	CEO	Completed infrastructure	OPEX	Lease finalised and works to commence shortly Works have commenced
	Roll-out of RCP Round 3 project with NBN Co	30/06/2025	CEO, EMCFS	Project Plan & delivery dates Native title consent	OPEX	Planning works have commenced with feedback given to NBN Co NBN Co are undertaking a further site visit for feasibility in early 2025

2024-25 NPARC Operational Plan

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

Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
Investigate the Freehold Option	Undertake scoping report on the feasibility of the freehold option	31/03/2025	CEO	Completed report	OPEX	This has commenced. Progressing. Expect more momentum following State Election and commitments by new Member for Cook
	Engage with the state regarding the outcomes for the development of a freehold instrument if eligible	30/06/2025	CEO	Completed report	OPEX	Dependent on above
Establish Trustee policy to document individual community decision making processes for trust change proposals	Undertake workshop with councillors for trustee policy	30/09/2024 31/12/2024	CEO	Draft policy	OPEX	To be progressed. Awaiting on time within calendar. Looking to schedule with December Council Meeting Initial workshop held. Further discussions at the January Council Workshop. Matter on today's agenda
	Undertake community workshops to document community decision making processes	31/12/2024 28/02/2025	CEO	Finalised policy	\$5k	Dependent on above
	Adopt policy	31/03/2025	CEO	Adopted policy	OPEX	Dependent on above

2024-25 NPARC Operational Plan

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

Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
Develop a fit for purpose policy and procedure framework	Finalise first group of HR policies following JCC consent	31/08/2024	HRM	Adopted policies	OPEX	HR Polices are near completion, documents are being re- reviewed and amended by HR Law HR Polices completed, final version along with track changes will be provided to HR Department from HR Law. Next steps once final review is conducted, will be present at the JCC for comments.
	Finalise second group of HR policies following JCC consent	30/11/2024	HRM	Adopted policies	OPEX	As Above Ongoing - As Above
	Delivery of first group of HR Workshops to explain policy to staff	30/11/2024	HRM	Workshops held	OPEX	To be completed once the Hr Polices are completed and presented to JCC Ongoing - To be completed once the Hr Polices are completed and presented to JCC
	Delivery of second group of HR Workshops to explain policy to staff	30/04/2025	HRM	Workshops held	OPEX	As Above Ongoing -As Above
Develop robust internal audit processes	Delivery of internal audit training to new Governance Officer	31/12/2024	SEA	Completed training	\$10k	Governance officer has gone on maternity leave GO due to return in Sep 25

2024-25 NPARC Operational Plan

	Ongoing implementation of internal audit framework and plan	30/06/2025	CEO, SEA	Internal Audit Meetings held	OPEX	Meetings held as scheduled New internal members adopted and updated policy and charter. Meetings held as scheduled
	Delivery of the action plan based on the QAO Feedback recommendations	30/06/2025	CEO, SEA	Report at Internal Audit Meetings	OPEX	Report provided at last Audit Meeting Standing agenda item at Audit & Risk Committee
Demonstrate value (ROI) to individual communities of Council operations	Undertake community feedback on the definition of value to community	31/10/2024 28/02/2025	CEO	Drafted value statement	OPEX	This work has commenced. Looking at opportunities with Council Advisor Matter was scheduled for the January Workshop but postponed to February Workshop
	Develop KPIs to potentially demonstrate value to community	30/11/2024 31/03/2025	CEO	KPIs	OPEX	Dependent on above
	Trial report created for a community	31/12/2024 31/03/2025	CEO	Trial report	OPEX	Dependent on above
	Developed report template for inclusion in corporate reporting framework	30/06/2025	CEO	Template report	OPEX	Dependent on above

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

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

Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
Develop 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	Ongoing - To be completed
	Undertake consultation with community elders in terms of content	31/10/2024	HRM	Draft Policy	OPEX	Delayed - Consultation with community elders delayed due to sorry business in the past few months. Planning to commence consultation process in 2025.
	Finalise draft policy	31/12/2024	HRM	Policy submitted for approval	OPEX	Ongoing - To be completed after consultation process.
	Obtain council feedback on policy and adopt	31/03/2025	HRM	Adopted Policy	OPEX	Ongoing - Policy to be drafted upon completion of the above process.
	Review all NPARC policies and procedures to incorporate cultural protocols	30/06/2025	HRM, SEA	Policies reviewed and updated	OPEX	Ongoing - To be completed.
Promote the cultural safety of our staff	Undertake consultation with staff to complete cultural safety audit	31/12/2024	HRM	Completed audit	OPEX	Ongoing - Working with Government appointed consultant to draft staff survey for all staff.

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	Undertake consultation through JCC framework to identify actions for improvement	31/03/2025	HRM	Consultation	OPEX	Ongoing - To be completed
	Scope actions to be included as part of the 2025-26 budget	30/06/2025	HRM	Completed scope	OPEX	Ongoing - To be completed, HR Manager to draft scope action for the 2025/2026 Budget.

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Key Objective Two: We are a unified community

Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
Promote NPARC as one	Installation of community council boards at Injinoo, Umagico and New Mapoon Council Offices & Seisia IKC	31/10/2024	SEA	Updated council chambers	OPEX	Waiting on DATSIP to complete history research To be handed over to new staff member
	Scope for the building of chambers within Seisia Community	31/12/2024	CEO	Completed scope	W4Q Planning Project	W4Q approval received. Working to begin with projects Funding indicates that it will not cover planning for Seisia chambers. Seeking other funding
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	History banners for each community have been completed are displayed in each IKC's. Seeking further funding to showcase historical stories for each community on the website.
Develop community and region community value (belief) statements	Undertake targeted community consultation for individual and regional belief statements	31/03/2025	CEO	Completed consultation	OPEX	This has been scheduled for January community meetings As above to be conducted with community engagements commencing in January
	Develop draft statements for feedback by Council	30/06/2025	CEO	Council report	OPEX	Dependent on above

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Advocate for a review of the impacts and model of amalgamation	Obtain state commitment as part of the election campaign to review financial and non-financial impacts of amalgamation	30/11/2024	CEO	Commitment	OPEX	Will be dependent on outcome of Financial Controller
	Commission report into the review of amalgamation on NPARC	30/06/2025	CEO	Completed scope and quotes	\$150k ?W4Q Planning funding	Confirming funding availability within W4Q Funding indicates that it will not cover planning for this project. Seeking other funding
Investigate alternative governance structures for individual communities outside of amalgamated councils	Initial report provided to Council on options for alternative governance structures	31/07/2024	CEO	Council report	OPEX	This was completed and requested further action as not taken
	Obtain state input into alternative governance structures for individual communities	30/11/2024	CEO	State feedback	OPEX	This was completed and requested further action as not taken
	Detailed scoping report on options for governance structures	31/03/2025	CEO	Completed report	\$150k Grant funding - TSRA	This was completed and requested further action as not taken
	Undertake consultation with similar councils to obtain support for LGAQ motion	30/06/2025	CEO	Consultation	OPEX	This was completed and requested further action as not taken

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

Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
Build strong relationships with Traditional Owners and representative bodies based on mutual trust and constructive dialogue to facilitate growth of the NPA whilst recognizing and respecting cultural values	Continue monthly operational meetings with Ipima Ikaya Aboriginal Corporation RNTBC	Ongoing	CEO, EMO	Meetings Held	OPEX	There are challenges with the availability of IIAC Manager. Progressing Ongoing challenges with IIAC Manager. SEA progressing
	Continue quarterly meetings between Council and Ipima Ikaya Aboriginal Corporation RNTBC	Ongoing	CEO	Meetings Held	\$5k	These have recommenced Waiting for IIAC to propose dates for 2025. Did not attend last meeting. SEA progressing
	Transition of Ranger Contract	30/06/2025	CEO, EMO, FM	Transition Plan	NIAA	ALT Ranger Transition Coordinator is drafting a transition plan Draft Transition plan is still to be provided too Council
Scope DOGIT transfer with the PBC, key community stakeholders and Government	Lessons learned exercise from previous DOGIT transfer	31/12/2024	CEO	Council report	OPEX	Report provided to DoR. Awaiting response DoR visiting in February to progress
	Report on Legislative & Governance implications of DOGIT Transfer	31/03/2025	CEO	Council report	\$20k	Dependent on above
	Establish working group with state, community and traditional owners	31/06/2025	CEO	Consultation	OPEX	Dependent on above

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	to discuss DOGIT transfer					
Renegotiate the current ILUA with the PBC	Workshop held with Ipima Ikaya Aboriginal Corporation RNTBC	31/10/2024	CEO	Workshop held	\$50k	Waiting on IIAC to nominate dates IIAC has nominated dates in February – confirming availability of mediators
	Draft ILUA changes for Council and Ipima Ikaya Aboriginal Corporation RNTBC Review	31/01/2025	CEO	Council Report	OPEX	Dependent on above
	Adopted ILUA Changes	31/03/2025	CEO	ILUA	OPEX	Dependent on Above
	Implementation of camping policy	31/12/2024	CEO, CLM	Completed permits	OPEX	Progressing well Permits being progressed with historical camp owners first

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

Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
Develop a historical village and esplanade development (Injinoo)	Seek funds for project delivery	31/12/2024	CEO	Grant Funding	OPEX	Grant application is progressing well Grant application made in January
	Redefined scope with consideration from GPR survey	30/06/2025	CEO	Completed scope	OPEX	Included within grant application
Recognise the history of each community through development of historical sites	Seek funds for precinct planning for historical sites	30/06/2025	CEO	Funding	\$240k	Working with DATSIP Nil response from DATSIP. Try to get included as part of their 25-26 budget

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

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

Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
Investigate opportunities for profitable new Council Enterprise Investment	Precinct planning for the development of new enterprises	30/06/2025	CEO	Council report	OPEX	Tender has been run by DATSIP Contractors awarded and planning has commenced
Build capacity of new and existing local Indigenous Businesses by supporting business entrepreneurship workshops	Quarterly Small Business Workshops	Ongoing	EMCRS	Workshops	\$10k	Planning has commenced for "Meet the Contractors" Network gatherings. Planning is underway for small business workshops with TSRA.
Review and enhance our Local Indigenous Procurement Policy & Procedure	Comparative Policy Review undertaken with neighbouring councils	31/10/2024	FM	Council Report	OPEX	This is progressing well. Ongoing
	Procurement Workshop with local Indigenous Businesses including state providers	24/12/2024	FM	Workshop Held	\$3k	Indigenous Small Business Forum and Construction Industry Forum NPA & Torres Strait have been held.

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Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
Form and maintain partnerships with tourism peak bodies (TTNQ / Tourism Qld / Chamber of Commerce)	Seek grant funding for re-establishment of NPA Tourism Officer Position	31/12/2024	EMCRS	1FTE	Grant Funded	Seeking funding opportunities from TSRA. Ongoing.
	Attend CCC, TEQ, TTNQ, QTIC stakeholder meetings online or face to face relevant to Indigenous Tourism	Ongoing	CSM	Council Report	\$10k	EMCRS will attending the National Indigenous Conference to build networks within the region. Ongoing
Community infrastructure is maintained and developed to support business development	Maintain essential services such as NPA water supply, wastewater treatment, waste management.	Ongoing	EMO	Improved service reliability.	OPEX	Ongoing Ongoing
	Develop and adopt a project prioritisation tool to ensure infrastructure reliability.	30/11/2024	EMO, EMBI	Project Prioritisation Tool submitted and adopted by Council.	OPEX	PPT populated with Building Projects Asset management planning activities will inform this task moving forward
	Workshop with elected officials to confirm priorities	31/10/2024 <u>28/02/2025</u> Postpone until asset management has improved	EMO, EMBI	Workshop	OPEX	Reliant on above Propose postponing this task until asset Management planning can inform future PPT

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Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
						with a renewal focus
Scope Jardine Ferry to be a roadhouse (with accommodation) and services to community	Adopted Precinct Plan in collaboration with Apudthama Land Trust	31/12/2024	CEO	Council Report	OPEX	Funding application is progressing well Application made in January
	Secured funding for Precinct Plan	30/06/2025	CEO	Secured Funds	OPEX	Dependent on above
Provide additional opportunities of divestment to community enterprises	Scope potential opportunities for divestment and set agreed criteria with council	31/12/2024	CEO	Council report	OPEX	This is progressing well Report was considered at December Council meeting and further discussed at January Workshop.
	Develop transition plan inclusive of key milestones of community to support divestment	30/06/2025	CEO	Transition plan	OPEX	Dependent on above
Create opportunities for further traditional owner involvement in tourism partnerships	Provide advice to TTNQ, CCC, TEQ and QTIC on the traditional owner and native title arrangements for the subject land within the NPA	30/09/2024	CEO	Advice provided	OPEX	Completed

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Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
	Request information session with traditional owners by tourism partners to explore opportunities	31/03/2025	CEO	Workshops	OPEX	This has been request Planning has commenced for this to be undertaken this year
Scope potential divestment of the Jardine River Ferry	Finalise outstanding ASMA obligations to ensure compliance	30/06/2025	EMO, EMCRS	Capital works	W4Q \$350k	W4Q has confirmed projects Aurecon is being engaged to assist with scoping and tendering Works Package
	Discuss matter with Apudthama Land Trust to inform further planning	30/06/2025	CEO	Resolution	OPEX	Waiting on ALT, discussed informally. To be progressed following AGM AGM has not been held. Waiting on ALT
Explore opportunities for IEOPs to have return investment to individual communities	Review and update NPARC Community Capacity Statement to include identifying ATSI businesses and Community Location of Business	30/01/2025	EMO	Updated NPARC Community Capacity Statement presented to Council for noting	OPEX	Draft Community Capacity Statement (CCS) presented to September Council Meeting. ATSI & Local Businesses to be provided to RRILPO to include in CCS ATSI and Local business Names have been provided

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Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
						to DATSUIP for inclusion in the NPARC Community Capacity Statement
	Engage with RILIPO and DESBT for any future amendments to the Training Policy	Ongoing	EMO	Council report	OPEX	Initial conversations had with RILIPO and DESBT Ongoing no update from DATSIP ? DESBT since last meeting
	Workshop for local contractors on IEOPs and potential benefits	31/12/2024	EMO	Workshops held	OPEX	No Action to Date DATSIP have been requested to advise if there is a Indigenous Small Business Forum or a Construction industry Forum planned for 2025
Council obtaining federal accreditation for large jobs to provided skilled opportunities	Scope accreditation requirements.	30/06/2025	EMO	Accreditation requirements presented to MANEX	OPEX	No Action to Date
Ensuring privatisation of business has return on investment to council for job creation	Scope the introduction of employment targets / incentives for private business	30/06/2025	CEO	Council report	OPEX	This has commenced This was discussed with DEBST to look at opportunities under new strategy

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Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
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	Ongoing - WHS coordinator has been in consultation with local contractors to identify training needs that aligns with NPARC training opportunities. Also liaising with LGAQ for the funding to deliver training. Training calendar to be drafted once training needs are identified for 2025.
	Negotiate training fee or funding support as required for training	Ongoing	HRM	Completed training	OPEX	Ongoing - As above

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

Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
Scope and develop public transport options for community	Contact State to ascertain funding options for Bus service	31/12/2024	CEO	Grant Funding	OPEX	Tender released offering \$23k. Cost estimate is \$210k. Being discussed with GC Was due to be discussed at January Council Workshop but postponed to February
	Plan to implement Public Bus Program written & published for Community Consultation	30/06/2025	CEO	Completed Plan	OPEX	Dependent on above
Improve access to goods, materials and services and ensuring appropriate freight pricing to assist with cost of living pressures	Review current Seaswift Agreement: negotiate new agreement as necessary	31/12/2024	CEO	Seaswift Agreement	OPEX	Lease arrangements have been signed
	Discuss Road Freight options with supply companies	30/09/2025	EMCRS	Completed Report	OPEX	Raised freight concerns with Seaswift CEO. Ongoing discussion with new small businesses regarding road freight. Ongoing
	Engage companies, review, prepare and run tender	31/10/2024	EMCRS, PM	Tender advertised	OPEX	Liase with Preston Law in November. Ongoing discussions
	Award works to contractor	31/12/2024	EMCRS, PM	Council Report	OPEX	Pending tenders.

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Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
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 <u>28/02/2025</u>	Council, CEO, EMO	Council Report	Growing our Regions and ATSI TIDs Grants	Consultant cannot be engaged until a Funding Agreement can be fully executed with - Growing Regions Program Funding Agreement still to be provided by the funder.
	Complete design review, prepare a construction tender, run tender.	10/03/2025	EMO, PM	Tender advertised	Growing our Regions and ATSI TIDs Grants	Reliant on Above As above
	Award works to contractor	05/04/2025	EMO , PM	Council Report	Growing our Regions and ATSI TIDs Grants	Reliant on Above As above
	Complete Airport Pavement upgrade	30/01/2026	EMO , PM	Practical completion certificate issued	Growing our Regions and ATSI TIDs Grants	Reliant on Above As above
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	Ongoing As above
	Resolve tenure issues at current Seisia Wharf	30/09/2024	CEO	Leases signed	OPEX	Leases signed by SeaSwift. Awaiting receipt of documents by NPARC These have been signed

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Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
Resolve irregularities in land tenure and local government boundaries for the Airport, Pajinka, Punsand Bay and Jacky Jacky	Meeting with Torres and Cook Shire Councils	30/09/2024	Council, CEO	Meeting Held	\$8k	Meeting proposed for 01/11. Torres Shire cancelled meeting. Further meeting proposed for December but TSC not available. Follow up occurring
	Submission to Boundaries Commission	30/06/2025	CEO	Submission completed	OPEX	Dependent on above
	Establishment of Joint Local Government Activities for improved regulation	30/09/2024	CEO	Council Report	\$10k	Dependent on above
	Resolution of helicopter landing issues	31/12/2024	CEO	Appointed officers	OPEX	Awaiting response from TSC Nil response from TSC. Escalate as part of TSNPA ROC
	Establishment of boundaries working group	30/06/2025	CEO	Terms of Reference	\$5k	Depending on above
Secure investment to seal road from Jardine River to Injinoo	Meeting with TMR to scope future investment of Cape York Roads Package	31/12/2024	CEO	Meeting held	OPEX	This has been scheduled Workshop held with AECOM and TMR to inform planning for future stages of CYRP investment
	Continue to lobby for the registering of access roads with TMR	Ongoing	CEO, EMO	Council Report	OPEX	Ongoing TMR position is that they are trying to reduce the number

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Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
						of roads that they are responsible for. Ongoing
	Delivery of NP1 Project	30/01/2025	EMO	Finalised project	CYRP QRA Betterment	Delivery in progress Extension of time has been awarded to the contractor through to June 2024
	Delivery of NP2 Project Seek additional funding	ongoing Ongoing	EMO	Finalised project Funds confirmed	Grant funds to be sought	Additional Betterment funding is allowing funds to be reallocated back to NP2 Discussions have commenced with TMR Design is being reviewed ready to tender during the first half of 2025.
	Delivery of ATSI-TIDs Design Project	30/06/2024	EMO	Finalised Design	ATSI TID's	Completed
	Application for further projects under ATSI-TIDs	31/03/2025	EMO , EMCFS	ATSI TIDs Project allocations	OPEX	To be actioned in early 2025 As Above
Explore opportunities for privatisation through taxi and private transport services	Scope opportunities and undertake workshop for interested community members	31/12/2024	CEO	Workshop held	OPEX	This has been planned Awaiting TMR to provide further information for February Council Workshop

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Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
	Secure private or government investment to support establishment	30/06/2025	CEO	Funding secured	OPEX	Dependent on above

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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	Sites are being confirmed with all Councillors Waiting further update from DATSIP
	Secure funding for additional subdivision funding	30/09/2024	CEO, EMO	Secured funding	OPEX	Grant applications Submitted Cairns post reports FED funding for the following projects in the NPA. <ul style="list-style-type: none"> • \$9.9 million 32 lots in Seisia. • \$5.1 20 lots in Bamaga. • \$1.8 million for essential trunk infrastructure in New Mapoon.
	Implementation of tenant tidiness program	31/12/2024	EMBI , PFM	Completed program	OPEX	Flyer in development and an inspection program being developed In Progress

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Focus Area Four: Strong People - an Empowering and Engaging Council

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

Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
Improve internal communications with staff	Develop internal communication protocols based on the corporate structure	30/06/2025	MCA, HRM	Completed Protocol	OPEX	Has been drafted. Not yet adopted. Quarterly Newsletters are being issued.
Regular Divisional / Mayoral community meetings	Quarterly schedule developed	31/07/2024	CSOM. SEA	Meetings Held	OPEX	Meetings held. Further conversation before scheduling next round Community Engagement Schedule for next 6 months
Scoping of alternative spaces for community meetings	Secure planning project for alternative community meeting spaces for each community	30/06/2025	CEO	Planning projects	W4Q	This has commenced with determining availability within W4Q Funding indicates that it will not cover planning. Seeking other funding

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

Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
Review of delivery mechanisms and models for service delivery to community	NPA Service Mapping to document service providers reviewed by LTC	30/09/2024	CEO	Service Map	OPEX	Completed
	Service provision review and feedback provided by council / LTC	30/06/2025	CEO	Meetings held	OPEX	This has commenced LTC currently on hold. Discussed at January Council Meeting
Our leaders undertake regular advocacy with all levels of Government	Monthly meetings with government champion	Ongoing	CEO	Meetings held	\$5k	These have been held These have continued
	Bi-monthly meetings with ministerial champion	Ongoing	CEO	Meetings held	\$5k	These have been held On hold following election
	Establishment of TSNPAROC Framework & strategic Plan	31/12/2024	CEO	Adopted Charter	\$10k	Funding secured. Meeting scheduled for Nov Awaiting response from TSIRC & TSC
	Deputation for council with Federal ministers	30/06/2025	CEO	Meetings held	\$15k	To be held post election Will be scheduled with ALGA conference in June
	Deputation for council with state ministers	31/03/2025	CEO	Meetings held	\$15k	To be held post election Looking at opportunities to tie in with ILF as corresponds with sitting week

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Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
Advocate for the continuation of the Local Fare Scheme	Seek confirmation from TMR regarding LFS ongoing funding	31/12/2024	CEO	Position identified	OPEX	Awaiting response from TMR Funding is until 2027
Advocate for increase services for vulnerable groups	Support local needs analysis for NPA	31/12/2024	CEO	Completed LANA	OPEX	This has commenced Discussed at the January Council Workshop
	Identify gaps in service provision and send correspondence to relevant minister	30/06/2025	CEO	Gap Report	OPEX	Dependent on above
Advocating for specially targeted programs	Support service providers with advocacy and funding applications where necessary	Ongoing	CEO	Correspondence	OPEX	Ongoing Deputations arranged for Q3
	Support the establishment of Torres and Cape Health Care (TORCH) community-controlled commissioning entity	Ongoing	CEO	Established entity	OPEX	CaTCH has formed. Deputation at Nov TCICA meeting
Ensure activities for all segments of the Community including youth and elderly	Review strategic and service plans of relevant stakeholders for gaps	30/06/2025	CEO	Council Report	OPEX	Awaiting these to be sent Discussed at the January council meeting
	Secure funding for Community Safety Plan	Ongoing	CEO	Council Report	OPEX	Awaiting response from DATSIP Nil response. DATSIP due to visit
	Refresh and update Community Safety Plan	30/06/2025	CEO	Council Report	\$15k (LTC)	Dependent on above
Assert Council as the lead change-facilitator in NPA	Document process to review and document permission requests for visitors	31/12/2024	CEO, CSOM	Council Report	OPEX	Proposed to be discussed at December Council Meeting with

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Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
						other workshop with Preston Discussed at the December workshop with Preston Law. Further discussions to be held at February Council Workshop
	Document and follow up on commitments from external agencies to the NPA	31/12/2024	CEO, CSOM	Register	OPEX	This has commenced
Our elected leaders embrace their role as Civic Leaders supported by Management	Completion of QTC Induction Training	31/07/2024	CEO	Completed Training	OPEX	Completed
	Training skills assessment undertaken with all Councillors	30/09/2024	CEO	Completed skills training	OPEX	To be completed with Council Advisor Discussed at January Council Workshop
	Training plan developed for Councillors	31/12/2024	CEO	Training plans	OPEX	Dependent on above
Increase the number of social houses available for allocation in the NPA	Scoping report into transition of social housing	31/12/2024	EMBI	Council Report	OPEX	This has commenced Waiting further updates from DoH.
Provide opportunities for community control of social housing	Obtain membership of ATSI Housing	31/10/2024	CEO	Council report	OPEX	Ongoing Report to be progressed following Council Workshop

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Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
	Request support to discuss co-op options with community	30/06/2025	CEO	Workshops held	OPEX	To be commenced Briefly discussed with some community organisations. To be discussed at a future workshop

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Key Objective Three: We empower our people and invest in their futures

Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
Establish a Succession Plan and Skills Transfer Program	Completing training matrix for all staff	31/12/2024	HRM	Training Matrix	\$5k	Ongoing - With NPARC receiving the Growing Workforce Participation Fund, this will enable to employ an project coordinator to commence with carrying out a skills audit, uprate the training matrix that current exist under WHS and complete a succession plan.
	Development of a succession planning policy & framework	30/06/2024	HRM	Completed policy	OPEX	Ongoing - As above, to be completed.
Provide tailored training opportunities for career progression	Roll-out of performance management/supervision framework across organisation	31/12/2024	HRM	Training completed	OPEX	Ongoing - Performance management document has been completed and implemented across organisation.
	Provide training to managers to support staff with identifying career aspirations and documenting career progression	30/06/2025	HRM	Training completed	OPEX	Delayed and is still a priority for completion. Funding has been sourced to support

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

Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
Review working conditions to better suit the EBA	Undertake workshop in progress to deliver explanatory guide new Agreement for staff and supervisors	31/12/2024	HRM	Workshops held	OPEX	Ongoing -To be completed. No dates have been identified by unions, JCC meeting to be held in February 2025, once dates are confirmed delivery of workshops will commence.
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	Ongoing - Current allocation of staff accommodation has been identified and confirmed. Further discussion needed to review the current structure to identify new NPARC positions..
	Consult with other remote Councils regarding standard of staff housing	30/09/2024	CEO, EMBI	Consultation complete	OPEX	Waiting on response from other councils Nil update
	TCICA / LGAQ presentation for Staff Housing Advocacy	31/12/2024	CEO	Completed Presentation	OPEX	Not current TCICA priority – potential centre of excellence Nil recent update on ICCOE, following up

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Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
Development of talent attraction and retention measures	Desktop audit of talent attraction and retention measures available	31/10/2024	HRM	Council Report	OPEX	Delayed - Desktop audit currently delayed.
	Budget review of implications of measures	31/12/2024	HRM, FM	Council Report	OPEX	Ongoing -To be completed. Will commenced when desk top audit resumes.
	Staff & Union consultation on preferred options	31/03/2025	HRM	Completed consultation	OPEX	Delayed - to be completed
	Implementation plan developed in collaboration with the JCC	30/06/2025	HRM	Completed plan	OPEX	Delayed- to be discussed at JCC.
Increased attendance rate in the work place	Consult with staff and supervisors to determine barriers for attendance	30/9/2024	HRM	Barriers identified	OPEX	Ongoing - Government appointed consultant assisting with draft survey for all staff.
	Develop monthly reporting templates for managers to report on unexpected absences	31/07/2024	HRM	Reporting template	OPEX	Ongoing - To be drafted gathered from survey information.
	Develop strategies and mechanisms to improve and monitor attendance	31/3/2025	HRM	Attendance improved by measurable rate (10%)	OPEX	Ongoing - As above, to be completed.
	Development of attendance KPIs and associated reward structure	30/06/2025	HRM	Council report	OPEX	Ongoing - As above, to be completed.
Provide opportunities for staff to provide exposure to local	Consult with LGMA about similar programs across Australia	30/09/2024	CEO	Completed consultation	OPEX	LGMA confirmed no similar programs.

2024-25 NPARC Operational Plan

Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
government across Queensland						Suggesting partner council
	Identify potential partner councils and discuss feasibility	31/12/2024	CEO	Completed consultation	OPEX	This has commenced Shortlisting potential councils
	Secure fund for pilot program	30/06/2025	CEO	Funding obtained	OPEX	Dependent on above

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

Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
Workplace Health and Safety Policies are complete, effective and implemented	New WHS system (preferred online) to be recommended and implemented	31/10/2024	HRM	Council report	\$30k	Ongoing - To be finalised, procurement process to commence and present for approval.
	Implementation of WHS program online	31/03/2025	HRM	Implementation completed	OPEX	Ongoing - To be completed upon implementation of new system.
Tool Box talks implemented at each workplace	Training in WHS system to be completed with Supervisors/managers are trained in responsibilities re: WHS requirements	31/1/2025	HRM	Completed training	\$15k	Ongoing - Training to be delivered once new system is approved and implemented. Currently toolbox talks are being held individually with supervisor and managers.
	Training in WHS system to be completed with all staff	30/04/2025	HRM	Completed training	OPEX	Ongoing - As Above
	WHS requirements included as part of manager reporting	31/12/2024	HRM	Reporting Framework	OPEX	Completed and ongoing
Develop a robust wellbeing program to support the psychosocial needs of our staff	Consult with LGMA regarding similar programs in Queensland	30/09/2024	CEO	Completed consultation	OPEX	LGMA has provided some options
	Undertake program design in consultation with staff through HSR committee	31/12/2024	HRM	Draft program	OPEX	Ongoing - HSR committee established,

2024-25 NPARC Operational Plan

						to be discussed at future meetings.
	Obtain approval through JCC consultation provisions	31/03/2025	HRM	Completed program	OPEX	Ongoing - To be completed
	Provide report to secure funds in future budget	30/06/2025	HRM	2025-26 Budget	OPEX	Ongoing - To be completed

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

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

Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
Develop a formal community beautification program and checklist	Street and Roadside tree management plan	20/12/2024	EMO, WM, P&GM	Council Report	OPEX \$75K/annum	1 st draft Completed Final draft has been prepared council report to be brought to future Council meeting
	Parks and Open Spaces Strategy	20/12/2024	EMO	Council Report	1FTE	1 st draft Completed Still in early draft stage
	Desktop audit of Verge Guidelines & Policy	20/12/2024	EMO	Completed audit	OPEX	1 st draft Completed Final draft has been prepared council report to be brought to future Council meeting
	NPA Specific Verge Guidelines & Policy	20/12/2024	EMO	Council report	OPEX	1 st draft Completed Final draft has been prepared council report to be brought to future Council meeting
	Community consultation regarding adopted policy	20/03/2025	CEO, EMO	Completed Consultation	\$5k	To be commenced after above policies and strategies have been finalised
	Implemented Policy with community	20/12/2024	CEO, EMCRS	Start date of policy	OPEX	Dependent on Above

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Support Master Planning –Jardine River/ Spatial Plans	Secured funds for Precinct Plans	31/12/2024	CEO	Secured Funds	OPEX	Funding opportunity identified and applications progressing well Applications made in January
Improve community signage / directions	Review existing road safety audit.	31/12/2024	EMO , WM, PM	Road safety audit recommendations implemented.	OPEX	Existing audit reviewed and required signs identified
	Procure and install new signs.	Ongoing	EMO , WM	New signs installed	\$15K	Ongoing Application to use R2R funding.
	Undertake sign audit of existing signs within NPA community and remove / replace as required within budgetary constraints.	Ongoing	EMO , WM & PM	Sign audit is undertaken as part of annual works program.	\$30K/annum	Ongoing
Ensure community policy and infrastructure support families during sorry business	Scope for future cemetery development incl of columbarium	31/12/2024	EMO , EMCRS	Scoping report	OPEX / DSDSATSIP	Initial conversations had with RILIPO Funding allocated through 24 – 27 W4Q planning allocation W4Q funds confirmed with the State. Initial conversations have been had with RPS with regards to future Cemetery developments

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Rehabilitation of pre-NPARC sand and gravel pits to preserve and rehabilitate country	Include rehabilitation clause into work scopes for future project.	30/09/2024	EMO	Clause included in tender / contracts. And item included in works schedules	Funded CAPEX projects	Will be fully actioned once Gravel ILUA is finalised Quarrying ILUA is in effect, Rehabilitation is a scheduled item in current Civil capital contracts. QRA are supportive of rehabilitation costs being eligible activities under restoration projects
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2024-25 NPARC Operational Plan

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

Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
Improve organizational energy efficiency and workforce awareness	Promote energy efficient use of electricity within various Council offices.	Ongoing	MANEX	Reduced power consumption.	OPEX	Ongoing. Working with Ergon as part of their Power Savvy Program
Implement a waste strategy incl Recycling	Scope NPA waste strategy	31/12/2024	EMO, WM	Council Report	OPEX \$10,000	Yet to commence To be commenced
	Develop a NPA waste strategy	30/06/2025	EMO, WM	NPA waste strategy developed.	OPEX \$30,000	Dependent on above As above
Improve waste management practices / strategy	Review waste streams accepted at the NPA facilities	31/03/2025	EMO, WM	NPARC Fees and Charges adopted	OPEX	Waste stream audit included in the MIP7 project proposal Awaiting advice on MIP 7 application.
	Purchase appropriate machinery for use at the transfer station and landfill site	Grant dependant	EMO FWM	New machines are purchased	External Grant	Quotes / prices being collected by grant application with DES Discussions have commenced with DES whilst specialised equipment quotes are being sourced
Review opportunities regarding regional waste strategy	Maintain existing and future relationships with the regional waste stakeholders e.g. Queensland Department of Environment, TSRA, TSIRC, TSC.	Ongoing	CEO, EMO, MRS	Opportunities are identified and reported to Council for consideration.	OPEX	Ongoing Meeting held with DES staff in November 2024
	Implement the Yumpla Coast Strategic Plan	30/06/2025	EMCFS		External Grant	Ongoing

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Mitigate the impact of the climate on our region	Source funding for the implementation of the Shoreline Erosion Management Plan	30/06/2025	EMCFS		External Grant	Ongoing
	Participate in the NPA and Torres Strait Climate Resilience Centre	Ongoing	CEO	Completed meetings	OPEX	Ongoing Ongoing – all meetings attended. Meeting requested to be held in NPA
Review waste management strategies for traditional practices and hunting to minimise impact on the community	Liaise with the ALT to include key deliverables under the Ranger Work Plan to rebuild Kup Murri Sheds and undertake targeted consultation with hunters	30/06/2025	EMO	Targeted consultation undertaken	NIAA Ranger budget	Ranger Coordinator to commence consultation in second quarter Consultation has commenced but still ongoing

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

Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
Lead the regular engaging of LDMG	Meetings scheduled to meet legislative requirements	31/08/2024	SEA	Meeting scheduled	OPEX	Meetings scheduled Meetings held as required
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	Local Disaster Management Plan was endorsed by Council in the August Ordinary Meeting
Advocating for improved SES / Rural Fire response	NPA Fire Station works commenced	30/09/2024	CEO, EMO	Works commencement	OPEX	Contractor appointed and they have been planning with Council Works have Commenced on site during the last Qtr of 2024
	Secure accommodation for new service delivery	31/12/2024	CEO	Secured Accommodation	OPEX	Part of Seisia GEH development
	Opening on NPA Fire Station	31/03/2025	CEO	Opened station	OPEX	Dependent on construction PC is currently is mid 2025

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Key Objective Four: We have a safe community able to be enjoyed by all

Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
Community Safety Plan to be developed and actions implemented	Secure ongoing funding for Community Safety Plan	31/12/2024	CEO	Secured funding	OPEX	Waiting on response from DATSIP As per earlier update – awaiting visit by DATSIP
Improved Sport and Recreational Programs and Infrastructure including playgrounds	Source additional funding to improve the sports and recreation facilities.	31/05/2024	CSM	Secured funds	OPEX	Play our way grant application submitted Successful grant application. Awaiting contract
	Ongoing establishment of a Sports Reference Group to ensure community input and consultation.	Ongoing	CSM	Quarterly Reports	\$10k (GF)	Grant application submitted. Grant successful, planning underway.
	Deliver programs across the five communities with a range of sport codes, activities, and school holiday programs.	Ongoing	CSM	Increased participation Increase in physical activity programs.	\$50-\$90k (GF)	Junior league, Basketball program, commenced and ongoing. Ongoing
Implement Animal Management Strategy for dogs, horses and crocodiles	Ongoing implementation of local law no. 2 for the management of dogs and horses.	Ongoing	EMCRS, MRS	Reduced number of wandering dogs and horses within community.	NIAA / Ranger OPEX	Planning has commenced to implement Public health strategic plan. Public consultations finished for strategic plan. Briefing for council in early February for adoption

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Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
						at February Council Meeting.
	Animal Census & Facilities Report conducted	31/10/2024	MRS	Completed report	OPEX	Commenced. This has been completed
	Implementation of dog and horse registration	31/12/2024	MRS	Completed registration	OPEX	Completed. Reports show very few dog registrations completed. Animal Management Staff visiting every house as part of Safer Dogs Law and issuing warnings for unregistered dogs. To be follow up with notice in 4 weeks.
	Engage consultants to provide quotes for the implementation of the Horse Euthanasia strategy.	20/12/2024	EMCRS, MRS	Completed consultation	\$40k	Ongoing conversations with public health to assist with rolling out the program. Working with community organisation to utilise existing paddock for horse management
	Installation of horse transportation signs	30/09/2024	EMCRS, MRS	Installed signed	OPEX	Signs are being ordered. Signs have been ordered to be installed

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Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
						prior to 2025 tourist season
	Maintain existing crocodile warning signs and implement new warning signs as necessary.	Ongoing	EMO, Ranger Coordinator	Crocodile warning signs are maintained in appropriate condition.	NIAA / Ranger OPEX	Signs are replaced when damaged / stolen As above
Work with stakeholders to improve community security	Stakeholder reporting framework against action items	31/12/2024	CEO	Reporting Framework	OPEX	This has commenced
Work with stakeholders to address noise and antisocial behaviour within community	Fortnightly meetings with QPS and DCHDE to review noise complaints and follow up actions	Ongoing	PFM	Meetings held	OPEX	New Housing Manager. Waiting for OIC to return than these can commence
	Community campaign to increase awareness of how to report noise complaints	31/12/2024	PFM, MCA	Campaign	OPEX	This has commenced Ongoing
Support development of Community Gardens inclusive of fruit trees	Add to community meeting agendas to gauge interest of each community.	30/09/2024 <u>31/03/2025</u>	EMO	Communities provided opportunity to discuss at	OPEX	Was not raised in the first round of Community meeting. Propose that estimated completion be extended to 31/03/2025 Has been added to the 2025 Community meeting agenda's

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Deliverable	Activity	Estimated Completion	Responsibility	Measure	Budget	Status
	Request communities establish a Community Gardens Committee or similar	30/09/2024 <u>31/03/2025</u>	EMO	Community meetings Community identifies committee	OPEX	Dependant on above
	Identify potential sites for communities and submit PANs to IIAC	31/10/2024 <u>30/04/2025</u>	EMO	Sites selected for communities wanting community gardens and PAN's Submitted to IIAC	OPEX	Dependant on above
	Support committees in seek funding for community gardens	Ongoing	EMO	Support provided	OPEX	Dependant on above

Title of Report: Remote Jobs and Economic Development (REJD) Grant Opportunity

Agenda Item: 8.6

Classification: For Decision

Author: Chief Executive Officer

Attachments: REJD Grant Opportunity Guidelines
RJED FAQs

Officers Recommendation:

That Council:

- Confirms its support for an application under the Remote Jobs and Economic Development (REJD) Grant Opportunity Tranches 1 and 2 subject to available budget to fund wages gap

PURPOSE OF REPORT

To provide Council with sufficient details on the Remote Jobs and Economic Development (REJD) Grant Opportunity.

BACKGROUND AND CONTEXT

As Council may be aware, the Community Development Program (CDP) is being replaced.

The first stage of replacing the CDP is the Remote Jobs and Economic Development (RJED) program, creating 3,000 new jobs over three years.

The second stage of replacing CDP is the design and delivery of a new remote employment service. This will support people who are currently looking for work, or may need help to become job-ready, with the skills and resources they need to take up job opportunities – including those created through the RJED program. The program was briefly discussed with our meeting with NIAA in Cairns in December.

Applications for the 1st stage have opened and the grant opportunities and FAQs are attached. Council Officers have highlighted important information within the guidelines.

The program is very similar to the old 1000 Jobs program, except that applicants are able to

- Apply for the relevant award rate
- Include superannuation
- Apply for an administration loading of 15%
- Apply for capital items to support employment

This is significantly above the funding that was offered as part of the 1000 jobs process where the positions were only funded at minimum wage with no applicable loadings. Council had about 26 positions under the 1000 jobs. Key challenges included the administrative burden with applying for positions and constraints on replacing employees.

Council should be aware that the wage will only be funded at the federal Local Government Award and additional costs applicable under the Council EBA will need to be paid. This includes

- Wage gap (about \$12k per applicant per annum)
- Allowances (about \$8k per applicant per annum)*
- Additional leave entitlements (about \$1k per applicant per annum)

Council Officers have identified opportunity for 40 positions within Council. It should be noted, it is also not proposed to apply for 40 positions as part of tranche one, but to apply for a smaller amount and submit a further application for tranche two. Council Officers have reviewed the organisation structure to identify potential REJD positions across council aligned to strategic priorities as well as recognising that applicants must be a current recipient of Centrelink payments.

As part of the capital budget, it is possible to include mentoring support for the participants. Recognising the challenges council has had with the previous 1000 job program, it is proposed to have an REJD & Economic Development Coordinator as part of Tranche Two to coordinate these administrative requirements as well as the internal processes for filling and replacing positions as well as a mentor position which is either employed or sub-contracted.

Council Officers are seeking Council support for this application to strengthen the grant response.

CRITICAL DATES

Tranche One is open for applications currently and closes 5th February 2025.

OTHER OPTIONS CONSIDERED

Council can not apply for the funding

LEGAL AND LEGISLATION CONSIDERATIONS

Local Government Act / Regulations
Queensland Industrial Relations Act

POLICY CONSIDERATIONS

Nil

CORPORATE AND OPERATIONAL PLAN CONSIDERATIONS

Focus Area Four: Strong People - an Empowering and Engaging Council

- Key Objective Three: Key Objective Three: We empower our people and invest in their futures

FINANCIAL AND RESOURCE CONSIDERATIONS

As detailed in this report



Australian Government

National Indigenous Australians Agency

Remote Jobs and Economic Development Program Grant Opportunity Guidelines

Opening date:	<p>Round One 11/12/2024</p> <p>Round Two 04/02/2025</p>
Closing date and time:	<p>Round One 14.00pm AEDT on 03/02/2025</p> <p>Round Two 14.00pm AEDT on 31/03/2025</p> <p>Note: The National Indigenous Australians Agency (the NIAA or the Agency) may amend the closing date and time at its own discretion by issuing a notice through the GrantConnect website.</p>
Commonwealth policy entity:	National Indigenous Australians Agency (NIAA or the Agency)
Enquiries:	If you have any questions, contact the NIAA on REAS@niaa.gov.au
Date Guidelines released:	11/12/2024
Type of grant opportunity:	Open competitive and closed non-competitive.
<p>Note: other NIAA grant opportunities will be advertised separately on GrantConnect and may have different requirements to those listed in this document.</p>	

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1. Remote Jobs and Economic Development (RJED) Program grant opportunity process

This grant opportunity is part of the above grant program. The Agency works with stakeholders to plan and design the grant program according to the [Commonwealth Grants Rules and Principles \(CGRPs\)](#).

The grant opportunity opens

We publish the grant guidelines on [GrantConnect](#)



You complete and submit a grant application

You complete the application form and address all the eligibility and assessment criteria to be considered for a grant.



We assess all grant applications

The RJED Program will consist of two assessment processes. A closed non-competitive process by which existing New Jobs Program Trial (NJPT) employers will be considered for streamlined transition into the RJED Program, and an open competitive process for all other prospective RJED applicants.

NJPT grant recipients will be considered for transition into the RJED Program without an application. Further details on how your suitability for RJED will be assessed, are provided in section 6.

For all other prospective employers, we assess the applications against eligibility criteria and notify you if you are not eligible. We assess your eligible application against the assessment criteria, including an overall consideration of value with money, and compare it to other applications in the same region.



We make grant recommendations

We provide advice to the decision maker on the merits of each application.



Grant decisions are made

The decision maker decides which applications are successful and approves the level of funding to be provided.



We notify you of the outcome

We advise you of the outcome of your application.



We negotiate and enter into a grant agreement

We will enter into a grant agreement with you if successful. The type of grant agreement is based on the nature of the grant and will be proportional to the risks involved.



Delivery of grant

You undertake the grant activity as set out in your grant agreement. We manage the grant by working with you, monitoring your progress and making payments.



Evaluation

We may evaluate your specific grant activity and the broader Remote Jobs and Economic Development Program as a whole. We base this on information you provide to us and that we collect from various sources.

1.1 Introduction

These guidelines contain information for the Remote Jobs and Economic Development (RJED) Program grants, including how to apply for grant funding.

You must read these guidelines before filling out an application.

This document sets out:

- the purpose of the grant program/grant opportunity
- the eligibility and assessment criteria
- how grant applications are considered and selected
- how grantees are notified and receive grant payments
- how grantees will be monitored and evaluated
- responsibilities and expectations in relation to the opportunity.

Any alterations and addenda¹ to these guidelines will be published on [GrantConnect](#).

2. About the Remote Jobs and Economic Development Program

In February 2024, the Australian Government announced that it would invest \$707 million to deliver a new Remote Jobs and Economic Development (RJED) program. The RJED Program will provide people in remote communities with more jobs offering fair pay and conditions.

The RJED Program seeks to fund 3,000 **new job/s** over three years to support job seekers currently participating in or are eligible for Remote Employment Services (RES), the **New Jobs Program Trial (NJPT)**, or Community Development Program (CDP) Trialling Pathways to Remote Employment (CDP Trials), to move into employment.

For the purposes of the RJED Program, a **new job** is:

- a job which does not already exist within an organisation and does not displace an existing employee or
- a job created under the NJPT or CDP Trials.

The design of RJED has incorporated feedback provided through stakeholder and community consultations undertaken in 2023 and 2024, and learnings and evidence from the NJPT, the CDP Trials, and other relevant employment-based delivered by the Commonwealth.

Ongoing consultations will be conducted with remote communities and stakeholders to continue to inform the delivery of the RJED Program, with opportunities to revise and improve the Program through future grant rounds.

¹ Alterations and addenda include but are not limited to: corrections to currently published documents, changes to closing times for applications, Questions and Answers (Q&A) documents and Frequently Asked Questions (FAQ) documents.

The intended outcomes of RJED are:

- 3,000 jobs successfully taken up in **RES regions**
- delivering more services in **RES regions**
- creating more jobs offering fair pay and conditions
- improving employment and engagement outcomes for **RJED employees** and communities
- increasing socio-economic and wellbeing outcomes through the take up of more jobs offering fair pay and conditions for **RJED employees**, their families and communities
- increasing the number of formal employment relationships and flow-on effects of direct jobs in community and local business sectors, who will become 'employers of choice' for local job seekers
- contributing to the Closing the Gap Priority Reforms and targets, to the extent that the RJED Program creates new jobs for First Nations people.

In addition to the expected primary outcome of reducing remote job seeker reliance on Government welfare and income support, longer term impacts may include:

- increasing opportunities for **eligible organisations** to train and recruit locals compared to external workforces with no connection to community
- increasing commitment to economic development in remote Australia.

The RJED Program is funded through Program 1.1 – Jobs, Land and the Economy, through which the Agency provide activities, assistance, infrastructure, research and services for remote Australia to create and sustain jobs and employment. The Agency administers these grants according to the [Commonwealth Grants Rules and Principles \(CGRPs\)](#).

2.1 About the Remote Jobs and Economic Development Program grant opportunity

We will initially provide funding for up to 3 years, with up to \$44.1 million (GST exclusive) of grant funding available for the 2024-2025 financial year to support approximately 630 **new jobs** through the open competitive grant process. The **decision maker** may approve more than 630 **new jobs** if there are sufficient funds available.

To balance the needs of organisations that are ready to apply now with those organisations that need more time, the Agency will deliver these jobs through two consecutive grant rounds. The 2024-25 funding and number of jobs available for the open competitive process through each round is as follows:

- RJED Round 1 grant opportunity - \$26.5 million for approximately 378 jobs, opening on 11 December 2024 and closing on 3 February 2025.
- RJED Round 2 grant opportunity - \$17.6 million for approximately 252 jobs, opening on 4 February 2025 and closing on 31 March 2025.

Both the RJED Round 1 and Round 2 grant opportunities have two streams of funding available:

1. Job Creation – to fund the cost of wages and related entitlements to provide people in remote communities with more jobs with fair pay and conditions.
2. The Community Jobs and Business Fund (CJBF) – to provide funding for equipment, operational costs and infrastructure to directly support bringing jobs created under the Job Creation stream into existence.

Applicants can apply for Job Creation funding only, or Job Creation and CJBF funding. Applicants cannot apply for CJBF funding only.

Grant funding is available to **eligible organisations** (section 4.1 refers) to create **eligible jobs** (section 4.1 refers) in a **RES region** (Appendix 3 refers).

If there are not enough suitable applications to meet the RJED Program outcomes, the Agency may open subsequent grant opportunities as competitive, targeted or closed non-competitive processes.

NJPT transition to the RJED Program

In recognition of the contribution that the NJPT has made in informing the design of the RJED Program, the Agency may consider a streamlined transition of NJPT grant recipients and the funded jobs to the RJED Program without an application. This process will be conducted in consultation with relevant NJPT grant recipients and will involve an assessment of eligibility as outlined in these guidelines, value with relevant money and alignment with the RJED Program outcomes. Further information on the impacts of this transition on the Round 1 and Round 2 grant opportunities are provided in the relevant sections of these guidelines (including section 3, 4, 6 and 7).

NJPT grant recipients assessed as eligible for transition are expected to commence their grant activities on 1 July 2025. Funding these activities will be drawn from 2025-26 allocations and do not impact the amount of funding available to applicants through the RJED Round 1 and 2 open competitive processes.

3. Grant amount, grant period and initial regional job allocations

3.1 Grants available

For the RJED Program open competitive process Round 1 grant opportunity, up to \$26.5 million (GST exclusive) will be available in the 2024-2025 financial year to fund approximately 378 jobs and \$17.6 million (GST exclusive) will be available to fund approximately 252 jobs in RJED Round 2. You may apply for funding in both RJED grant Round 1 and 2.

Funding will be available for up to 3 years. The **decision maker** may approve more than the indicated number of jobs if there are sufficient funds available.

The total of all grants awarded cannot exceed the amount of available funds.

There is no limit on the number of jobs that a single applicant can apply for. We will consider value with relevant money and the availability of funds to meet the RJED Program outcomes in offering a grant. To meet RJED Program outcomes, the Agency retains the discretion to offer a successful applicant funding for less than the number of jobs the applicant has applied for and/or less than the amount of CJBF funding they applied for. The Agency will apply an initial regional allocation of jobs (section 3.3 refers).

Grant funding will be available under the following streams:

Job Creation stream

The amount of grant funding per job will be based on the costs the employer would have to pay the employee for undertaking the job, up to the award rate. This includes:

- employee wages
- other salary expenses and/or allowances
- superannuation and
- leave entitlements to undertake the identified job.

The amount of grant funding will be determined by the wages and entitlements as applicable under the relevant award or minimum wage (section 5.3 refers).

Where a successful applicant has entered into a funding agreement with the Agency and there is a change in the relevant award or minimum wage, the Agency may consider approving additional funding up to the difference between the old and new rate, subject to funding availability.

CJBF stream

Note: The Agency will only consider CJBF funding applications where funding has also been applied for under the Job Creation stream. CJBF funding must be directly linked to Job Creation.

Eligible expenditure under CJBF includes for example oncosts and overheads, human resources, personal protective equipment and supports for **RJED employees** including mentoring and supervision. Examples of eligible and ineligible expenditure and the maximum amounts for certain types of expenditure can be found in section 5.3.

The total amount of CJBF funding will depend on the number of jobs, scope of the grant activity and demonstrated connection to the job/s.

Applications for CJBF funding should be proportionate to the number of jobs applied for.

3.2 Grant period

The RJED Program is intended to create new jobs that will help people develop the skills and experience needed to transition to sustainable employment. The Agency will fund each new job for a period up to 3 years from the date the grant agreement is executed by both parties, noting that the Agency will negotiate with the applicant the actual duration of each grant agreement within this 3-year limit.

Note that these grant agreements may contain extension clauses that the Agency may exercise at its sole discretion (section 12.3 refers). When identifying an **eligible job** and **eligible employee**, applicants should consider the recent changes to the *Fair Work Act 2009* (Fair Work Act) including those relating to fixed term contracts.

3.3 Initial regional job allocations

Initial regional allocations of jobs to be funded under the RJED open competitive grant opportunity Rounds 1 and 2 are outlined in Table 1. Initial allocations are to ensure all **RES regions** have the opportunity to benefit from RJED funding and the creation of **new jobs**. These initial allocations take into consideration the size of the April 2024 CDP caseload in each **NIAA region**.

Where an eligible NJPT grant recipient transitions into the RJED Program, existing jobs and eligible expenditure funded under NJPT will also transition. We have initially allocated 300 jobs to the NJPT transition to ensure all eligible jobs are able to transition to RJED. This allocation is in addition to the 630 jobs available through the open competitive process. If any of the 300 NJPT transition jobs remain unallocated following transition, the decision maker may reallocate these jobs to either the Round two open competitive process or to another grant round.

The **decision maker** reserves the right to approve more than the total initial allocation of jobs through each of the Round 1 and Round 2 grant opportunities as long as the amount of funding approved for all successful applications in each round does not exceed the funds available for that grant round.

Table 1: Initial RJED job allocations per relevant NIAA region

NIAA Region	RJED Round 1	RJED Round 2	Total
Arnhem Land & Groote Eylandt	54	35	89

Central Australia	48	32	80
Greater Western Australia	58	38	96
Kimberley	40	27	67
North Queensland	69	46	115
South Australia	25	17	42
South Queensland	7	6	13
Top End & Tiwi Islands	68	45	113
Western NSW	9	6	15
Total	378	252	630

Initial job allocations are an estimate only and assume **20% of jobs are full-time and 80% are part-time, with part time jobs averaging 20 hours per week**. Please note, this information is provided for illustrative purposes only and should not be used to guide the number of hours for each job included in your application. In determining the numbers of hours for each job, applicants should consider the number of hours required to undertake the duties of the proposed role(s).

We recognise that the nature of employment offered will differ as a reflection of the needs and capabilities in each community and the jobs. Applicants must include the number of hours they are applying for in the budget template (section 7.1 refers).

We will also consider other factors when assessing applications and determining the number of jobs approved for funding in each **RES region**, including (but not limited to):

- the achievement of RJED Program outcomes
- value with relevant money and performance against assessment criteria and other applications (section 8.1 refers)
- moving un-allocated jobs to other regions
- CJBF stream funding required to support jobs and
- not exceeding the total amount of available funds.

We may also move unallocated funding and/or jobs to future RJED grant rounds.

The **decision maker** makes the final decision on which applications to approve, including where this requires changes to the initial RJED job allocations in Table 1.

CJBF funding decisions will be made on a case-by-case basis, considering what is required to support jobs approved in the Job Creation stream (section 5.3 refers). CJBF funding allocation has not been distributed across **NIAA regions**.

Reallocations

The **decision maker** reserves the right to reallocate jobs between **NIAA regions**, or to another grant round, where the relevant initial allocation for a particular region is not met, or where unfilled jobs have been reallocated by the Agency (please refer to section 10.6).

4. Eligibility criteria

The Agency cannot consider applications that do not satisfy all the eligibility criteria.

Organisations that are not eligible to apply for funding are encouraged to consider partnering with an **eligible organisation**.

4.1 Who is eligible to apply for a grant?

To be eligible to receive funding you must be an **eligible organisation** offering an **eligible job** to an **eligible employee**.

For NJPT grant recipients to be an **eligible organisation**, you must have a current NJPT grant agreement with the Agency.

For all other applicants to be an **eligible organisation**, you must:

- be operating or intend to operate in an **RES region(s)** (Appendix 3 refers)
- be one of the following entity types:
 - an Aboriginal and/or Torres Strait Islander Corporation registered under the [Corporations \(Aboriginal and Torres Strait Islander\) Act 2006](#) (CATSI Act)
 - a company incorporated in Australia under the [Corporations Act 2001](#)
 - an incorporated trustee on behalf of a trust²
 - an incorporated association or an incorporated cooperative (incorporated under state/territory legislation, commonly have 'Association' or 'Incorporated' or 'Inc' in their legal name)
 - a partnership
 - a joint venture (consortia) application with a lead organisation that satisfies the entity type³
 - a registered charity or not-for-profit organisation
 - an Australian local government body, including Regional Councils and Local Aboriginal Councils
 - a Corporate Commonwealth entity or Commonwealth Company established under the Prime Minister and Cabinet Portfolio which can demonstrate strong alignment with RJED outcomes and engages in place-based service delivery in an **RES region** (e.g. Outback Stores Pty Ltd and the Northern Territory Land Councils)
 - an individual or sole trader seeking to employ another individual (i.e. you may not apply for a job for yourself).
- have an Australian Business Number (ABN) (exemptions may apply in special cases)
- where relevant, be registered for the purposes of GST
- have a bank account, in your name and which you control, with an Australian financial institution
- be financially viable to the Agency's satisfaction:
 - The application form has questions about financial viability. The Agency may also undertake its own enquiries in relation to your financial viability

² A trust itself is not a legal entity and cannot enter into a grant agreement.

³ The Australian Government recognises that some organisations may seek to form consortia in order to apply for a grant under the Program. Consortia are eligible to apply and the relevant conditions applicable to consortia are at 7.2 'Joint Applications'

- be compliant with all relevant state/territory and Commonwealth legislation, including (but not limited to) the Fair Work Act, *Superannuation Act 2005* and those relating to work health and safety and
- have rectified any issues of previous non-compliance with existing Commonwealth agreements to the satisfaction of the Commonwealth or be in the process of rectifying any issues of non-compliance with existing Commonwealth agreements to the satisfaction of the Commonwealth.

To remove doubt:

- an organisation **does not** need to be owned or operated by a majority of Aboriginal and Torres Strait Islander people to apply and
- an organisation **does not** need to be an Aboriginal Community Controlled Organisation to apply.

To be an **eligible job** the role must:

- be a **new job** (as defined at section 2 above)
- be located in an **RES region** (see Appendix 3)
- not displace an existing employee
- meet all relevant state and territory and Commonwealth workplace legislation including the Fair Work Act and workplace health and safety requirements and
- have the support of the local community.

To be an **eligible employee** the individual must have or be able to obtain the required qualifications to support their placement in a job, and must be:

- a declared program participant for remote employment services
- a job seeker eligible for remote employment services
- aged 15-24 and located in a **RES region** or
- a participant in the NJPT or CDP Trials.

To remove doubt, a person does not need to be an Aboriginal and/or Torres Strait Islander person to be an **eligible employee**.

4.2 Who is not eligible to apply for a grant?

An organisation is not eligible if it is any of the following:

- an organisation, or its project partner is an organisation, included on the [National Redress Scheme's](#) website on the list of 'Institutions that have not joined or signified their intent to join the Scheme
- a non-corporate Commonwealth entity
- an individual or sole trader applying for funding for self-employment
- an unincorporated association or an unincorporated cooperative
- an overseas resident/organisation
- declared bankrupt or subject to insolvency proceedings—as relevant to the entity type or
- named as currently non-compliant under the [Workplace Gender Equality Act 2012](#).

4.3 What qualifications, skills or checks are required?

If your application is successful your organisation, and all personnel working on the grant activity, must comply, where relevant, with:

- all applicable state, territory and Commonwealth legislation, including (but not limited to):
 - the Fair Work Act

- the *Superannuation Act 2005*
- those relating to work health and safety and
- any requirement to hold particular qualifications, permits, registrations and licences required to lawfully deliver the funded activity, including (but not limited to):
 - Working with Children checks and/or Working with Vulnerable People registration
 - Industry licenses or registration requirements and
 - Australian Skills Quality Authority accreditation requirements.

4.4 Incorporation requirements

Subject to certain exceptions, under the [Strengthening Organisational Governance Policy](#), all organisations that receive grant funding totalling \$500,000 or more (GST exclusive) in any single financial year from the NIAA are required to:

- incorporate under Commonwealth legislation— **First Nations organisations** will be required to incorporate under the [Corporations \(Aboriginal and Torres Strait Islander\) Act 2006](#) and other organisations will be required to incorporate under the [Corporations Act 2001](#) and
- maintain these arrangements while they continue to receive any NIAA funding.

First Nations organisations already incorporated under the [Corporations Act 2001](#) do not have to change their incorporation status. However, all other **First Nations organisations** must be incorporated under the [Corporations \(Aboriginal and Torres Strait Islander\) Act 2006](#) so they can access the assistance and support available under the Act.

For further information on incorporation requirements please refer to Appendix 1.

5. What the grant money can be used for

5.1 RJED funding streams

Applicants can apply for Job Creation funding only, or Job Creation and CJBF funding. You cannot apply for CJBF funding only.

Jobs Creation stream

Jobs created under the Job Creation stream of this grant opportunity should:

- seek to build employees' work skills, experience and confidence
- be a casual, part-time or full-time job with the proposed number of hours worked per fortnight to be indicated in the budget template accompanying your grant application
- have the support of the local community and
- meet eligible expenditure requirements listed under section 5.3.

CJBF stream

CJBF funding can be used for equipment, operational costs and infrastructure to directly support bringing jobs created under the Job Creation stream into existence.

To be eligible for CJBF funding, your activity must be approved for Job Creation funding.

Additional Requirements

Your application should take into account:

- the cultural and linguistic needs of Australians whose first language is not English and be mindful of the Commonwealth Ombudsman's Best Practice Principles for interpreting. Use of Interpreters - Commonwealth Ombudsman

- the needs of Australians with disability including how the proposed activity supports one or more of the seven policy outcome areas outlined in Australia's Disability Strategy 2021–2031 and
- differing barriers and opportunities experienced by subsets of remote communities, which may include but are not limited to First Nations people.

Given the changing and variable impacts of COVID-19 across Australia, activities must be delivered in alignment with relevant government and health advice to limit the risk of transmission of COVID-19, particularly with respect to protecting older people and those with chronic health issues.

5.2 Eligible locations

Eligible jobs funded under the Job Creation stream must be based in an **RES region**.

As job allocations are based on **NIAA regions**, you will need to submit a separate application for each **NIAA region** where you intend to deliver a job:

- If you apply for jobs located in more than one **RES region**, but all of those jobs are in the same **NIAA region**, you will only need to submit one application for those jobs in that **NIAA region**.
- If you apply for jobs located in more than one **RES region**, and those jobs are in different **NIAA regions**, you will need to submit a separate application for the jobs in each **NIAA region**.

Further guidance on this requirement is provided in section 6 of these guidelines and further guidance on the linkages between **RES regions** and **NIAA regions** is located at Appendix 3.

5.3 Eligible expenditure

Grant funding can only be spent on **eligible grant activities** in accordance with your grant agreement with the Agency. Grant recipients will be required to acquit relevant activity-related expenditure.

A grant agreement must be executed before the grantee can deliver the activity and before the Agency can make any payments. If you choose to start your grant activity before a grant agreement is executed, the Agency is not responsible for this expenditure, and you do so at your own risk.

Job Creation stream

Eligible expenditure items include:

- Wages and salary expenses at the relevant **Award** rate for the position or relevant National or State Minimum Wage rate, whichever applies.⁴
 - Determining the appropriate rates of pay for new jobs will be the applicant's responsibility and, as an employer, you must ensure your employees receive the correct payments for the hours worked, along with other entitlements.
 - In determining the correct rate of pay for a new job, applicants will need to consider the skill level of any potential **RJED employee** and the Award rate commensurate with those skills.

⁴ Most employers are 'national system employers' (that is, covered by the Fair Work Act) and the specific minimum wages and entitlements will be set by a workplace instrument underpinned by the minimum National Employment Standards. Employers who are not national system employers must pay all wages and entitlements required under relevant state legislation. See [Fair Work Ombudsman](#) website for information about which jobs are covered by the Fair Work Act.

- If a position you're applying for RJED funding to create is covered by an enterprise agreement, you will be responsible for funding any wages or entitlements higher than as required by the relevant Award or relevant National or State Minimum Wage and relevant National or State Employment Standards.
- Funding requested will include penalty rates, overtime, remote assistance and other allowances as prescribed by the relevant Award or relevant National or State Employment Standards, including casual loading and leave entitlements, if applicable.
- Superannuation
 - Applicants must determine the appropriate superannuation payments to meet relevant requirements paying employees their superannuation entitlements, as set out in legislation and by the Australian Taxation Office.
- Leave entitlements
 - Applicants are required to understand and comply with any leave entitlements prescribed by the relevant Award or relevant National or State Employment standards

The amount of Job Creation stream funding provided to successful applicants will depend on the job/s they are creating and whether an employee is entitled to receive an adult or a youth wage, casual, part time or full time, Award or minimum wage.

CJBF stream

Eligible expenditure includes equipment, capacity building and infrastructure which clearly and directly supports a job(s) being created under the Job Creation stream. Eligible expenditure items include, but are not limited to, those outlined in Table 2.

Not all proposed expenditure items in your application may be eligible for CJBF funding. The **decision maker** will make the final decision on what is eligible expenditure and may give additional guidance on eligible expenditure if required.

Applications for funding under CJBF should be proportionate to the number of jobs applied for. The expenditure amounts below are listed here as a guide. The **decision maker** reserves the right to determine what is proportionate, including if an exceptional case can be made, higher funding may be considered.

You must be able to demonstrate that the CJBF funding you are applying for is directly linked to the employment positions applied for under the Job Creation stream. For clarity, CJBF funding cannot be used for developing broader organisational capability, community development, or broader economic development. Table 2 is illustrative. You can apply for CJBF funding for expenditure items not explicitly listed in Table 2, but you must be able to demonstrate why CJBF funding is required to bring a new job into existence and how CJBF funding will support you to employ an eligible person under the Job Creation stream.

Table 2: Eligible CJBF expenditure items

Expenditure item	Guidance on maximum per grant (GST exclusive)	Example items
Minor refurbishment or modification to existing facilities for the benefit of RJED employees	\$500,000	WHS modifications/adjustments Building a shade shelter for employees Sheds for equipment storage or work areas Transportable buildings for office space

Lease or purchase of equipment and materials needed by RJED employees to do their jobs	\$300,000	<p>Uniforms and protective equipment</p> <p>WHS modifications/ adjustments</p> <p>Tools and small machinery</p> <p>ICT equipment, including satellite phones and mobile devices</p> <p>Technical and specialist equipment, such as screen printing, earth moving machinery</p> <p>Vehicles and vessels, such as all-terrain vehicles and fishing vessels</p> <p>Lease or purchase of a bus for employee transport</p>
Materials and consumables to support RJED employees entering and staying in employment	\$300,000	<p>Engagement of mentoring or other employee support services</p> <p>Development of bespoke employment, training and induction resources for RJED employees</p> <p>Other programs that address barriers to employment, such as literacy, numeracy or digital literacy</p>
Capacity and capability building for organisations to meet the personal employment needs of RJED employees	\$350,000	<p>One-off purchase of payroll processing software or HR software</p> <p>Business planning in relation to employees or employment, e.g. workforce planning, succession planning or career planning</p> <p>Support for development of employee-related policy and processes, e.g. legal advice</p> <p>Time limited payment of supervisor or trainer wages, e.g. six months to train RJED employees on the job</p> <p>Development of secure remote IT systems to enable RJED employees to work away from the office</p> <p>Training, support and advice related to:</p> <ul style="list-style-type: none"> Human Resource Management Workplace Health and Safety Workplace Relations <p>Leadership and management training specific to the supervision, leading and management of employees</p>

		<p>Consultancy and advice on developing programs, policies and processes to recruit, develop and retain employees</p> <p>Infrastructure to support the sale of employee work e.g. website and payment platform</p>
On costs and overheads	One-off funding up to 15% of the total job creation costs to cover on-costs	<p>Human resources support, such as HR/pay roll costs or implementing the Australian Taxation Office's Single Touch Payroll function</p> <p>Workers compensation and insurance</p> <p>Property operating expenses</p> <p>Desktop ICT equipment and costs (for example – computer, attributed IT costs such as internet or IT support)</p>
Employee programs and services designed to reduce barriers to entering and staying in employment	\$200,000	<p>Transport</p> <p>Crèche services for employees with caring responsibilities</p> <p>Meals services</p> <p>Mentoring programs</p>

The Agency may change Table 2 from time to time. If your application is successful, the version of these guidelines that were applicable on the date you submitted your application applies to your grant activity.

Individual assets leased or purchased with CJBf funding, with a value of \$5,000 or greater, will be subject to specific requirements. These requirements are outlined in the sample grant agreement available on [GrantConnect](#).

5.4 What the grant money cannot be used for

You cannot use RJED Program funding for any of the following activities:

- to fund a job if any of the following apply:
 - the job receives or has received funding from another source (this exclusion does not apply to jobs funded under the NJPT or CDP Trials)
 - the job is an existing job that is vacant (this exclusion does not apply to jobs funded under the NJPT or CDP Trials)
 - the job displaces an existing employee
 - the job is a self-employed position
 - the job is a commission-based job or
 - the job is likely to bring the NIAA or the Commonwealth into disrepute.
- to employ someone if they:
 - are not participating in remote employment services or are not otherwise eligible for RES or

- do not have, and cannot obtain, the skills and qualifications required to perform the job.
- to pay wages and entitlements higher than as required by the relevant award or relevant National or State Minimum Wage and relevant National or State Employment Standards, including at enterprise agreement or contract rates
- activities that do not directly contribute or clearly align with RJED Program outcomes, including (but not limited to) payment of fines or loans, purchase of gifts, personal debts, ATO debts or sitting fees
- retrospective costs (i.e. costs incurred before the date of the grant agreement)
- costs incurred in the preparation of a grant application or related documentation unless specifically agreed with the Agency
- legal representation
- expenses for which other Commonwealth, state, territory or local government bodies have primary responsibility to provide the source of funding. The **decision maker** reserves the right to determine funding expenses which are, or should be, funded from another source where the organisation meets the eligibility criteria (section 4.1 refers)
- purchase of land
- on costs and overhead expenses not directly linked to bringing a new job into existence
- existing employees' administrative and/or miscellaneous costs not approved to be funded using Job Creation stream funding – e.g. wages, rent, overseas travel
- overseas travel
- proposed grant activities outside of Australia or
- marketing campaigns.

6. The assessment criteria

The RJED Program will consist of two assessment processes:

1. a closed non-competitive process by which existing NJPT grant recipients will be considered for streamlined transition into the RJED Program and
2. an open competitive process for all other prospective applicants.

Assessment Process 1 – Closed non-competitive – existing NJPT grant recipients

In recognition of the contribution that the NJPT has made in informing the design of the RJED Program, the Agency may consider a streamlined transition of NJPT grant recipients and the funded jobs to the RJED Program without an application. This process acknowledges that NJPT grant recipients have recently been approved for funding for an NJPT grant activity by the Agency as well as possessing relevant performance delivery history for an NJPT grant activity. NJPT grant recipients transitioning into RJED will still be required to meet all the eligibility requirements outlined in these guidelines.

In assessing an NJPT employer's suitability to transition to the RJED Program, the Agency will consider the following:

- value with relevant money and alignment with RJED outcomes
- application and assessment scores for the NJPT
- compliance with Program requirements, including performance reporting, acquittals and underspends

- performance under the NJPT, including job placements, job duration, the delivery of goods and services to community. Consideration will also be given to any risk or issues identified as part of NJPT project delivery and
- performance under other NIAA grant agreements where relevant.

In considering the above, the NIAA will make a recommendation to the **decision maker** of NJPT grant recipients found suitable and not suitable to transition from the NJPT into the RJED Program.

NJPT grant recipients found suitable to transition into the RJED Program may be offered to continue existing NJPT employment position(s) and associated eligible expenses under RJED through a new funding agreement. NJPT grant recipients seeking to increase their employment positions or to deliver new or different services in their communities will need to apply under a future RJED round.

The NIAA will contact existing NJPT participants to confirm their interest in transitioning into the RJED Program in the first half of 2025.

Assessment Process 2 – Open-competitive – all other prospective applicants

All other prospective applicants must address all criteria. These criteria will be given equal weighting. You must also complete the budget template and provide details as relevant for the corresponding budget category.

As job allocations are based on **NIAA regions**, you will need to submit a separate application for each **NIAA region** where you intend to deliver a job:

- If you apply for jobs located in more than one **RES region**, but all of those jobs are in the same **NIAA region**, you will only need to submit one application for those jobs in that **NIAA region**.
- If you apply for jobs located in more than one **RES region**, and those jobs are in different **NIAA regions**, you will need to submit a separate application for the jobs in each **NIAA region**.

Further guidance on the linkages between **RES regions** and **NIAA regions** is located at Appendix 3.

If you have questions about whether you will be required to submit more than one application, please contact the Applicant Support Help Desk (see section 7.5).

Assessors score the following criteria to inform the Agency's funding recommendations. We may ask for clarification or additional information from you that will not change the nature of your application to support the assessment process. However, we can refuse to accept any additional information from you that would change your submission after the application closing time. Your application may be rejected if, after 3 days, we do not receive the additional information requested, unless an extension has been agreed by the **decision maker**.

Criterion 1: Creating new jobs

Applicants must describe the proposed job/s and the plan for supporting **eligible employee/s** living in the community/ies to move into employment.

Applicants should provide a description of:

- the proposed job/s
- for each job, the type of job/s (industry), the type of employment (casual, part-time or full time) and other information required in your budget template
- whether and how the job/s will support groups particularly at risk of unemployment, including RES participants, youth, people leaving prison or people with disability and
- how the job/s may be sustainable and actions that will be undertaken to ensure ongoing sustainability of the job/s beyond the RJED funding.

Criterion 2: Community need

Applicants should outline:

- how they engaged with the local community/ies to align the job/s with local needs and priorities
- how they will demonstrate their commitment to continuing this engagement
- how RJED funding would strengthen and enhance the provision of goods and services in the community and
- details of their approach to identifying and engaging employees in the community.

Applicants must provide supporting evidence of community support for the job/s which may include, but is not limited to:

- a letter of support from the local community and/or
- other documentation/evidence that the local community endorses the new job/s.

Criterion 3: Organisation Capability and Delivery

Applicants' responses to this criterion should include:

- the impact of RJED funding on your organisation, including how the funding will support your organisation to deliver new job/s
- examples of your successes and/or lessons learned from past experiences and
- the key things that need to go well or what could potentially go wrong with the new job/s and how you plan to manage those factors.

Criterion 4: Delivering Outcomes and Economic Benefits to the community

(only required for applicants seeking funding from the Community Jobs and Business Fund)

Applicants should clearly outline why the funding is required to bring a new job(s) into existence and how the funding will support employing an eligible employee(s).

In addition, you must complete the budget template provided capturing:

- Under 15% of Job Creation budget (Oncosts)
 - A detailed description of the oncosts.
- Over 15% of the Job Creation budget
 - A detailed description of the oncosts and additional information as outlined in the budget template.

7. How to Apply

For existing NJPT grant recipients

Existing NJPT grant recipients will be contacted by the Agency in the first half of 2025 to gauge their interest in a streamlined transition into the RJED Program.

Where existing NJPT grant recipients express an interest in continuing employment projects under the RJED Program the Agency will conduct an internal assessment as set out in Assessment Process 1 of section 6 of these guidelines.

For all other prospective applicants

For all other prospective applicants, the grant process is competitive, which means applications will be considered on their merits and will be compared to other applications.

It is important to note that any discussion with the Agency about a grant activity or the lodgement of an application form **does not guarantee that your activity will be funded.**

Before applying, applicants must read and understand these guidelines and other information available on [GrantConnect](#), including a sample application form, budget template, FAQs and a

sample grant agreement. The Agency may make changes and issue addenda⁵ to these grant opportunity guidelines. Any changes will be published on [GrantConnect](#), as the authoritative source for grants information. You will be automatically notified of any changes if you register on [GrantConnect](#).

To apply you must:

- complete the online application form on [GrantConnect](#);
- provide all the information requested;
- address all eligibility criteria and assessment criteria 1, 2, and 3;
- address assessment criteria 4 if applying for CJBF stream funding;
- include all necessary attachments and
- submit your application for the RJED round 1 grant opportunity by 3/02/2025 and/or the round 2 opportunity by 31/03/2025.

A checklist is available at Appendix 2 to help you submit a completed application. You should keep a copy of your application and any supporting documents.

You are responsible for ensuring that your application is complete and accurate. You cannot change your application after the closing date and time. The Agency is not able to ask for the requested documentation that should have been provided with the application (section 7.1 refers).

We may ask for clarification or additional information from you that will not change the nature of your application. However, we can refuse to accept any additional information from you that would change your submission after the application closing time. Your application may be rejected if, after three days, we do not receive the additional information requested, unless an extension is agreed by the **decision maker**.

If you find an error in your application after submitting it, you should contact us immediately at IASAMO@niaa.gov.au. We do not have to accept any additional information or requests from you to correct your application after the closing time.

Giving false or misleading information is a serious offence under the *Criminal Code 1995*. Any false or misleading information will be investigated and may exclude your application from further consideration.

The Agency will acknowledge it has received your application upon submission. If you do not receive an email from noreply@industry.gov.au confirming that it has been received, please contact applicant support (section 7.5 refers).

7.1 Attachments to the application

You must include the following documents with your application:

- An itemised budget using the template provided that specifies:
 - a breakdown of costs and funding for each financial year in which the proposed activity will operate
 - total funding being requested and

⁵ Changes and addenda include but are not limited to: corrections to currently published documents, changes to close times for applications, Questions and Answers (Q&A) documents and Frequently Asked Questions (FAQ) documents

- details of any applications for funding that are currently awaiting a decision and include the nature of the support for example, funding contribution, in kind support, resources and expertise.
- A document containing:
 - a list of key personnel of the organisation - include Director/s, Chief Executive Officer, Chief Financial Officer/Accountant/Auditor and Chief Operating Officer. This should include names and position titles
 - an organisation chart for your organisation
 - if applicable, a chart of associated entities as defined by s50AAA of the *Corporations Act 2001*. This should show the relationships between companies, including levels of ownership and control
 - evidence of bank account details, such as a copy of a current bank statement. This must be a bank account in your name and which you control
 - evidence of support from the community/ies where you propose to deliver this activity and
- If you are a non-government applicant who does not have a current grant agreement with the NIAA, or former IAS grant agreement with the Department of the Prime Minister and Cabinet (PM&C), you will be required to provide all of the following documentation with your application:
 - If you are required by your regulator to keep financial statements, you must provide a copy of your most recent financial statements such as an audited financial statement (audited expenditure report), income and expenditure statement, or a balance sheet to inform your Organisation Risk Profile (ORP)⁶.
 - If you are not required by your regulator to keep financial statements or unable to provide an audited financial statement, you must provide:
 - an income and expenditure statement
 - balance sheet and
 - statement of assets and liabilities.
 - A copy of your Certificate of Incorporation where relevant (organisations registered with Australian Charities and Not-for-Profits Commission are exempt from this requirement).
 - A copy of a completed ATO 'Statement by a supplier (reason for not quoting an ABN to an enterprise)' form if you are not able to quote an ABN.

There is a size limit of 2MB for each attachment and a total limit of 10MB for each application. Any applications above this limit will not be received.

You must attach supporting documentation to the application form in line with the instructions provided within the form. The Agency will not consider attached information that is not requested by the Agency.

7.2 Joint (consortia) applications

We recognise that some organisations may want to join together as a group to deliver a grant activity.

⁶ The ORP and the Activity Risk Assessment (ARA) help to determine the level of controls applied to your grant agreement, noting that if your ARA is high or extreme, an annual audited expenditure report will be a standard requirement under your grant agreement. For further information, please refer to section 10.8.

In these circumstances, you must appoint a 'lead organisation'. Only the lead organisation can submit the application form and enter into a grant agreement with the Agency. The application must identify all other members of the proposed group (and include a letter of support from each of the partners).

Each letter of support should include:

- Details of the partner organisation
- An overview of how each partner organisation will work with the lead organisation and any other partner organisations in the group to successfully complete the grant activity
- An outline of the relevant experience and/or expertise each partner organisation will bring to the group
- The roles/responsibilities of each partner organisation and the resources they will contribute, (if any) and
- Details of a nominated management level contact officer at each partner organisation

You must have a formal arrangement in place with all parties and provide a copy to us prior to execution of the grant agreement.

7.3 Trust Applications

For applications made on behalf of a Trust, the application must be made in the name of the Trustee as listed in the Trust Deed. For example, if ABC Trust has a Trustee listed in the Trust Deed as XYZ Pty Ltd, then the application must be made in the name of XYZ Pty Ltd as Trustee for ABC Trust.

The Agency may request additional information in order to consider your application. This could include a copy of the Trust Deed (in force at the time of application) and other information (including financial information) on the trust and the corporate trustee.

7.4 Timing of the grant opportunity processes

As part of the streamlined transition into the RJED Program, NJPT grant recipients who have expressed an interest in transitioning to RJED and have been assessed under Assessment Process 1 will be notified of their suitability to transition from the NJPT into the RJED Program in the first half of 2025.

All other RJED applicants must submit applications between the published opening and closing date and time for the relevant grant round. Late applications may be accepted if extenuating circumstances exist and at the discretion of the NIAA.

If you are successful, we expect you will be able to commence your grant activity around mid-April 2025 on execution of your grant agreement.

Table 3: Expected timing for this grant opportunity

Activity	Timeframe
Assessment of applications	4 weeks
Approval of outcomes of selection process	2 weeks
Notify applicants of outcomes	1 week
Negotiation of grant agreement	Up to 6 weeks
Execution of grant agreement	2 weeks

Earliest start date of grant activity	On execution of your grant agreement
End date of grant activity	As specified in your grant agreement

7.5 Questions during the application process

If you have any questions during the application period, please contact the applicant support helpdesk by phone or email. Contact details for the applicant support helpdesk are ph: 1800 939 500 and REAS@niaa.gov.au.

The helpdesk will:

- Assist applicants by clarifying information in these grant opportunity guidelines, including:
 - Explaining the Program outcomes, eligibility criteria and application requirements
 - Breaking down terminology and answering specific caller questions where they relate to the above.
- Direct applicants to other publicly available resources on technical matters outside the scope of the helpdesk (e.g. award wages calculators)
- Record any questions which are not already answered in these grant opportunity guidelines and post the answers on [GrantConnect](#) for the equal benefit of all potential applicants
- Accept calls and emails between 9am-5pm (AEDT) Monday to Friday for the duration of the application period for each grant round, except for:
 - The last 3 working days before the close of each application period
 - The period from 5pm AEDT on 20 December 2024 to 9am AEDT on 2 January 2025 and
 - National public holidays.
- Endeavour to respond to your questions within three working days and
- Provide a call-back service for out-of-hours calls, or if a call is not answered

The helpdesk will not:

- Tell applicants how to write their application
- Assist with calculating budgets
- Indicate likely assessment outcomes for an application or
- Disclose the details of other applications received

For the RJED round 2 grant opportunity, applicants may elect to receive additional support on their grant applications via an individualised application workshopping session, provided by a third-party grant writing expert.

To be eligible for this support, applicants must meet the criteria below:

- Be assessed as eligible under assessment process 2 to receive funding for RJED as outlined in section 6 and
- Be a “small organisation” defined by the Fair Work Act as employing less than 15 employees and reporting an aggregated turnover of less than \$10 million.

Your eligibility to receive this additional support will be assessed by an expression of interest to be emailed to REAS@niaa.gov.au once RJED grant round two opens. Please note, eligibility for the RJED grant round is not guaranteed by participation in a grant writing support.

The Agency does not provide financial or legal advice to applicants or grantees. Applicants or grantees should seek their own independent professional advice on financial and legal matters, including compliance with any statutory obligations.

8. The grant selection process

8.1 Assessment of grant applications

We will consider eligible applications for Job Creation funding through a closed non-competitive process for NJPT grant recipients and an open competitive grant process for all other applicants.

NJPT grant recipients will be assessed for transition into the RJED Program without an application using the process outlined in section 6.

For all other employers, we will assess eligible applications against the assessment criteria (see section 6) and against other applications. We consider your application on its merits, based on:

- how well it meets the criteria
- how it compares to other applications in your region and
- whether it provides value with relevant money.⁷

We may also consider indicative regional allocations (section 3.1 refers) and how you have delivered other Commonwealth funded activities, if applicable.

8.2 Who will assess applications?

We will assess each application on its merit and an expert panel will compare it to other eligible applications before the Agency recommends to a decision maker which grant applications should be awarded grant funding. The expert panel will be made up of Agency staff and relevant external experts/advisors.

Any expert/advisor who is not a Commonwealth Official will be required to perform their duties in accordance with the CGRPs and confidentiality and conflict of interest policies.

We will assess your application based on the information you have provided. We may also consider your performance under other grant agreements with the Agency. We may seek additional information about your organisation or your application. We may do this from within the Commonwealth, even if the sources are not nominated by you as referees. The expert panel may also consider information about you or your application that is available through the normal course of business.

The Agency will then put forward a recommendation to the decision-maker about whether to approve the proposed grant. The recommendation will be based on the merits of the application including consideration of the assessment, risk, value with money, priority areas of need, and availability of funding.

8.3 Who will approve grants?

The **decision maker** approves the grants, taking into account the recommendations of the Agency and the availability of grant funds.

The **decision maker's** decision is final in all matters, including:

- the approval of the grant
- the grant funding amount to be awarded
- the terms and conditions of the grant.

⁷ See glossary for an explanation of 'value with money'.

9. Notification of application outcomes

We will advise you of the outcome of your application in writing. If you are successful, we will advise you of any specific conditions attached to the grant.

There is no appeal mechanism for decisions to approve or not approve a grant.

9.1 Feedback on your application

If your application is unsuccessful, you may seek feedback on your application by contacting your local [NIAA Regional Office](#).

You can submit a new application in any future grant opportunities under the RJED Program. You should include new or more information to address any weaknesses that may have prevented your previous application from being successful.

10. Successful grant applications

10.1 The grant agreement

For both NJPT grant recipients and all other successful grant applicants, if you choose to accept a grant offer, you must enter into a legally binding grant agreement with the Agency. The type of grant agreement and its mandatory terms and conditions will depend on the size and complexity of your grant activity, as well as the level of risk associated with the activity. A sample grant agreement is available on [GrantConnect](#).

The grant agreement will provide a detailed description of the funded activity and specific terms and conditions, which may include:

- key performance indicators and performance reporting requirements
- financial reporting requirements
- acquittal requirements
- a funding payment schedule
- details of the bank account into which the grant funds will be paid (note: it is Agency policy that grant funds will only be paid into a bank account which, as the applicant, is in your name and which you control)
- mandatory requirements for Working with Children checks, Working with Vulnerable People checks
- mandatory requirements to comply with applicable work health and safety obligations including those provided under Commonwealth work health and safety legislation
- insurance requirements including compliance with the [Work Health and Safety Act 2011](#) to cover your obligations in relation to the grant funding to be delivered
- mandatory requirements to handle personal information in compliance with the Australian Privacy Principles as set out in Schedule 1 of the [Privacy Act 1988](#). Further information about privacy and confidentiality is also included at section 13 of this document
- mandatory requirements including compliance with conditions under section 35 of the *Industry Research and Development Act 1986* if the applicant is a corporation to which paragraph 51(xx) of the Constitution applies
- requirements to maintain the confidentiality of any information deemed by the Agency to be confidential
- record keeping requirements.

You will work with an Agreement Manager from the [NIAA Regional Office](#) or National Office to effectively manage the grant agreement.

The Agency must execute a grant agreement with you before we can make any payments. There is no guarantee of funding until both parties have executed a grant agreement, and the Agency is not responsible for any of your expenditure until a grant agreement is executed.

If you choose to start your grant activity before you have an executed grant agreement, you do so at your own risk (including incurring financial costs that may not be covered by the grant agreement).

If you receive any grant funding from other Commonwealth, state or territory government granting programs for the same activity this may limit the amount of funding you might be entitled to under this grant opportunity, unless specifically agreed to in writing by the Agency. You must provide information about other funding received for the Agency's consideration.

If you fail to meet the obligations of the grant agreement, the Agency may terminate the grant agreement. The Agency or the Commonwealth may also recover grant funds if there is a breach of the grant agreement.

The grant agreement incorporates appropriate safeguards against fraud and unlawful activities and includes the right to request the removal of personnel for other inappropriate conduct or associations that may cause reputational damage to the Agency or Commonwealth.

10.2 Management of debt and underspend

A previous debt or underspend under an Agency grant agreement may influence the outcome of an application, including an awarded grant amount. The Agency reserves the right to recover an underspend by offsetting it against an amount payable under another agreement. Offsetting involves reducing future grant payments up to the amount of the underspend. If a debt has been incurred, the Agency may seek return of those funds or pursue other remedies.

10.3 Negotiation of funded activities

Before a grant agreement is entered into, the Agency will negotiate the scope of the activity and the terms and conditions with you.

If there are unreasonable delays in finalising a grant agreement, the grant offer may be withdrawn, and the grant may be offered to a different applicant.

10.4 Execution of the grant agreement

You will have 30 days from the date of a written offer to execute the grant agreement with the Agency or in accordance with other instructions provided by the Agency in writing. During this time, we will work with you to finalise details.

The offer may lapse if both parties do not sign the grant agreement within this time. Under certain circumstances, we may extend this period.

10.5 Recruitment and employment responsibilities

A person employed in a job funded through RJED will become an employee of the organisation receiving funding.

Organisations must:

- pay wages, entitlements and provide suitable working conditions, as required by law;

- be compliant with all relevant laws and regulations. You may be requested to demonstrate compliance with (but not limited to) the following legislation/policies/industry standards where they apply:
 - *Fair Work Act 2009*
 - *Superannuation Guarantee (Administration) Act 1992*
 - provide wellbeing and cultural support to employees and
- provide relevant training and mentoring or coaching to upskill employees, and

Organisations should:

- engage with the local community on ongoing employment needs and progress towards RJED Program outcomes
- work with local **RES providers** to identify suitable existing or eligible RES participants for the jobs and
- work with local **RES providers** to ensure the employee has the required documentation to commence employment, for example an Australian bank account or superannuation account.

10.6 How we pay the grant

Funding will be paid in accordance with the terms and conditions of the grant agreement.

The Agency may make an initial payment on execution of the grant agreement. Subsequent payments of funding, whether quarterly, six monthly or annually, is dependent on you complying with the grant agreement requirements, including satisfactory progress against performance and financial reporting milestones. You will also be required to report how you spent the grant funds during the period of the grant activity or at the completion of the grant activity.

The funding provided by the Agency will not exceed the total funding amount set out in the grant agreement. If your expenditure exceeds the amount granted you must pay this additional expenditure yourself.

Payment of Job Creation stream funding will be by instalment over the life of the grant. Payments will be dependent on **RJED employees** being engaged in the jobs created.

Where an approved RJED employment position is not filled within 12 months of the grant agreement commencing, the Agency may choose to recover these positions, and the associated funding, and reallocate them to meet overall RJED Program outcomes.

Payment of CJBF stream funding will be dependent on the nature of the expenditure type and when the funding will be required throughout the grant period. For example, CJBF funding required to make premises safe for **RJED employees** will be released up front whilst CJBF funding for annual operating expenses will be released in instalments over the life of the grant agreement.

10.7 Grants payment and GST

Payments will be [Goods and Services Tax](#) (GST) inclusive unless you are not registered for GST or certain exceptions set out in the GST legislation apply. Subject to those exceptions, we will add GST to your grant payment and issue you with a [Recipient Created Tax Invoice](#).

Unless otherwise indicated by the Agency, all figures quoted in grant documentation will be GST exclusive.

Grants are assessable income for taxation purposes, unless exempted by a taxation law. We recommend you seek independent advice on your taxation obligations or seek assistance from the [Australian Taxation Office](#).⁸ We do not provide advice on taxation matters.

10.8 Risk and compliance

In managing risk and compliance, the Agency will work with you to achieve the intended outcomes of the grant activity. The risk management approach will focus management effort where risk levels are high and supports consistent application of appropriate grant controls based on assessed risks.

The type of grant agreement and its terms and conditions will depend on the nature of the activity and the level of risk involved at both the **organisation** and **activity** levels.

- **Organisation** risk assessment. At the time a grant application is assessed, or an existing grant is considered for extension, an Organisation Risk Profile (ORP) is completed. The ORP is an evidence-based tool that assesses an organisation's governance, financial management and service delivery capability. The ORP enables consistent and transparent assessment by Agency staff.
- **Activity** risk assessment. All NIAA grant activities undergo an Activity Risk Assessment (ARA) to determine whether the grant activity risk is low, medium, high or extreme. This assessment takes into account the ORP rating, the annualised value of the grant activity and the nature of the activity. This approach enables the application of standard grant agreement requirements, controls and management approaches for low, medium, high or extreme risk grant activities, while also building in controls for any special requirements that apply, such as working with vulnerable people and work health and safety.

As a principle, higher risk activities will typically be subject to increased controls and greater oversight. The intent of this is to work with organisations to overcome risks. Conversely, low risk activities will be subject to less oversight and management, which may include a single annual payment and reduced reporting.

The Agency will work with you to achieve the intended outcomes of the activity. In circumstances of non-compliance with the grant agreement, the Agency will consider an appropriate response under the grant agreement, including recovery of grant funds or termination of the grant agreement.

11. Announcement of grants

Once your grant is executed, it will be listed on the [GrantConnect](#) website within 21 calendar days after the grant execution date, as required by Section 5.3 of the CGRPs.

12. How we monitor your grant activity

The Agency uses a number of approaches to monitor funded activities. These include the below.

- On-the-ground monitoring, predominately through the NIAA Regional Offices
 - The Agency uses an active 'on-the-ground' strategy to monitor the **RJED employers** and activities primarily through the NIAA Regional Offices. This can involve site visits, discussions with community members and service recipients, and ongoing contact with the grantees. A priority for the Agency is active engagement to assist with early identification and treatment of activity delivery risks and other issues as they arise.

⁸ <https://www.ato.gov.au/>

- Periodic reporting by the provider on the performance of activities
 - The Agency, in conjunction with the grant recipient, will set key performance indicators for each activity to measure progress against identified outcomes, including the extent to which the RJED Program contributes towards meeting applicable Closing the Gap targets. To this end, the Agency may include key performance indicators to inform broader data sets, such as First Nations employment data. These will be set out in the grant agreement. The grant recipient will be assessed against all key performance indicators over the course of the funded activity.
- Compliance operations, where necessary
 - We may visit you during or after the completion of your grant activity to review your compliance with the grant agreement. We may also inspect, copy or remove and retain the records you are required to keep under the grant agreement. We will provide you with reasonable notice of any compliance visit or request.

12.1 Keeping us informed

If you enter into a grant agreement for RJED activities, you should keep us updated if anything is likely to affect your grant activity or organisation by contacting the Agency's contact officer listed in your grant agreement.

We need to know of any key changes to your organisation or its business activities, particularly if they affect your ability to complete your grant activity, carry on a business and pay debts due.

You must also inform us of any of the following changes:

- name
- addresses
- nominated contact details
- bank account details
- ABN
- GST registration or status
- if your organisation has an outstanding and overdue ATO debt.

If you become aware of a breach of terms and conditions under the grant agreement, you must contact us immediately.

12.2 Reporting

You will be required to periodically report on the overall progress and performance of your activity, and against the key performance indicators in your grant agreement. The frequency and content of reporting requirements will depend on the funded activity and will be contained in the grant agreement. The Agency will also source a range of data and information to inform its judgement. In completing performance reports, you are encouraged to be open about the status of the activity, any service delivery risks and issues, and to provide data to support any claims made. This instils confidence in your management reporting systems and allows us to better work with you to improve performance, if necessary.

Financial reports are required from grantees to provide evidence that funds have been expended for the purposes provided and so that any underspend or overspend can be managed. The annual value of the grant and the risk rating of the grantee and the activity determine the financial reporting requirements. The default financial reporting requirement is one report per year. Financial reporting requirements will be specified in the grant agreement.

12.3 Grant agreement variations

We recognise that unexpected events may affect your progress or impact on your ability to achieve results on the Agency's priorities.

Consistent with the CGRPs, we would only vary a grant agreement in limited circumstances. Grant agreements would only be varied when:

- adjustments are necessary to enable the grantee to complete the projects or activities set out in the original grant agreement, and then only for the length of time needed to achieve completion and
- the variation does not significantly change the scope of the initial grant agreement.

We may also vary grant agreements to reduce funding because employment outcomes have not been achieved as planned.

The instigating party must put its concerns, issues and proposed changes in writing before the grant agreement end date. Do not assume that a variation request will be successful. The Agency will consider your request based on provisions in the grant agreement, the CGRPs, and the likely impact on achieving outcomes.

All decisions to vary a grant agreement must be mutually agreed by you and the Agency before a variation can be executed.

12.4 Compliance visits

We may visit you during or after the completion of your grant activity to review your compliance with the grant agreement. We will provide you with reasonable notice of any compliance visit (e.g. 10 business days).

12.5 Record keeping

You must comply with the record keeping requirements as set out in the grant agreement.

12.6 Monitoring, evaluation and learning

We will monitor and evaluate the RJED Program to measure how well outcomes have been achieved, including outcomes for **RJED employees**, organisations and communities. Monitoring and evaluation activities may:

- use information from your application and reports
- use systems to understand experiences throughout the Program, (this could include apps to report progress from both businesses and employees in the Program)
- interview you, employees or other stakeholders, or ask for more information on how the grant impacted your organisation, employees and/or the wider community and how effective it was in achieving its outcomes. This may be in the form of an online application, or other methods as directed by the NIAA
- contacted you during and/or after the Program to support RJED Program monitoring and evaluation. We may request assistance in distributing information related to monitoring and evaluation of the grant activity to employees and other members of your community
- engage third parties to collect information or provide information to third parties as needed for monitoring, evaluation and related activities.

12.7 Acknowledgement of funding

If you make a public statement about a grant activity funded under the Program, we require you to acknowledge the grant by using the following:

'This grant activity received grant funding from the Australian Government.'

13. Probity

The Australian Government will ensure the grant opportunity process:

- is fair
- runs in accordance with these guidelines
- incorporates appropriate safeguards against fraud, corruption and unlawful activities and other inappropriate conduct
- is consistent with the CGRPs.

The NIAA may make changes to these guidelines and publish the revised guidelines on [GrantConnect](#).

13.1 Enquiries and feedback

If you have any questions about this grant opportunity, contact 1800 939 500 or REAS@niaa.gov.au

If you have questions about grant decisions following the announcement of outcomes, contact your local [NIAA Regional Office](#).

If you would like to make a complaint about a grant process phone (02) 6152 3050 or email complaints@niaa.gov.au

If you do not agree with the way the Agency has handled your complaint, you may wish to contact the Commonwealth Ombudsman. The Ombudsman will not usually look into a complaint unless the matter has first been raised directly with the Agency.

The Commonwealth Ombudsman can be contacted on:

Phone (Toll free): 1300 362 072
Email: ombudsman@ombudsman.gov.au
Website: ombudsman.gov.au

If you suspect or know about fraudulent or corrupt activity by a NIAA employee, service provider or contractor, contact the NIAA Integrity Group by:

Phoning our hotline on (02) 6152 3020
Emailing integrity@niaa.gov.au

13.2 Conflicts of interest

Conflicts of interest can affect the performance of the grant opportunity or program. There may be an actual conflict of interest, a perceived conflict of interest, or a potential conflict of interest, if the Agency's staff, any member of a committee, panel or advisor and/or you or any of your personnel, including subcontractors and volunteers has, but not limited to:

- A professional, political, commercial or personal relationship with a party who is or is perceived to be able to influence the application selection process, such as an Australian Government officer or member of an external panel.
- A relationship with or interest in, an organisation or individual, which is likely to interfere with or restrict the applicants from carrying out the proposed activities fairly and independently. And/or
- A relationship with, or interest in, an organisation or individual from which they will receive personal gain because the organisation receives a grant under the grant program/grant opportunity.

You will be asked to declare, as part of your application, any actual, perceived or potential conflicts of interests or that, to the best of your knowledge, there is no conflict of interest. The Agency will make the final decision on what is determined as an actual, potential or perceived conflict of interest.

If you later identify an actual conflict of interest, a perceived conflict of interest, or a potential conflict of interest, you must inform the Agency in writing immediately and provide further information to the satisfaction of the Agency.

Expert panel members and other officials including the **decision maker** must also declare any conflicts of interest.

Conflicts of interest for Australian Government staff will be handled as set out in the Australian Public Service Code of Conduct (Section 13(7)) of the *Public Service Act 1999*.

13.3 Privacy

We treat your personal information according to the [Privacy Act 1988](#) and the [Australian Privacy Principles](#). This includes letting you know:

- what personal information we collect
- why we collect your personal information
- who we give your personal information to.

Your personal information can only be disclosed to someone for the primary purpose for which it was collected, unless an exemption applies.

The Australian Government may also use and disclose information about grant applicants and grant recipients under this grant opportunity in any other Australian Government business or function. This includes disclosing grant information on [GrantConnect](#) as required for reporting purposes and giving information to the Australian Taxation Office for compliance purposes.

We may share the information you give us with:

- other Commonwealth entities for purposes including government administration, research or service delivery, according to Australian laws
- to third parties where required to manage and resolve complaints relating to the RJED Program
- Australian Government Ministers and the Parliament in response to a request for information and
- third parties for administering, managing and monitoring the RJED Program, and for evaluation and related activities

If you do not provide your personal information, the Agency may be unable to process your grant application.

As part of your application, you declare your ability to comply with the [Privacy Act 1988](#) and the Australian Privacy Principles and impose the same privacy obligations on officers, employees, agents and subcontractors that you engage to assist with the activity, in respect of personal information you collect, use, store, or disclose in connection with the activity. Accordingly, you must not do anything, which if done by the Agency would breach an Australian Privacy Principle as defined in the Act.

The [Agency's Privacy Policy](#) contains information about how you can access the personal information held by the Agency and seek correction of the information. It also explains how you can make a complaint about a breach of the Australian Privacy Principles and how the Agency will handle this complaint. You can access the Privacy Policy on our website at niaa.gov.au or email privacy@niaa.gov.au for a copy of the policy.

13.4 Confidential information

Other than information available in the public domain, you agree not to disclose to any person, other than the Agency, any confidential information relating to the grant application and/or grant agreement, without the Agency's prior written approval. The obligation will not be breached where you are required by law, Parliament or a stock exchange to disclose the relevant information or where the relevant information is publicly available (other than through breach of a confidentiality or non-disclosure obligation).

We may at any time, require you to arrange for: you; your employees; agents or subcontractors, to give a written undertaking relating to nondisclosure of our confidential information in a form we consider acceptable.

We will treat the information you give us as sensitive and therefore confidential if it meets all three conditions below:

1. You clearly identify the information as confidential and explain why we should treat it as confidential.
2. The information is commercially sensitive.
3. Revealing the information would cause unreasonable harm to you or someone else.

The Australian Government may use and disclose information about grant applicants and grant recipients under this grant opportunity in any other Australian Government business or function. This includes giving information to the Australian Taxation Office and other government agencies for compliance purposes.

We may reveal personal and confidential information to:

- The expert panel, which may include Agency officers, community representatives and/or subject matter experts, and other Commonwealth employees and contractors to help us manage the Program effectively
- Employees and contractors of our Agency so we can research, assess, monitor and analyse our programs and activities
- Employees and contractors of other Commonwealth agencies for any purposes, including government administration, research or service delivery
- Other Commonwealth, state, territory or local government agencies in Program reports and consultations
- The Auditor-General, Ombudsman or Privacy Commissioner
- The responsible Minister or Parliamentary Secretary
- A House or a Committee of the Australian Parliament

We may share the information you give us with other Commonwealth agencies for any purposes including government administration, research or service delivery and according to Australian laws.

The grant agreement will include any specific requirements about special categories of information collected, created or held under the grant agreement.

13.5 Freedom of information

All documents in the possession of the Australian Government, including those about this grant opportunity, are subject to the [Freedom of Information Act 1982 \(FOI Act\)](#).

Under the FOI Act, members of the public can seek access to documents held by the Australian Government. This right of access is limited only by the exceptions and exemptions necessary to protect essential public interests and private and business affairs of persons in respect of whom the information relates.

All freedom of information requests must be referred to the Freedom of Information Coordinator in writing.

By mail: The Freedom of Information Coordinator
National Indigenous Australians Agency
PO Box 2191
CANBERRA ACT 2601

By email: foi@niaa.gov.au

14. Consultation

These guidelines draw on feedback received from previous public consultation processes and the Agency's daily role in working with providers and remote communities across Australia.

The Agency will continue to review the guidelines based on our experience in working with remote communities, as well as the experiences of our grantees.

15. Glossary

Term	Definition
Agency	The National Indigenous Australians Agency (also referred to as NIAA).
Assessment criteria	Are the specified principles or standards, against which applications will be judged. These criteria are also used to assess the merits of proposals and, in the case of a competitive grant opportunity, to determine application rankings or ratings.
Award	The award rate is a baseline salary determined by an award, which sets the minimum pay for employees in specific industries or jobs. This rate ensures that employees receive fair compensation for their work. It varies across different awards, reflecting the unique demands and conditions of various occupations.
Casual	<p>A person is a casual employee if, when they start employment:</p> <ul style="list-style-type: none"> the employment relationship has no firm advance commitment to ongoing work, taking into account a number of factors, and they are entitled to a casual loading or specific casual pay rate under an award, registered agreement, or employment contract. <p>See more information on the Fair Work website.</p>
Commonwealth entity	An Agency of a State, or a Parliamentary Department or Agency, or a listed entity or a body corporate established by a law of the Commonwealth. See subsections 10(1) and (2) of the Public Governance Performance and Accountability Act 2013 .
Commonwealth Grants Rules and Principles (CGRPs)	The CGRPs establish the overarching Commonwealth grants policy framework and articulate the expectations for all non-corporate Commonwealth entities in relation to grants administration. Under this overarching framework, non-corporate Commonwealth entities undertake grants administration based on the mandatory requirements and key principles of grants administration in the CGRPs
Company	<p>A company is a legal entity with obligations under the Corporations Act 2001.</p> <p>See full definition at https://business.gov.au/planning/business-structures-and-types/business-structures/company</p>

Term	Definition
Control	<p>Control is related to the people in your organisation that have decision-making authority over strategic direction or governance. For most entities, this will mean your Board or Management Committee. Depending on the legal entity type, control may mean:</p> <ul style="list-style-type: none"> • Directors and Secretary—Company Limited by Shares, Company Limited by Guarantee, Cooperatives • Management Committee and Public Officer—ORIC-Registered Indigenous Corporations, Incorporated Associations • Proprietor/partner—Sole traders, actual person partnerships. <p>Note: for trusts, the trustee will typically be one of the legal entities above.</p>
Constitutional corporation	A corporation to which paragraph 51(xx) of the Constitution applies.
Cooperative	<p>A cooperative is a member-owned, legally incorporated business structure with at least five members.</p> <p>See full definition at https://business.gov.au/planning/business-structures-and-types/business-structures/co-operative</p>
<i>Corporations Act 2001</i>	An act of the Commonwealth that sets out the laws dealing with business entities in Australia at federal and interstate level. It focuses primarily on companies, although it also covers some laws relating to other entities such as partnerships and managed grant funding schemes. Incorporation can be applied for through the Australian Securities and Investment Commission website.
<i>Corporations (Aboriginal and Torres Strait Islander) Act 2006</i>	The law that establishes the role of the Registrar of Aboriginal and Torres Strait Islander Corporations, now called the Registrar of Indigenous Corporations, and allows Indigenous Australian groups to form corporations. The Corporations (Aboriginal and Torres Strait Islander) Act 2006 (CATSI Act) replaced the <i>Aboriginal Councils and Associations Act 1976</i> (ACA Act). Under the CATSI Act, laws governing Indigenous corporations have been modernised while retaining special measures to meet the specific needs of Indigenous Australians. Incorporation can be applied for through the Office of the Registrar of Indigenous Corporations (ORIC) website .
Decision maker	The person who makes a decision to award a grant.
Eligibility criteria	The mandatory criteria which must be met to qualify for a grant. See Section 4.

Term	Definition
Eligible employees	See the relevant section under Section 4.1 Who is eligible to apply for a grant.
Eligible jobs	See the relevant section under Section 4.1 Who is eligible to apply for a grant.
Eligible organisations	See the relevant section under Section 4.1 Who is eligible to apply for a grant.
Evaluation	Evaluation is the systematic measurement of the significance, merit and worth of policies and programs, undertaken to understand and improve decisions about investment. Evaluation involves the assessment of outcomes and operations of programs or policy compared to expectations in order to make improvements.
Fair Work system	<p>The Fair Work system is the national workplace relations system and was created by the <i>Fair Work Act 2009</i>.</p> <p>The key features of the Fair Work system are:</p> <ul style="list-style-type: none"> • the minimum National Employment Standards • awards that apply nationally for specific industries and occupations • the national minimum wage • protection from unfair dismissal. <p>Awards, together with the National Employment Standards and the national minimum wage, make up a safety net of entitlements for employees covered by the Fair Work system.</p> <p>Employers and employees who aren't covered by the Fair Work system are covered by legislation specific to their state. See information about who is covered by the Fair Work system at https://www.fairwork.gov.au/about-us/workplace-laws/fair-work-system#act</p>
First Nations Organisation (Note: This definition is used for administering the Incorporation Requirements only – Refer to Appendix 2)	<p>Aligns with the s29-5 of the <i>Corporations (Aboriginal and Torres Strait Islander) Act 2006</i> and Part 2 – Regulation 6 of the Corporations (Aboriginal and Torres Strait Islander) Regulations 2017</p> <ul style="list-style-type: none"> • If the corporation has five (5) or more members—at least 51% of the members are First Nations Australians. • If the corporation has fewer than five (5) members but more than one (1) member—all of the members, or all but one of the members are First Nations Australians. • If the corporation has only one (1) member – that member is a First Nations Australian.

Term	Definition
	<p>Note that “member” is used as a term for ownership and may vary between entity types (e.g. “shareholder” for co-operatives).</p> <p>and</p> <p>Aligns with s246-5 of the Act—a majority of the directors must be First Nations peoples.</p>
Full time	<p>Full-time employees usually work an average of 38 hours each week. They're usually employed on a permanent basis or on a fixed term contract.</p> <p>See more information on the Fair Work website.</p>
Grant	<p>Is defined by CGRPs paragraph 2.3 as an arrangement for the provision of financial assistance by the Commonwealth or on behalf of the Commonwealth:</p> <p>(a) under which relevant money or other CRF money is to be paid to a grantee other than the Commonwealth; and</p> <p>(b) which is to help achieve one or more of the Australian Government’s policy outcomes while assisting the grantee to achieve its objectives.</p>
Grant activity	<p>Is the project/tasks/services that the grantee is required to undertake with the grant money. It is described in the grant agreement.</p>
Grant agreement	<p>Sets out the relationship between the parties to the agreement and specifies the details of the grant.</p> <p>A RJED Program grant agreement comprises the Head Agreement, the Project Schedule and any documents attached or incorporated by references into either of those documents.</p> <p>The Head Agreement sets out the general terms and conditions that apply to all RJED funding for a particular grantee.</p> <p>The Project Schedule sets out specific terms and conditions that apply to each stream of funding.</p>
GrantConnect	<p>Is the Australian Government’s whole-of-government grants information system, which centralises the publication and reporting of Commonwealth grants in accordance with the CGRPs.</p>
Grantee	<p>An organisation that has been awarded a grant.</p>

Term	Definition
Incorporated association	<p>An incorporated association is an organisation incorporated in a state or territory under the laws of that state or territory. Its structure establishes it as a legal entity separate from its individual members.</p> <p>See full definition at https://www.acnc.gov.au/for-charities/start-charity/you-start-charity/legal-structure</p>
<i>Industry Research and Development Act 1986</i>	<p>An act of the Commonwealth that, among other things, authorises spending on programs relating to industry, innovation, science and research.</p>
Joint venture	<p>A joint venture is an agreement between 2 or more parties to work together for the purpose of completing a specific task or project.</p> <p>See full definition at https://business.gov.au/planning/business-structures-and-types/business-structures/joint-venture</p>
Local government body	<p>Local governments are established and defined under the relevant state or territory legislation.</p>
Management	<p>Management refers to the responsibility for the day-to-day operation of the funded organisation. It includes:</p> <ul style="list-style-type: none"> • the CEO (or equivalent) • the people occupying the highest positions in relation to: <ul style="list-style-type: none"> ○ service delivery ○ finances ○ operations (e.g. property, ICT), and/or ○ human resources.
NIAA Region	<p>See the map linked here https://www.indigenous.gov.au/regional-network</p>
NJPT	<p>The NIAA's New Jobs Program Trial</p>
Non-corporate Commonwealth entity	<p>Non-corporate Commonwealth entities (NCEs) are legally and financially part of the Commonwealth. NCEs are established under power that comes from the Constitution, usually through legislation and the exercise of executive power.</p> <p>See full definition in the Public Governance, Performance and Accountability Act 2013 (the PGPA Act).</p>
Not-for-profit organisation	<p>A not-for-profit is generally an organisation that does not operate for the profit, personal gain or other benefit of particular people (for example, its members, the people who run the organisation, or their friends or relatives).</p> <p>See full definition at https://www.acnc.gov.au/for-charities/start-charity/not-for-profit</p>

Term	Definition
Owners	<p>Depending on legal entity type, “Owners” may be based on your:</p> <ul style="list-style-type: none"> • Members—ORIC-Registered Indigenous Corporations, Companies Limited by Guarantee, Incorporated Associations • Shareholders—Companies Limited by Shares, Cooperatives • Proprietors/partners—Sole traders, actual person partnerships • Beneficiaries—Trusts <p>If you are a for-profit entity, ownership relates to those who draw a financial benefit from the entity (other than a salary/wage). For not-for-profits, “benefit” is a broader term that may include social/cultural benefits or maintaining an asset or rights (including native title).</p>
Part time	<p>Part-time employees work less than 38 hours per week and their hours are usually regular each week. They're usually employed on a permanent basis or on a fixed term contract.</p> <p>See more information on the Fair Work website.</p>
Partnership	<p>A partnership is a business structure made up of 2 or more people who distribute income or losses between themselves.</p> <p>See full definition at https://business.gov.au/planning/business-structures-and-types/business-structures/partnership</p>
Registered charity	<p>As determined by the Australian Charities and Not-for-profits Commission under the <i>Charities Act 2013</i>, the <i>Australian Charities and Not-for-profits Commission Act 2012 (Cth)</i> and other relevant legislation in your state or territory.</p>

Term	Definition
Remote and very remote	<p>The Agency generally applies the Accessibility/Remoteness Index of Australia (ARIA)+ to define remote areas, except where otherwise indicated. ARIA is widely accepted as Australia's most authoritative geographic measure of remoteness. ARIA measures the remoteness of a populated locality by its physical distance by road to the nearest urban centre.</p> <p>Please see the map at Figure A for a geographic representation of remote areas defined under ARIA.</p> <p>The Agency recognises there are some communities located within inner or outer regional areas that may be considered remote that fall outside the definition of remote explained above. These may be communities that have limited access to government services or standards of infrastructure.</p>
Remote Employment Service (RES)	<p>Dedicated employment services for remote communities within the RES regions (as defined below)</p> <p>Currently serviced by the NIAA's Community Development Program (CDP)</p>
RES provider	An organisation providing remote employment services (RES).
RES region	See the map at Appendix 3
RJED Employee	An employee of an organisation occupying an RJED funded job.
Selection process	The method used to select potential grantees. This process may involve comparative assessment of applications or the assessment of applications against the eligibility criteria and/or the assessment criteria.
Sole trader	A sole trader is legally responsible for all aspects of the business including any debts and losses and day-to-day business decisions.
Trust	<p>A trust is a structure where a trustee carries out the business on behalf of the trust's members (or beneficiaries).</p> <p>See full definition at https://business.gov.au/planning/business-structures-and-types/business-structures/trust</p>

Term	Definition
Unincorporated association	<p>An unincorporated association is one type of legal structure for a charity. Unlike an incorporated structure, an unincorporated association is not a separate legal entity from its members.</p> <p>See full definition at https://www.acnc.gov.au/for-charities/start-charity/you-start-charity/who-can-apply-be-registered/unincorporated</p>
Value with money	<p>Value with money in this document refers to a judgement based on the grant application representing an efficient, effective, economical and ethical use of public resources and determined from a variety of considerations.</p> <p>When administering a grant opportunity, an official will consider the relevant financial and non-financial costs and benefits of each application including, but not limited to:</p> <p>Employers</p> <ul style="list-style-type: none"> • the quality of the grant activity/s proposed • fitness for purpose of the proposal in contributing to government objectives • that the absence of a grant is likely to prevent the grantee and government's outcomes being achieved, and • the potential grantee's relevant experience, and performance history. <p>Value with money is sometimes referred to as 'value with relevant money' or 'value for money'.</p>

Appendix 1: Incorporation requirements

Subject to certain exceptions, under the Strengthening Organisational Governance Policy all organisations receiving grant funding totalling \$500,000 (GST exclusive) or more in any single financial year from the NIAA are required to:

- incorporate under Commonwealth legislation— First Nations organisations will be required to incorporate under the [Corporations \(Aboriginal and Torres Strait Islander\) Act 2006](#) and other organisations will be required to incorporate under the [Corporations Act 2001](#); and
- maintain these arrangements while they continue to receive any NIAA funding.

The incorporation requirements apply to grant funding under grant agreements or variations executed on or after 1 July 2014. Grants for capital works and funding sourced through procurement activities are not included in the calculation of applicable funding.

Statutory bodies, government bodies, and organisations operating under a specific piece of legislation are excluded from the requirements and do not have to apply for an exemption.

First Nations organisations already incorporated under the [Corporations Act 2001](#) do not have to change their incorporation status. However, all other First Nations organisations in scope of this policy must incorporate under the [Corporations \(Aboriginal and Torres Strait Islander\) Act 2006](#) so they can access the assistance and support available under the Act.

Organisations will need to comply with this requirement as part of their grant agreement. Non-compliance will constitute a breach and may result in the termination of the grant agreement.

Organisations will have a six-month transition period to comply with the incorporation requirement from the execution of the grant agreement or variation of an existing grant agreement. At the Agency's discretion extended transition periods may be granted to organisations if the organisation has applied for an extension in writing and can provide evidence that they have made reasonable attempts during the six month period to transition, but are unable to meet this requirement in that time.

Organisations may apply for an exemption from the requirement to incorporate under the Strengthening Organisational Governance Policy. Applications for exemption must be submitted using the process outlined by the Agency. Details about the exemptions policy and the Application for Exemption form can be found on the Agency's website.

Exemptions will be considered where an organisation can demonstrate at least one of the following:

1. That grant funding received from the NIAA is a small portion of its total revenue, and as such changing incorporation status may unfairly impose additional requirements on its operations and business model.
2. It is required to incorporate under specific non-Commonwealth legislation as part of its licensing arrangements or funding received through other sources.

Applications for exemption will be considered on a case-by-case basis, and will take into consideration information demonstrating that the organisation is well-governed, high-performing and low risk.

Applications for exemption from the requirements should be lodged through the Agreement Manager in the NIAA Regional Office. Applications should be lodged within the transition period, as

soon as practicable once an offer of funding has been made. Organisations will be expected to comply with the requirements within the transition period should an exemption not be granted.

Support for First Nations organisations transferring to the [Corporations \(Aboriginal and Torres Strait Islander\) Act 2006](#) is available through the Office of the Registrar of Indigenous Corporations (ORIC). This includes assistance in developing a rulebook, guidance on the process to transfer incorporation, and access to pro bono legal assistance through the LawHelp service.

Organisations required to transfer their incorporation from state and territory legislation to either the [Corporations \(Aboriginal and Torres Strait Islander\) Act 2006](#) or the [Corporations Act 2001](#) may incur some additional, one-off costs for independent legal advice and accountancy services to support the transfer of incorporation. **To assist those organisations required to transfer their incorporation status, the Agency will provide a one-off \$10,000 (GST exclusive) payment upon receipt of evidence that the transfer has occurred.**

Please refer to the [Agency's website](#) at <https://www.niaa.gov.au/indigenous-affairs/grants-and-funding/incorporation-requirements> for further information.

Appendix 2: Grant application checklist

Before you submit an application, it is recommended the following checklist be used to ensure the application is complete and contains the information needed for the application and assessment process.

	Eligibility requirements set out in the grant opportunity guidelines are met.
	Evidence can be provided to demonstrate incorporation status where applicable.
	This document has been read and understood.
	Program outcomes are understood, and the proposed activity(s) contribute to the outcomes of the Program.
	The assessment criteria are understood and met.
	<p>The draft grant agreement has been read.</p> <p>When an application is submitted applicants must confirm that, if their application is successful, they will accept the terms of the grant agreement. If you are not able to accept the terms of the grant agreement, you should discuss this with the Application support before completing the application form.</p>
	The name and contact details of two referees who can support the claims made in the application against the assessment criteria can be provided.
	<p>If the applicant has a current NIAA grant agreement, have the Provider Reference Number ready.</p> <p>The 'Provider Reference Number' can be found on the grant agreement.</p>

Completing the application form

	Ensure every section of the application form is completed.
	Complete the application form in English.
	Complete the 'Declaration' section of the application form. Ensure all fields are completed including the checkboxes. If completing the form online, instead of signing the document, the applicant, or person authorised to act on behalf of the applicant, should type their full name in the field.

Joint (consortia) applicants:

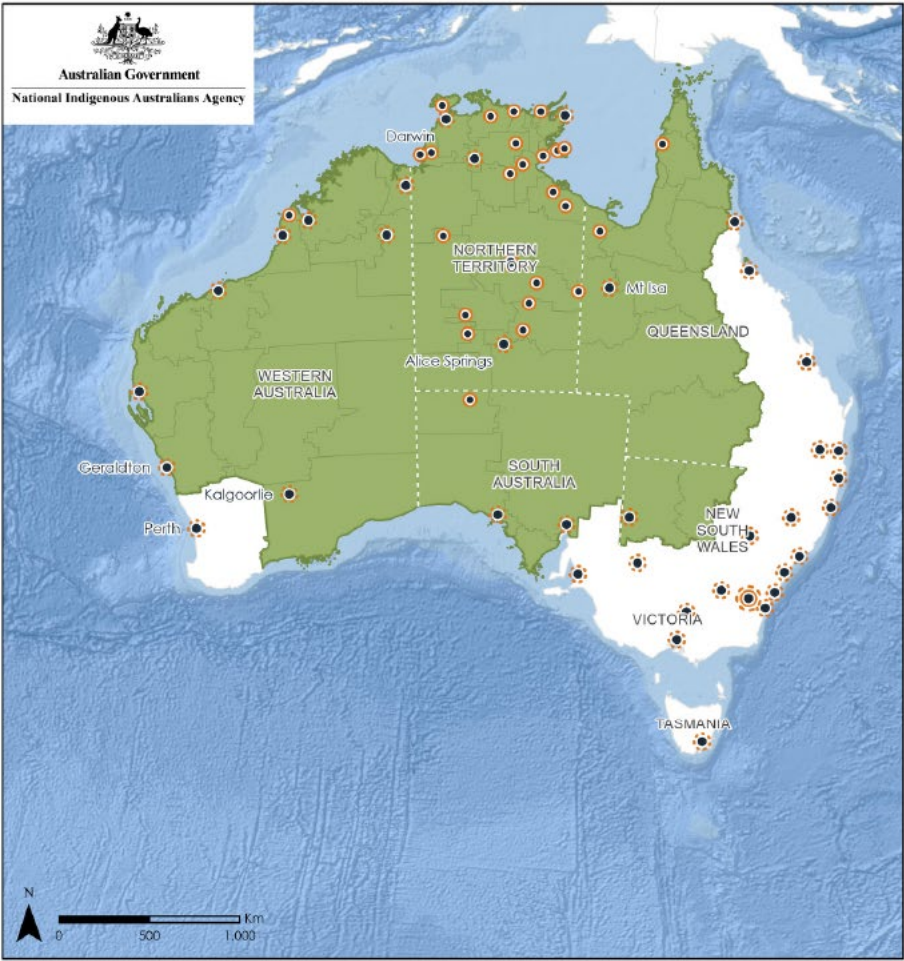
	Ensure the nominated lead organisation (the applicant) is a legal entity capable of entering into a grant agreement with the Agency.
	Ensure the nominated lead organisation (the applicant) is a legal entity capable of entering into a grant agreement with the Agency. Attach a letter of support from each consortia organisation. Ensure that each letter of support includes the information required as set out in section 7.2 of this document.

Non-government applicants

If you are a non-government applicant who does not have a current grant agreement with the NIAA, or former IAS grant agreement with the Department of the Prime Minister and Cabinet (PM&C), you will need to attach the following supporting documentation:

	A copy of the applicant's most recent financial statements, such as an audited expenditure report, income and expenditure statement, or a balance sheet.
	A copy of the applicants Certificate of Incorporation where relevant. Organisations registered with Australian Charities and Not-for-profits Commission are exempt from this requirement.
	If the applicant is not able to quote an ABN as required in the application form they will be required to provide a copy of a completed 'Statement by a supplier (reason for not quoting an ABN to an enterprise)' form that can be found on the ATO website.

Appendix 3: Map and list of Remote Employment Services Regions and NIAA regions



Remote Jobs Employment Development (RJED)
Remote Employment Services (RES) regions

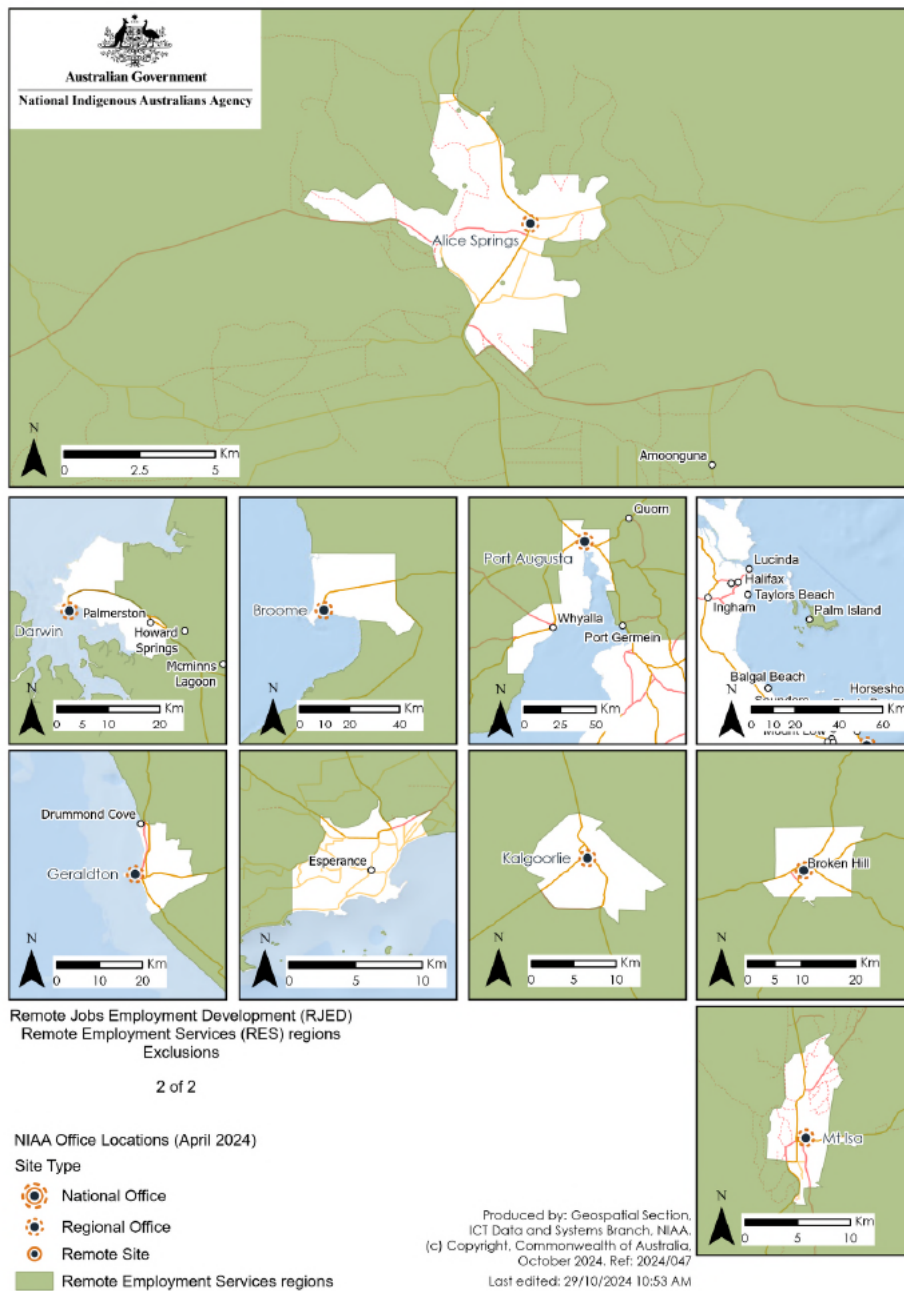
1 of 2

NIAA Office Locations (April 2024)

Site Type

-  National Office
-  Regional Office
-  Remote Site
-  Remote Employment Services regions

Spatial Reference:
Datum: GDA2020
Projection: Albers
Scale: 1:25,000,000
Scale correct when printed A4 portrait
Produced by: Geospatial Section,
ICT Data and Systems Branch, NIAA,
(c) Copyright, Commonwealth of Australia,
October 2024. Ref: 2024/047
Last edited: 29/10/2024 10:51 AM



As outlined in section 6, applications must be for ONE NIAA region only. Regional job allocations are based on NIAA regions, you will need submit a separate application for each NIAA region where you intend to deliver a job:

- If you apply for jobs located in more than one Remote Employment Service (RES) region, but all of those jobs are in the same NIAA region, you will only need to submit one application for those jobs in that NIAA region.

- If you apply for jobs located in more than one RES Region, and those jobs are in different NIAA regions, you will need to submit a separate application for the jobs in each NIAA region.

The table below contains further guidance on the linkages between RES and NIAA Regions

NIAA Region	Remote Employment Service Region
Arnhem Land & Groote Eylandt	West Arnhem Region NT
	Maningrida Region NT
	Milingimbi/Ramingining Region NT
	Galiwin'ku Region NT
	Gapuwiyak-Yirrkala Region NT
	Groote Region NT
Central Australia	South East Alice Region NT
	South West Alice Region NT
	West Alice Region NT
	Alice Springs District NT
	North East Alice Region NT
	North West Alice Region NT
	South East Barkly Region NT
	Far West Alice Region NT
	North Barkly Region NT
Greater Western Australia	Kambalda/Norseman Region WA
	Ngaanyatjarra Lands WA
	Yaaliku Region WA
	Mid West - West Region WA
	Gascoyne Region WA
	Mid West - East Region WA
	Karratha Region WA
	Port Hedland Region WA
	Western Desert Region WA
Kimberley	Christmas-Cocos Islands
	Kullarri Region WA

	Fitzroy Valley Region WA
	Halls Creek/Tjurabalan Region WA
	Derby/Gibb River Region WA
	East Kimberley Region WA
North Queensland	Cloncurry Region QLD
	West Isa/Alpururulam Region QLD
	Doomadgee Region QLD
	Palm Island QLD
	Wellesley Islands QLD
	Western Tablelands Region QLD
	Carpentaria Region QLD
	Cook Region QLD
	Kowanyama/Pormpuraaw Region QLD
	Central Cape Region QLD
	Western Cape Region QLD
	Northern Peninsula Area QLD
	Aurukun/Coen Region QLD
	Torres Strait Islands QLD
South Australia	Eyre Region SA
	Far West Region SA
	Flinders and Far North Region SA
	Anangu Pitjantjatjara Yankunytjatjara Lands SA
	South West Region QLD
	Central West Region QLD
Top End & Tiwi Islands	Gulf Region NT
	Ngukurr/Numbulwar Region NT
	Katherine Region NT
	Victoria River Region NT
	Central Arnhem Region NT
	Wadeye Region NT

Western NSW	Darwin Daly Region NT
	Tiwi Region NT
	Far West Region NSW
	Upper Darling Region NSW



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Applicant questions

What is the Remote Jobs and Economic Development (RJED) program?

The Australian Government has committed to reforming remote employment by replacing the CDP in two stages.

The first stage is the new Remote Jobs and Economic Development (RJED) program which will initially fund 3000 jobs gradually over three years.

There are two streams of funding available under the RJED program:

1. Job Creation – to fund the cost of wages and entitlements to provide people in remote communities with more jobs with fair pay and conditions.
2. The Community Jobs and Business Fund (CJBF) – to provide funding for equipment, operational costs and infrastructure to directly support the jobs created under the Job Creation stream.

Applicants can apply for the Job Creation funding only, or both Job Creation and CJBF funding. You cannot apply for CJBF funding only.

The second stage of replacing CDP is the design and delivery of a new remote employment service. It will support people who are not job-ready, or who are unable to be placed in a job right away, with the skills and resources they need.

Find out more at www.niaa.gov.au/remote-jobs

What is the Remote Employment Service (RES)?

The Community Development Program (CDP) is the current employment service operating in remote regions of Australia. The Remote Employment Service will be the dedicated employment service for remote communities within the Remote Employment Service regions (see Appendix 3 in the Grant Opportunity Guidelines).

Throughout the Grant Opportunity Guidelines, NIAA has referred to CDP regions as RES regions in recognising CDP will be replaced by a new remote employment service. The current RES regions follow the same footprint as CDP because these locations are where labour markets are thinnest and real job creation is most required.

What are the NIAA regions?

The NIAA regions reflect the NIAA office which services the area. There are multiple RES regions in each NIAA region.

How do I find out which RES region I'm in?

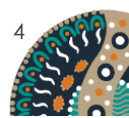
Refer to the map at Appendix 3 of the Grant Opportunity Guidelines.



Eligibility to apply

Am I eligible to apply if I'm ...?

A Regional or Shire Council	Yes*
An Aboriginal Land Council	Yes*
A company	Yes* – as long as you are registered under the Corporations (Aboriginal and Torres Strait Islander) Act or Corporations Act
An individual or sole trader	Yes* – for an additional position to your business
A social enterprise	It depends on the type of business structure you operate as, for example, whether you are a company, a trust, or a sole trader. Check your eligibility in the Grant Opportunity Guidelines.
A current CDP provider including those participating in CDP trialling pathways	RJED will not fund CDP providers to continue their current work providing employment services. However, if a current CDP provider wants to apply for RJED funding to create new jobs they are eligible to apply for the RJED program. Existing CDP providers applying for RJED will be assessed in the same competitive process as other applicants. *
Participating in New Jobs Program Trial (NJPT)	Yes* – see the NJPT questions below
A Commonwealth entity	Only a Corporate Commonwealth entity or Commonwealth Company established under the Prime Minister and Cabinet Portfolio which can demonstrate strong alignment with RJED objectives delivering services in an RES Region(s) (e.g. Outback Stores Pty Ltd and the Northern Territory Land Councils) can apply.
A State or Territory entity	Yes*
Seeking additional funding for existing jobs which receive or have previously received funding from other sources, including from government grants or procurements	No – these jobs would not be eligible to receive RJED funding as they do not meet the definition of a new job. This does not apply to jobs funded under the NJPT OR CDP Trials. See section 2 the Grant Opportunity Guidelines for the definition of a new job. As an example, RJED would not fund a school in a remote region to employ a new teacher position, as teachers are paid through state and territory funding.
Receiving funding for the Time to Work Employment Service program	Yes* – RJED funding cannot be applied to any jobs currently being funded through TWES. TWES funding cannot be put towards any new jobs under RJED. However, if an existing TWES provider is applying to create new jobs under RJED they will be eligible for RJED assuming they meet other eligibility criteria.



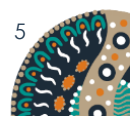
If I do not have an ABN	<p>If you can provide evidence of your ABN application, then we will consider the grant application.</p> <p>If no evidence can be supplied or there is no intention to register for an ABN, the grant application may be ineligible.</p>
Not based in a Remote Employment Services (RES) region	<p>Yes* – as long as the job/s you are applying for funding to create will:</p> <ul style="list-style-type: none"> • Take place in a RES region/s, and • Employ someone who lives in a RES region, and • Have the support of the local community. <p>You do not need to be based in the same RES region as the job activity will take place in.</p>
<p>My head office is located in a capital city, but:</p> <ul style="list-style-type: none"> • My organisation will manage the jobs through smaller offices in remote areas • My organisation delivers services in remote areas (outreach services) 	<p>Yes* – as per response to ‘not based in a RES region’.</p> <p>We will consider outreach services where the job is based in an RES region.</p>
The job I’m looking to create is based close to but not within a RES region	<p>No – the Eligible Locations section in the Grant Opportunity Guidelines clearly states that the job must take place in an RES region/s.</p>

**As long as you meet all other eligibility criteria set out in the Grant Opportunity Guidelines.*

Structuring your application

The RJED application form asks me to identify which NIAA region I'm applying for. How do I know which NIAA region to choose?

Applicants can identify the NIAA region through the indigenous.gov.au. Alternatively, a list of the regions and office information is provided as an appendix in the Grant Opportunity Guidelines and supporting documentation on GrantConnect, as well as a map of all NIAA regions.



What if I want to apply for funding for jobs in multiple NIAA regions? Can I apply for funding for jobs in two or more NIAA regions with one application?

No, applications must be for one NIAA region only. If your project is located in more than one NIAA region then you will need to submit separate applications for each NIAA region where you propose to deliver the job/s. This is because:

- The RJED job allocations have been broken into NIAA regions (see section 3.1 in the Grant Opportunity Guidelines),
- When the round closes, applications will be assessed by NIAA region. That means your application will be assessed against others from the same NIAA region.

To clarify:

- You can apply for multiple jobs across multiple RES regions that are all in the same NIAA region, in a single application.
- If applying for jobs in multiple NIAA regions – you will need to submit an application for each NIAA region.

Note: If you submit a single application for jobs across multiple NIAA regions, your application may not be assessed for any of the regions.

Can I apply for funding for different types of jobs with one application?

Yes, you can apply for different job types, pay levels, and even industries in one application. You need to demonstrate community support for all the jobs in your application. Refer to the Grant Opportunity Guidelines for more information on the types of documents you will need to include in your application.

How can I make sure my application is competitive?

To give yourself the best chance that your application is competitive, check that you have addressed all eligibility and assessment criteria and that you have correctly attached all required documentation.

Please note: that the applicant support helpdesk staff and NIAA regional office staff are not able to discuss the actual content of your application with you, including what you should write and whether your application is likely to be successful. This is to ensure all applicants have fair and consistent access to the same information and level of support.

Creating jobs

What does it mean to be a 'new job'?

For RJED purposes a new job is described as a job that:

- Does not already exist in an organisation and will not displace an existing employee within the organisation, or



- Was created under the New Jobs Program Trial or CDP trialling pathways to Remote Employment.

What kinds of jobs can I apply to get RJED funding for?

To be eligible all jobs need to meet the criteria outlined in Section 4.1 of the Grant Opportunity Guidelines:

To be an **eligible job** the role must:

- be a **new job**
- be located in an **RES region***
- not displace an existing employee
- meet all relevant state and territory and Commonwealth workplace legislation including the Fair Work Act and workplace health and safety requirements and
- have the support of the local community.

* For clarity, a job is considered to be delivered in an RES region when 51% or more of the time the job takes place in an RES region.

See some examples below and things to consider around eligibility.

Type of job

Eligible

Shift worker, Casual, Part Time or Full time	Yes – these modes of employment will be considered
Trade/Skilled positions	Yes – you will be responsible for ensuring employees already have or can obtain the skills and licences/tickets required for the role
Youth/Junior	Yes – employees should be 15 years old at a minimum, however the program is not intended to replace school for young people.
Seasonal work like mustering	Yes – though note that roles paid on a commission basis are not eligible.
Management/Supervisor roles	<p>Yes – though RJED funding can only cover their wages up to the relevant award or minimum wage rate. If management roles in your industry/workplace would be covered by an enterprise agreement, your organisation must cover difference where their wages would be higher than the relevant award or minimum wage rate.</p> <p>Applicants can apply for management and supervisor roles through both the job creation fund or for short term support, through the</p>



	CJBF. Refer to section 5.3 of the Grant Opportunity Guidelines.
Roles carried out in communities	Yes – RJED will consider roles that are carried out in communities.
Jobs in hotels, pubs and bottle shops	<p>Yes – RJED is about providing more jobs that remote communities want and need.</p> <p>Applicants are reminded of the requirement to demonstrate strong community support for these roles, including how they will strengthen and enhance the provision of goods and services in the community.</p> <p>Applicants are also reminded that jobs which are likely to bring the NIAA or the Commonwealth into disrepute are not eligible for RJED funding.</p>
Receives or has received funding from another source (other than consumer pays)	No – except where those jobs receive funding under the NJPT OR CDP Trials.
Jobs which are vacant	<p>No – For example, if a position was previously filled and is now vacant this role is not classified as a new job under the RJED grant.</p> <p><small>This does not apply to jobs which receive funding under the NJPT or CDP trials.</small></p>
Jobs which would displace an existing employee	No – new jobs should complement existing staff to deliver services.
Self-employment jobs	No – you cannot use RJED funding to establish self-employed positions.
Commission-based job	No – commission-based jobs (for example where employees only earn income if they make sales) are ineligible.
Jobs delivering services run by religious owned business	Yes*, RJED is about providing more jobs that remote communities want and need
The job is associated with work that may bring RJED, the NIAA or the Commonwealth into disrepute.	No – these types of roles will not be considered for grant funding. For example, unlicensed selling of alcohol, drug trade, sex industry (even if legal in your state) or any commerce that would be considered illegal by your State, Territory or Commonwealth laws



Upgrading existing positions i.e. casual to full time	No – as the role is already within the organisation it is not classified as a new job under the RJED guidelines.
Jobs that are not supported by community	No – you must get support from the community in which you propose to create the new job. At a minimum they should endorse the type of job created and where it will be undertaken.

How many jobs can I apply for?

There is no limit to the amount of jobs you can apply for in one application. Whether you are successful in receiving funding for each job will depend on the eligibility of the jobs. In applying for numerous jobs, you should take into consideration:

- The hours required to undertake the work,
- Minimum hours required as per the relevant Award (if any),
- The need/demand of the service within the location you intend to deliver, and
- The ongoing potential of the roles you are looking to create.

As an additional guide, consider the indicative regional allocation of jobs in section 3.1 of the Grant Opportunity Guidelines.

You will need to outline how many jobs you are applying for in your application.

The guidelines say that most RJED jobs will be part-time. Can I get RJED funding for casual or full-time jobs?

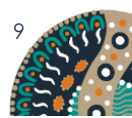
Applicants can apply for casual, full-time or part-time jobs. The guides set out in section 3.3 of the Grant Opportunity Guidelines have been provided as an estimate only. When determining the number of hours required, the applicant should consider the number of hours that are required to fulfil the duties of the role, their business needs and community requirements.

How do I find out more about employing under fixed term contracts?

From 6 December 2023, new rules apply when engaging employees on fixed term contracts.

A fixed term contract terminates at the end of a set period (for example, the contract ends on a set date or after a set period of time or a season).

To review the changes and what your responsibilities are as an employer, see the Fair Work website <https://www.fairwork.gov.au/starting-employment/types-of-employees/fixed-term-contract-employees>



What happens when the grant funding ends?

As a part of your application, in your response to Assessment Criteria 1, you are asked to outline how the RJED job/s being created will become sustainable. Throughout your project, you should work towards making all the job/s approved for funding sustainable, so that you can continue them beyond the RJED funding period.

Paying wages

Where can I find information about paying wages, awards, entitlements and employment standards?

See the information provided by the Fair Work Ombudsman at <https://www.fairwork.gov.au/>

Where can I find information about workplace laws and requirements?

See the information from the Fair Work Ombudsman, including on who is covered by the Fair Work system and what that means for employee entitlements and pay provided at <https://www.fairwork.gov.au/about-us/workplace-laws>

Funding for equipment and oncosts

How does the Community Jobs and Business Fund (CJBF) work?

Under the RJED grant opportunity, you can choose to apply for funding under the CJBF to seek funding for equipment, operational costs and infrastructure to directly support the jobs you are applying to create.

To be eligible for CJBF stream funding, your activity must:

- Directly support bringing jobs created under the Job Creation stream into existence.
- Meet eligible expenditure requirements listed under section 5.3 of the Grant Opportunity Guidelines.

You cannot submit an application for CJBF funding unless you are also applying for RJED to fund wages of new jobs under the Job Creation stream. You will not be approved for CJBF stream funding if you are not approved for the Job Creation stream.

Applications applying for funding under CJBF should demonstrate how the item directly supports the job/s being created and is proportionate to the number of jobs applied for.

The NIAA may change the list of example and ineligible expenditure from time to time. If your application is successful, the version that was applicable on the date you submitted your application applies to your grant activity.

Not all proposed expenditure items in your application may be eligible for CJBF funding. The decision maker will make the final decision on what is eligible expenditure and may give additional guidance on eligible expenditure if required.



Can I apply for CJBF funding for...

Oncosts and overheads associated with inducting and managing the new employee	Yes*
Plant and machinery	Yes* – if it has a direct link to the new jobs being created.
Employee supports	Yes* – training or mentoring support for the proposed job/s will be considered.
To cover the gap between the award wage and our enterprise agreement?	No – wages and entitlements above the relevant award or relevant National or State Minimum Wage and relevant National or State Employment Standards, including an enterprise agreement or contract rates, are not eligible.
Items that cost more than the guide amounts in section 5.3?	Potentially – all requests for CJBF will be assessed for proportionality and how they will directly support job creation. The expenditure amounts listed in the Grant Opportunity Guidelines are only a guide. The decision maker reserves the right to determine what is proportionate, if an exceptional case can be made higher funding may be considered.
Items that will benefit my organisation, not just the new jobs?	Potentially – Primarily applications will need to demonstrate how the item directly supports bringing a new job into existence or how the funding will support you to employ an eligible person under the Job Creation stream. It is possible for the items to have flow on effects to the business. I.e. Business planning to ensure the sustainability of the job/s after the grant agreement has ended which also strengthens the business overall. However, for clarity CJBF funding cannot be used for developing broader organisational capability, community development, or broader economic development.
Purchasing a new property?	No – purchases of land are ineligible.
A grant writer for my application?	No - costs incurred in the preparation of a grant application or related documentation are not eligible.
For items we've already purchased?	No – retrospective (i.e. costs incurred before the date of the agreement) costs are ineligible.



** Must be proportionate, will be assessed against criteria in guidelines, not guaranteed*

If I buy something with CJBf funding, can I keep it after the end of the RJED program?

Assets leased or purchased with CJBf funding, with a value of \$5,000 or greater, will be subject to certain requirements.

Further details are included in the draft head agreement and project schedule available on GrantConnect.

Creating a budget for your application

How much RJED funding should I apply for? Is there a minimum and maximum amount?

You will need to fill in the Budget Template from the Grant Opportunity Documents published on GrantConnect and submit this with your application.

There is no dollar value limit to individual applications under the Job Creation stream. However, you can consider the overall budget allocated to each grant round (refer to section 2.1 of the Guidelines) and the indicative regional allocation of jobs (refer section 3.3 of the guidelines).

Applicants should consider the new jobs they want to create and calculate

- The hours required to undertake the work,
- Minimum hours required as per the award (if relevant),
- The need/demand of the service within the location you intend to deliver, and
- The ongoing potential of the roles you are looking to create.

Applicants should consider the skill level and age of the employee you are wanting to take on - for example, is the position best suited to skilled workers, youth trainees/apprentices, or adult trainees/apprentices, etc.

You will need to refer to the applicable industry Award rates to determine the minimum amount to apply for under the Job Creation Stream.

There are limits to what you can receive funding for under the CJBf stream – see section 5.3 of the Grant Opportunity Guidelines for more information.

Can I include overtime and penalty rates in my calculations?

Yes, you should take into consideration any regular weekend, after hours or shift work that may be required and apply the applicable rates and any allowances to your budget calculations.



How much CJBF funding should I apply for?

Applicants should consider what supports the job/employee will need to make the role successful and any costs associated with the induction and management of the employee that are not already part of the award, i.e. training and oncosts.

There is opportunity to apply for more substantive items to support the employee and the success of the role, such as plant and equipment, Personal Protective Equipment, business support, WHS modifications/adjustments, or larger capital items.

Applications for CJBF will be assessed on the demonstrated connection between the job/s you are creating, how the expenditure will support you to employ an eligible person, and why they require this expenditure, as well as the proportionality of the items to the new jobs being proposed.

Refer to the Table in the Grant Opportunity Guidelines and the Budget Templates for examples on items that could be considered.

How many years of funding can I apply for?

This grant round will be funded for up to three years. Applicants will be able to apply for a maximum of three years from the date the grant agreement is executed by both parties. As mentioned above, applicants should ensure they are aware of the new rules when engaging employees on fixed term contracts.

Further support for applicants

I still have questions about the RJED Grant Opportunity Guidelines. How can I get clarification?

The NIAA has set up an RJED applicant support help desk to help applicants to clarify details in the Grant Opportunity Guidelines. You can contact the help desk on:

- Phone: 1800 939 500
- Email: REAS@niaa.gov.au

Please be aware that the NIAA helpdesk will not give you specific advice on what to write in your application.

You can also visit niaa.gov.au/remote-jobs for more information.

What does the RJED helpdesk do?

The helpdesk will respond to emails and phone calls from grant applicants while the grant is open and up to 3 working days before the grant round closes. The helpdesk will:

- Provide a follow-up service for more complex enquires to ensure correct information is provided
- Directs applicants to information that is outside of scope for the helpdesk for example fair work for awards and minimum wage information such as calculators or websites.



- Provide clarifying advice on the Grant Opportunity Guidelines.

Examples of out-of-scope information includes:

- Review applications
- Calculate budgets
- Advise applicants on what specifically they should write
- Assist with grant writing.

When is the helpdesk open?

The helpdesk is open 9am-5pm AEDT Monday to Friday for the duration of the application period of each grant round, except for:

- The last 3 working days before the application period ends,
- The period from 5pm AEDT on 20 December 2024 to 9am AEDT on 2 January 2025, and
- National public holidays.

Please note, the helpdesk opening hours may be different in your local time zone:

- 9am-5pm AEDT
- 6am- 2pm AWST
- 7:30am-3:30pm ACST
- 8am- 4pm AEST

Can I get personalised support to write my application?

For the first round of RJED, the NIAA can only provide clarifying information regarding the Grant Opportunity Guidelines through the applicant support helpdesk.

For round two of the RJED grant opportunity NIAA is aiming to provide grant writing support to eligible applicants. The support to be provided will be advice or training on how to write a high-quality grant application and will be provided by one or more suitably qualified consultant(s). It will not include writing an RJED grant application for you.

To be eligible for this service, you must meet both criteria below:

- Eligible to receive funding for RJED as outlined in the Grant Opportunity Guidelines, and
- Defined as a small organisation [employing less than 15 employees (Fair Work Act 2009) and reporting an aggregated turnover of less than \$10 million (ATO 2023)].

Please note, participation in the grant writing support does not automatically guarantee an approved application. All applications will be assessed on merit against all RJED applications for the same region.



The NIAA does not provide financial or legal advice to applicants or grantees. Applicants or grantees should seek their own independent professional advice on financial and legal matters, including compliance with any legal obligations.

How will the helpdesk handle applicants' information?

The NIAA is collecting the following personal information from you.

- If you call our Helpdesk - your phone number if you are requesting a callback or follow-up phone call and an audio recording of the conversation
- If you email REAS@niaa.gov.au – your email address (this may also include your name, phone number and employer if you use your work email)

The NIAA is collecting this information:

- To assist with your query on the Remote Jobs and Economic Development Program (RJED) grant opportunity;
- To maintain call logs that will be used for internal reporting purposes;
- To manage and respond to complaints in relation to the RJED grant opportunity; and
- For record-keeping and auditing purposes.

We do not need your personal information (such as your name) to assist with your query. We also do not need your phone number (unless you are requesting a callback or follow-up phone call) and you may call using a private number. If you choose to provide your personal information, then the NIAA will collect this information from you.

The NIAA may disclose your personal information to the Commonwealth Ombudsman to manage a complaint. The NIAA may also disclose deidentified information to the Australian National Audit Office, the Australian parliament or a parliamentary committee.

If you do not provide:

- Your phone number to receive a callback or follow-up phone call; or
- A valid email

the NIAA will be unable to contact you about your query.

All phone calls are recorded for record-keeping and auditing purposes. We are required to retain them (as Commonwealth records) for 7 years to meet our record-keeping obligations.

The NIAA's Privacy Policy at www.niaa.gov.au/privacy-policy explains how the NIAA handles your personal information, how you can request access to or correct the personal information the NIAA holds about you, who to contact if you have a privacy complaint and how the NIAA handles such complaints.

To find out more about how we manage personal information you can contact:

- Post: The Privacy Officer, National Indigenous Australians NIAA, PO Box 2191, CANBERRA ACT 2600
- Phone: 02 6152 3080



- Email: privacy@niaa.gov.au

How do I get personalised grant writing support for RJED Grant Round Two?

Email or phone the RJED Applicant Support helpdesk to express your interest in receiving this support. You will be asked to provide details about your organisational structure and to declare that you meet the eligibility criteria for this service.

The NIAA cannot guarantee that the grant writing service provider will be able to accommodate booking you into a session if you do not express your interest.

Note: The NIAA will not respond to requests for personalised grant writing support received before RJED Grant Round Two opens.

Can my local NIAA Regional Office help me write my application?

NIAA regional office staff will not be able to provide any advice or assistance with the structure and content of the application.

Can I provide feedback on the support available for RJED applicants?

Yes, you can email the RJED Applicant Support helpdesk at REAS@niaa.gov.au with the subject line 'Feedback' to provide feedback on the support services available to applicants.

Complaints can be directed through the NIAA website <https://www.niaa.gov.au/feedback-and-complaints>

Submitting your application

What if I don't have all the required documentation or what if I miss some attachments to the application?

You are responsible for providing accurate information in your application. If you are not able to get the documentation or you miss attaching key documents, we may contact you to obtain the information. If we are unable to contact you, the application may be considered ineligible for that round.

What if information on my application form is not correct?

The applicant is responsible for providing accurate information in the application. If the applicant finds an error in the application, they should immediately contact IASAMO@niaa.gov.au. NIAA does not have to accept any additional information or request you to correct the application after the closing date.

Ensure all information is true and correct before submitting the application as providing false or misleading information is a serious offence under section 137.1 of the Criminal Code 1995.

What if I need technical help for GrantConnect?

For technical assistance for GrantConnect, seek assistance through the [Contact us form](#).



Note: GrantConnect is not involved with the publication of the RJED grant and therefore will not be able to provide any assistance regarding the individual grant.

Next steps after applying

If I apply for this grant round, can I apply again in a later round?

Yes, you can apply in subsequent rounds. Each round will be treated separately. If you were successful in previous rounds, it does not necessarily mean you will be successful in future rounds and vice versa.

When will I find out if my application is successful?

Applicants will be notified by NIAA if their application is successful. Please note as NIAA is assessing these by region, these results may not come at the same time. Unsuccessful applicants will also be notified by NIAA.

Who do I contact for assistance after I find out my application is successful?

Once you have been advised that your application is successful, NIAA requires a few weeks to develop the funding agreement, and we will be in contact when it is ready. If you have any questions or concerns in the meantime, you can contact your local [NIAA Regional Office](#).

Can I get feedback if my application was unsuccessful?

If unsuccessful you can seek feedback on your application by contacting your local [NIAA Regional Office](#).

New Jobs Program Trial (NJPT) questions

Important note: this section is only relevant for organisations which are receiving funding for the New Jobs Program Trial.

How will I find out if I will be considered for a transfer from NJPT to RJED?

NIAA will assess an NJPT's employer's suitability to transition to the RJED program through consideration of value for money, alignment with RJED outcomes performance under the NJPT to date and other considerations set out in the Grant Opportunity Guidelines. Based on this assessment, we will contact applicants about their potential to transition to RJED. This is conducted according to the Assessment Stream 1 of the Grant Opportunity Guidelines.

You will not be expected to put in a new application for the transition for current positions and capital.

What happens if I am not eligible for a transfer from NJPT but want to apply for the RJED program?

You are welcome to put in an application in future rounds.



Can I apply for extra funding for additional jobs and additional CJBF funding in RJED Grant Rounds One and Two?

Yes, but this will be treated separately to the streamlined non-competitive transition. Any additional funding you are seeking would need to be applied for in the RJED open-competitive process.

Public Information

- Consultation reports: <https://www.niaa.gov.au/resource-centre/replacing-community-development-program-second-phase-community-consultations-report> -
- Fair work system: <https://www.fairwork.gov.au/> -
- Information regarding remote jobs: niaa.gov.au/remote-jobs
- GrantConnect IT issues: <https://www.grants.gov.au/contactus/show> -
- RJED Program: <https://www.niaa.gov.au/our-work/employment-and-economic-development/remote-jobs-and-economic-development-program> -
- Privacy act: <https://www.legislation.gov.au/C2004A03712/latest/versions> -
- Commonwealth Grants rules and principles: <https://www.finance.gov.au/government/commonwealth-grants/changes-commonwealth-grants-framework-2024/new-key-principles> -
- RJED Program consultations 1st and 2nd stage information: <https://www.niaa.gov.au/remote-jobs-and-economic-development-program-consultation> -
- NIAA privacy policy: <https://www.niaa.gov.au/privacy-policy> -
- Australian Taxation Office: <https://www.ato.gov.au>
- Subscribe for RJED updates: [Remote Jobs and Economic Development Program | NIAA](#)

Contacts

- Regional office contacts available [here](#)
- GrantConnect IT issues will require applicants to submit a form via: [Contact Us: GrantConnect \(grants.gov.au\)](#)
- For media enquires email: media@niaa.gov.au
- NIAA complaints number: 02 6152 3050
- NIAA complaints email: complaints@niaa.gov.au
- Applicant support email address: REAS@niaa.gov.au
- Commonwealth Ombudsman: ombudsman@ombudsman.gov.au



- NIAA integrity: 02 6152 3020 and integrity@niaa.gov.au
- NIAA privacy: privacy@niaa.gov.au
- Fair Work number: 13 13 94 ([Call us - Fair Work Ombudsman](#))



Title of Report: Update on development of an Asset Management Roadmap

Agenda Item: 8.7

Classification: For decision

Attachments

1. AM Improvement Plan
2. NPARC Asset Management Roadmap November 2024

Officers Recommendation:

That the Council:

Note the Report and:-

- A. Also note that the Audit and Risk Committee will continue to monitor progress with the development of Council's asset management plans via the Asset Management Roadmap; and
- B. Consider any additional funding required following completion of the various Asset Management Plans as part of the upcoming 2025/26 budget process, particularly in relation to additional funding for asset maintenance.

PURPOSE OF REPORT

The purpose of this report is to provide the Council with an update on Council's progress with developing asset management plans and growing its asset management maturity. This issue was also reported to the Council's Audit and Risk Committee in December 2025 to provide that committee with an update on this important issue. Good asset management is central to long term financial sustainability and the management of risk.

BACKGROUND AND CONTEXT

Asset management is one of the key issues that a Council needs to manage in order to maintain assets it looks after on behalf the community.

Asset management planning can cause confusion but at its heart, an asset management plan needs to be able to answer the following questions:-

- What assets does the Council have?
- What condition are they in?
- What scheduled maintenance is required to optimise the asset life and ensure continuity of service?
- When do these assets need replacing or renewing and at what likely cost?
- What are the forecast costs to replace or renew these assets in the next 10 years?
- What assets are needed to provide services to the community?

Obviously, the regular valuation of assets also provides the Council with a better understanding of the impacts of depreciation and the overall value of Council's asset base.

Earlier this year, the Council participated in the “Advancing Asset Management project” funded by the State government and undertaken by the Institute of Public Works Engineering Australasia. The purpose of that project was to assess Council’s progress with asset management against recognised standards. This was done through a self-assessment process with the results reported by the consultants to NPARC in August 2024.

A copy of the summary assessment is attached to this report. Overall, the Council has done some good work but needs to finalise some aspects to continue its asset management journey.

The Council Advisor has developed a roadmap document which assesses the current status of the work undertaken to date on asset management and makes recommendations (both short and medium term) to continue that asset management journey. A copy of that asset management roadmap is attached to this report.

The key issues arising from that roadmap are:-

- Some good work has been done on asset management, particularly with water and sewerage.
- More work is underway (Council buildings AMP) and as part of previous annual budget processes, a reasonable forward program for plant and equipment has been developed.
- Good progress is also being made on Council’s social housing asset management plan.
- Council’s largest asset class (by value) does not have an asset management plan – Roads and Bridges).
- The organisation could benefit from better coordination across the organisation to ensure that asset management stays on track.
- Now that some asset management plans have been completed which have identified desired maintenance levels, those maintenance levels should be incorporated into upcoming budget considerations. As a general principle, when Council considers asset management in the upcoming budget process, it should reflect on an important principle of asset management – *“look after what you already have before you build something new”*. This would naturally encourage increased funding towards maintenance of existing assets to ensure that they are in better condition for our current community and also last longer for future residents.
- The focus of completed asset management plans has been on asset identification and maintenance schedules. More work is needed to develop forecasts for major renewals to assist in future financial planning (for example, a major renewal of a sewage pump station might be required in 5 years’ time at a cost of \$xxM but that is not currently incorporated into our forward financial planning).
- Two of Council specialist businesses (the Jardine River Ferry and the Umagico shop) would benefit from updated condition assessments of those assets to enable Council to informed make decisions on those businesses. The condition assessment of the Umagico shop is already underway.

The Management Executive team has agreed to take an oversight role in implementing the asset Management roadmap. This will be considered in detail at its next meeting.

RISKS

The key risk to Council in relation to asset management are:-

- Not establishing a coordinating group within the Council to ensure continuation of the good work done to date (lose momentum).
- Not including outcomes of completed asset management plans (particularly improved maintenance schedules) in future budget considerations.
- Making decisions on key businesses (e.g. Umagico Shop and Jardine River Ferry) without up-to-date asset condition reports.
- Not finalising the current work being done on an AMP for Council Buildings or Council's social housing.
- Not commencing an AMP project for our largest asset class by value – Roads (including bridges etc).

Consideration by the Audit and Risk Committee

This issue was considered by the Audit and Risk Committee at its December 2024 meeting. The committee noted the good progress that has been made by Council and in order to maintain the current momentum, requested that a progress report be provided to that committee in 6 months time outlining how the roadmap is being implemented. This will ensure that the issue remains on the radar for management to continue the current progress.

NPARC Asset Management Survey - FINAL - DRAFT_Improvement Plan

Practice Area	Task	Status (Oct. '23)	Current Risk	Responsible Officer
Strategic Longer-Term Plan	1. Ensure the Strategic Longer-Term Plan (Community Vision/Business Plan) incorporates community priorities and performance measures and indicates how they will be monitored and measured - align to the AM Plans and LTFFP. 2. Ensure the LTFFP is based on resource requirements in the AM Plans and strategic objectives of the Community Vision/Business Plan.	Completed (100%)	Low	Executive Management Team
Annual Budget	3. Include commentary in the budget papers on how the service levels and risks trade-offs identified in the LTFFP and AM Plans will be managed.	Well-Progressed (50%)	Low	Manager Finance
Annual Report	4. Indicate the likely service level and risk impacts of delivering the budget. Include State of the Assets reporting linked to Resourcing Strategy documents.	Well-Progressed (50%)	Low	Manager Finance
AM Policy	5. Identify a process for meeting training needs in financial and asset management practices for Councillors and staff 6. Define asset management roles, responsibilities and reporting framework, using NAMS+ tools and templates.	Completed (100%)	Low	Executive Management Team
AM Strategy	7. Draft and adopt AM Strategy that fits with Council's strategic plan – use the NAMS+ template.	Not Started (0%)	High	Asset Management Lead
AM Plans	8. Ensure ongoing annual review and update of costs and service projections ensuring high residual risks are managed and reported appropriately in the AM Plan(s).	Developing (25%)	High	Asset Management Lead
Governance and Management	9. Ensure high level oversight by the Council, CEO and Executive Management Team, for development and implementation of the Asset Management Strategy and Asset Management Plans. 10. Implement an Asset Management Governance Group following draft Terms of Reference provided by NAMS+. 11. Ensure asset management functions, responsibilities and skill requirements for managing assets are clearly defined in all position descriptions.	Developing (25%)	Medium	Executive Management Team
Levels of Service	12. Develop and confirm current and target customer and technical levels of service to understand, measure and report on a sustainable service delivery model. Align to AM Plan(s) forecasts. 13. Implement state of the assets reporting throughout all strategic planning and reporting documents that show service level trends and targets.	Developing (25%)	High	Asset Management Lead
Data & Systems	14. Consider a consolidated, integrated, accurate, up to date and complete componentised asset register with the required functionality to ensure security and data integrity, 15. Adopt a common corporate data framework used across all asset groups, which is defined by Council's Infrastructure Asset Hierarchy.	Well-Progressed (50%)	High	Executive Management Team
Skills and Processes	16. Assess the skills and knowledge required to: perform asset data management activities, conduct financial reporting valuations and develop/maintain AM Plan(s). 17. Develop and adopt an asset management responsibility matrix. 18. Identify staff training needs and schedule training.	Well-Progressed (50%)	Medium	Human Resource Manager
Evaluation	19. Implement the Continuous Improvement Plan via the Asset Management Governance Group ensuring data, information and knowledge updates are reported on an annual basis via the State of the Assets Report. 20. Monitor and report community and technical levels of service performance	Completed (100%)	Low	Asset Management Lead



NPARC ASSET MANAGEMENT ROADMAP

Continuing our Asset Management Journey
November 2024



1. Introduction

In 2023, Council participated in the “Advancing Asset Management project” funded by the State government and undertaken by the Institute of Public Works Engineering Australasia. The purpose of that project was to assess Council’s progress with asset management against recognised standards. This was done through a self-assessment process with the results reported by the consultants to NPARC in August 2024.

The purpose of this roadmap is to assess Council’s current asset management progress and map a logical series of next steps on NPARC’s asset management journey. It is emphasised that asset management is a continuing journey that will bring benefits to the community through the better maintenance, planning and management of assets which provide services to the NPARC community. Better asset management practices will also assist in improving Council’s financial sustainability through better budgeting, maintenance of existing assets and forward financial planning.

2. The journey to date

NPARC has made some good progress in relation to asset management but there is more to do. The importance of this asset management journey can be examined in two parts.

The first approach is to look at the financial value of the various asset classes while the second approach is to examine what work has been done in documenting asset management plans (asset conditions, maintenance schedules etc).

2.1 Value of Asset Classes

Based on the most recent audited financial statements (2021/22), the written down value of the various asset classes are set out below. This establishes a useful assessment of which high value asset classes have not yet had formal asset management plans prepared. *(Note that revaluations are underway but they have not yet been finalised through an audit process, so the March 2019 valuations are referenced below).*

Asset Class as per financial statement	Written down value as at 30 June 2022	Comments – Progress with AMP
Roads and Bridges	\$56M	Highest value asset class but lowest progress with development of asset management plans. AMP to include roads, bridges, drainage (culverts etc) car parks, signage and footpaths.

Water	\$46.7M	AMP developed and adopted. Includes excellent work on maintenance schedules but the AMP needs a 10-year renewal plan that can ultimately be linked to a 10 year financial forecast.
Buildings	\$45M	Draft AMP developed for Council buildings (excluding Council housing – both Council owned social housing and employee housing).
Infrastructure (other)	\$24M	This includes some specific assets where it may be useful for the Council to develop a specific business plan linked to an asset condition assessment that will optimise these assets for the community. This includes the following Council businesses:- <ul style="list-style-type: none"> • Jardine Ferry • Airport • Batching Plant • Umagico Shop • Service station
Community Housing	\$13.2M	Not included in draft AMP on Council buildings.
Sewerage	\$11.8M	AMP has been adopted by Council and includes a comprehensive maintenance program which needs to be incorporated into future operations and budget. The AMP needs a 10-year renewal plan that can ultimately be linked to a 10 year financial forecast.
Drainage	\$9.5M	See Roads.
Plant and Equipment	\$5.3M	Good progress from a practical perspective with individual assets identified and programed for replacement but this has not documented into a formal AMP process. Need to finalise a 10 year renewal program for all plant and fleet assets.

2.2 Documentation of asset management plans

Council has completed some of its asset management plans but has more work to do, particularly in some key asset classes. Asset management planning can cause confusion but at its heart, an asset management plan needs to be able to answer the following questions:-

- What assets does the Council have?
- What condition are they in?
- What scheduled maintenance is required to optimise the asset life and ensure continuity of service?
- When do these assets need replacing or renewing and at what likely cost?
- What are the forecast costs to replace or renew these assets in the next 10 years?
- What assets are needed to provide services to the community?

The table below sets out the current status of Asset Management Plans at NAPRC.

Asset Class	Have all assets been identified? Date of last asset valuation.	Where is that information held?	Has an Asset Management Plan been prepared for this asset class? Date? Where is that plan held?	Does the asset management plan have a maintenance schedule? Has that been incorporated into Council's annual budget process?	Does the asset management plan have a 10 year renewal program? Is that incorporated into Council's 10 year financial plan?	Notes or actions
Water	Yes. Last valuation dated March 2019	Asset data held by EM of Operations	Yes – prepared in August 2024 Document held by EM of Operations	Yes – list of daily, weekly and monthly maintenance activities are provided. These are the responsibility of the contractor. Council pays the contractor a monthly fee.	Separate process for the contractor to put forward a Capital Works schedule for the budget each year which is considered as part of the annual budget process.	Managed by Veolia under contract. Contract commenced in 2022 for a 6 year term with a potential 2 year extension. Work on demand management (e.g. metering) not yet reducing water demand.

					However, a 10 year forecast Capital program for water is not incorporated into Council's forward financial planning and this should be undertaken.	
Sewerage	Yes. Last valuation dated March 2019	Asset data held by EM of Operations	Yes – prepared in June 2024 and adopted by Council in October 2024. Document held - by EM of Operations	Yes. AMP sets out a required maintenance program. That program has not yet been implemented into current operational work practices nor the current budget.	No. Required 10 year Cap Ex for sewerage is not incorporated into Council's forward financial planning but some references in the AMP are to major renewals required in future years.	Consider incorporating sewerage system into the next water contract as a package.
Roads (including bridges and drainage)	No. Last valuation March 2019?	NA	No	NA	NA	Roads AMP to include Roads, Bridges, drainage (culverts etc) car parks, signage and footpaths.
Council housing (both Social housing)	Yes. Last valuation March 2019?	Spreadsheets in the Housing Branch	No. Last condition assessment	NA	NA	Needs a stand alone updated AMP.

and staff housing).			information is dated 2013.			
Council buildings (Depots, Admin buildings, community halls etc)	Yes but draft asset list included buildings which have been divested. Current asset list being clarified and corrected.	Finance Manager has spreadsheet with buildings list.	A generic draft 20 year AMP has been prepared by Insight Asset Services on behalf of Council. Document held – Finance Manager. Considerable work needed on early draft.	Not yet included in early draft AMP.	Not yet included in early draft AMP.	Further work required to finalise the Buildings AMP.
Plant and Fleet	Yes. Asset list in place for all vehicles and plant. No asset list for minor plant (e.g. wipper snippers etc). Last valuation 2019.	Asset data held by EM of Operations as part of budget excel spreadsheet	No formal plan but Workshop Manager has a good understanding of the age and condition of most assets.	Council has a regular maintenance program for its fleet which is undertaken at the workshop.	Council has a 10 year replacement plan for most items of plant and fleet (eg 5 years for vehicles). Not all plant or fleet is identified for renewal. The proposed capital replacement program is considered as part of the annual budget.	Renewal program looks sensible but not quite complete (some items do not have their renewal costs identified in the forward program). Renewal costs look understated but the overall structure is sound.

Special Jardine Ferry –	Yes Last valuation dated March 2019		No	NA	NA	Needs a stand alone AMP, perhaps in conjunction with a formal business plan to optimise revenue.
Special Batching Plant –	Yes Last valuation dated March 2019		No	NA	NA	Needs a stand alone AMP, perhaps in conjunction with a formal business plan to optimise revenue.
Special Airport –	Yes Last valuation dated March 2019		No	NA	NA	<p>Condition assessments have been undertaken for the runway and taxi areas. \$13M from Cth and \$1.3M from State to address problems.</p> <p>Need to clarify who is responsible for Building (part of an airport AMP or Buildings AMP).</p> <p>Needs a stand alone AMP, perhaps in conjunction with a formal business plan to optimise revenue.</p>
Umagico Shop	Yes Last valuation dated March 2019		No	NA	NA	Needs a stand alone AMP, perhaps in conjunction with a formal business plan to optimise revenue..

Parks and Gardens	No	NA	No	NA	NA	Also includes sports fields, playgrounds, BBQs. Need to clarify who is responsible for buildings in parks (eg showgrounds, shelters, and toilets). Lower priority at this stage.
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Asset Management Roadmap.

Asset Management is a journey and NPARC is progressing well along that path. Council has recently made good progress with the finalisation of asset management plans for water and sewerage and the current development of the Buildings AMP. Momentum is important – keeping on the asset management journey will have benefits for Council’s long-term financial position, its custodianship of assets on behalf the community and the provision of services to the community.

The logical next steps on this journey are set out below based on the recent independent assessment of Council’s asset management progress by the by the Institute of Public Works Engineering Australasia.

Short-term wins

Issue	What Needs Doing	Lead	When
AMP Coordination	Establish an Asset Management Working Group to drive the ongoing development of asset management across the Council. Led by the Executive Manager Corporate and Community, this working group should meet on a 2/3 monthly basis to coordinate AMP activities, share information across the Council and monitor progress.	Executive Manager Corporate and Finance	Ongoing
Formal AMP Strategy	The Council has not yet adopted an Asset Management Strategy. This was one of the key recommendations from the recent independent assessment undertaken by the Institute of Public Works Engineering Australasia. A short policy based on the NAMS + template could be adopted quickly and easily by Council.	Executive Manager Corporate and Finance	February 2025 Council meeting

Improve understanding of asset renewal costs - water and sewerage	Recently adopted asset management plans (particularly water and sewerage) have focused on maintenance programs and asset condition. To assist with Council's forward financial planning, it is important to understand what major renewals or replacement of assets will be required over the next 10 years. These potential major renewal or replacement costs can then be built into a 10 year financial forecast.	Executive Manager of Operations	February 2025
Incorporation of completed AMPs into the 25/26 Council budget	By the time the Council begins preparing the 25/26 budget, a number of asset management plans would have been completed and adopted. Each of these plans has included additional operational requirements (primarily for scheduled maintenance). These additional requirements will have budget impacts. As part of the 25/26 budget process, potential additional budget requirements to increase asset maintenance will be identified for each AMP and included in the process for the consideration of the 25/26 budget.	Finance Manager and Executive Manager Corporate and Finance	March 2025
Continue AMPs - Buildings	The AMP for Council buildings is currently in draft stage (note that the Buildings AMP does not include Council housing - neither staff or social housing). We should endeavour to finish the Buildings AMP before the 25/26 budget process commences. The AMP should include details of any proposed increase in scheduled maintenance schedules together with any major renewals/replacements the undertaken within the next 10 years. This information can then be incorporated into the 25/26 budget process.	Executive Manager Buildings and Infrastructure	January 2025
Continue AMPs - Roads	Our most valuable asset class does not have a current AMP. It should be the next priority for an asset management plan. The plan should include roads, bridges and drainage (and potentially signage). We should seek further funding from the Department to undertake this AMP.	Executive Manager of Operations	Early 2025 but dependent upon funding
Continue AMPs - Plant and Fleet	While there is not a formal AMP, considerable work has been done to identify a 10 year replacement program for major plant and fleet. While not as high a priority as other AMPs, there would be benefit in converting the existing spreadsheet information into a formal AMP. This would include cross checking financial	Executive Manager of Operations	Mid-2025

	estimates for replacement costs of major plant and fleet over the next 10 years which could be incorporated into the Council's 10 year financial forecast.		
Fast Track an individual AMP for Umagico Store	The Council will need to determine the future management arrangements for Umagico Shop in 2025. One of the important determinants in that decision will be what to do with the physical infrastructure (the shop building and key internal infrastructure such as fridges and freezers). For the Council to make an informed decision on the best business model for the Umagico shops, it should have up to date information about the building condition.	EM of Community Services	Early 2025
Fast Track an individual AMP for the Jardine Ferry	The Jardine River ferry is a critical piece of infrastructure for the NPA community. It is critical for access to and from the community and also has a significant financial benefit to Council as a business. The ferry is an aging piece of infrastructure operating in a marine environment and therefore has special challenges with maintenance. At some stage (currently unknown), the ferry will either need to be replaced or have a major refurbishment. The Council does not have funding set aside for this. A full condition assessment would assist the Council in determining the best path forward and to reduce risk in terms of this critical infrastructure.	EM of Community Services	Late 2025

Medium term progress

Issue	What Needs Doing	Who	When
Council housing AMP	Following the completion of the Roads AMP, the next logical asset class to have a dedicated AMP is Council buildings (housing). This will depend on future funding. The last detailed analysis was undertaken in 2013. We should also determine if the State have an asset management plan for State managed social housing or if they have any condition assessment reports relating to social housing managed by Council.	Executive Manager Building and Infrastructure	Dependent upon funding.

Improve understanding of asset renewal costs - water and sewerage	Recently adopted asset management plans (particularly water and sewerage) have focused on maintenance programs and asset condition. To assist with Council's forward financial planning, it is important to understand what major renewals or replacement of assets will be required over the next 10 years. These potential costs can then be built into a 10 year financial forecast. For the recently completed water and sewerage AMPs, we should request details from the consultants of any required major renewal or replacement of assets over the next 10 years and anticipated costs.	Executive Manager of Operations	February 2025
Improve understanding of asset renewal costs – other AMPs	As part of the process for completing each of our other AMPs, we need to ensure that included in the AMP is information about major renewals or replacements required over the next 10 years for that asset class. This will help inform the establishment of Council's 10 year financial forecast.	Asset Management Working Group.	Ongoing
Council businesses	Over the next year or so, it is likely that the Council should establish business plans for each of its business activities. This includes the airport, batching plant, service station and stores. In most of these instances, it would also make sense to have a specialist AMP that links to the business plan for that particular business (e.g. airport).	Finance Manager	2025
Supporting systems	Continue to rollout out "Mentor AMP" as Council's AMP system. This has been funded by TICA and has been well received by those parts of the organisation currently using it. With funding available under a grant to undertake staff training on the system, the Asset Management Working Group should set establish a rollout plan to implement this system in those parts of the organisation that would benefit.	Asset Management Working Group.	During 2025

Update

This roadmap should be reviewed by the Asset Management Working Group toward the end of 2025 to assess progress and then revisit priorities to ensure that the Council continues the Asset Management journey.

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Title of Report: Acceptable Request Guidelines Policy

Agenda Item: 8.8

Classification: For decision

Author; Council Advisor

Attachments 1. Proposed Acceptable Request Guidelines Policy (for adoption)
 2. Previous Acceptable Request Guidelines Policy

Officers Recommendation:

That the Council:

Note the Report and:-

- A. Repeal the previous Acceptable Request Guidelines Policy and adopt the proposed Acceptable Request Guidelines Policy as attached to the report of the Council Advisor; and
- B. Request CEO to publish the Acceptable Request Guidelines Policy to Council's website.

PURPOSE OF REPORT

The purpose of this report is to repeal the existing Acceptable Request Guidelines Policy and to adopt a new Acceptable Request Guidelines Policy. The proposed new Acceptable Request Guidelines Policy is attachment 1 to this report with the previous policy proposed to be repealed provided for the information of Council as attachment 2.

BACKGROUND AND CONTEXT

Over the last few months, our Council Advisor has been working through a number of Council policies. As previously advised to Council, most of the current governance policies required under the Local Government Act and Regulation are reasonably sound. However, a number have been identified that require updating and this report proposes a new Acceptable Request Guideline policy.

Council has recently adopted a number of updated policies as part of this review process including the following:-

- Community Grants policy
- Councillor investigation Policy and
- Administrative Action Complaints Process Policy.

The background to the review of this Acceptable Request Guidelines Policy arose from a Notice of Motion from the Division 1 Councillor to the Council meeting held on 24 September 2024 where the Council passed the following resolution:-

Resolution C10.1-24092024

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

This Acceptable Request Guidelines Policy was considered at a Councillor workshop on Friday 1 November 2024. At that time, various approaches used by different Councils were considered.

Further work has been undertaken by the Council Advisor and the updated policy is now being presented to Council for consideration and adoption.

PROPOSED NEW ACCEPTABLE REQUEST GUIDELINES POLICY

Every Council in Queensland is required to have an Acceptable Request Guidelines Policy pursuant to the provisions of the Local Government Act. Essentially, these guidelines set out how a Councillor can request advice and information from the Council.

Section 170A of the Local Government Act includes the following:-

(7) The acceptable requests guidelines are guidelines, adopted by resolution of the local government, about—

- (a) the way in which a councillor may ask a local government employee for advice to help the councillor carry out his or her responsibilities under this Act; and*
- (b) reasonable limits on requests that a councillor may make.*

NPARC has had acceptable request guidelines previously but following a review by the Council Advisor, these were identified as lacking in some key areas and it is appropriate to re-draft the guidelines for Council's consideration. A copy of the previous Acceptable Request Guidelines are attached to this report for information.

In researching the best approach, a range of Acceptable Request Guidelines for other councils were considered. Set out below are details of the other Council Acceptable Request Guidelines that were reviewed:-

TSIRC	Woorabinda	Hope Vale	Douglas
Bundaberg	Etheridge	Murweh	Livingston
Cook	Aurukun	Charters Towers	Cherbourg

An analysis of the approach undertaken by other councils shows that there are 3 basic models being used:-

1. All requests are centralised via the CEO following strict processes (typically mandated to be in writing). Other Councils that use this approach include Charters Towers, Cherbourg and Etheridge Shire Councils.
2. The Acceptable Request Guidelines specify that a request can be made by a Councillor to either the CEO or other nominated staff depending upon the nature of the request by the Councillor (often supported by a schedule specifying which staff to contact in relation to which matters). Other councils that use approach include TSIRC, Aurukun, Hope Vale, Cook, Douglas and Torres Shire Councils.
3. Councillors can make a request to any staff about any issue (less common but some Councils do use this approach, particularly where there are experienced Councillors).

The proposed approach for the Acceptable Request Guidelines follows the second of these approaches i.e. providing a broader range of staff that councillors can make requests to rather than just the CEO.

It is also important to understand that the Acceptable Request Guidelines do not prohibit staff and Councillors interacting. The guidelines recognise that in a small community, it is natural for Councillors and staff to have social interactions and to talk generally and communication between staff and Councillors is not prohibited. What the guideline seeks to do is to put structure around requests from Councillors in their capacity as an elected representative. The guidelines do, however, also recognise that Councillors are also private citizens and may have interactions with the Council in that capacity like any other resident.

Other issues covered by the Acceptable Request Guidelines include:-

- timing – requests for information or advice should be complied with within 10 working days as per the legislation (with further time available for more complex matters – up to 20 working days).
- Format of requests – unlike some other councils which mandate all requests to be in writing, it is proposed that for minor matters, verbal requests could be sufficient but for more formal matters, such request should be in writing. An example of a minor verbal request for information might be an enquiry about what day bins are collected.

The Acceptable Request Guidelines Policy is presented for Council's consideration and adoption.

PUBLISHING COUNCIL POLICIES

If the Council adopts this policy, it needs to be published to Council's website so that it is available to the public. This is both a requirement of the legislation and also good governance practice.

Policy Title	COUNCILLORS ACCEPTABLE REQUEST GUIDELINE POLICY
Policy Number	CG_006
Business Unit	EXECUTIVE
Policy Type	STATUTORY POLICY
Responsible Officer	CHIEF EXECUTIVE OFFICER
Date of Adoption	21/01/2025
Resolution Number	
Review Date	
Date Repealed	

Document History	Date	Council Resolution Number	Notes (including the prior Policy number, details of change/s, etc)
Original	30/07/2013	2.7.300713	GP_006_Acceptable_Request_Guidelines_Policy
Version 1	19/12/2023	C12.2-19122023	Update to comply with current legislation
Version 2	21/01/2025		Updated

1. POLICY SUMMARY

This policy outlines how Northern Peninsula Area Regional Council's (NPARC) Mayor, Deputy Mayor and Councillors may seek information or advice from Council employees in order to perform their responsibilities under *the Local Government Act 2009 (LGA)*. Under the provisions of *Section 170A of the LGA*, these acceptable requests guidelines outline:

- the way in which a Councillor may ask a NPARC employee for information and advice to help the Councillor carry out their responsibilities under the Act; and
- reasonable limits on requests that a Councillor may make.

The policy informs all Councillors of their obligations in dealing with Council employees and provides a framework for constructive interactions between the Mayor, Deputy Mayor, Councillors and NPARC employees.

2. POLICY OBJECTIVES

In accordance with section 170A of the Local Government Act 2009 (the Act) these guidelines provide clear direction for:

- The acceptable manner in which a councillor may ask a local government employee for information and advice to help the councillor carry out his or her responsibilities under the Act; and
- Reasonable limits on requests that a councillor may make; and
- Defines the staff members to whom councillors may make requests for information and advice.

It is recognised that Councillors and Council Employees live and work in relatively close communities where social interaction can be frequent and part of day to day living in our region. These Guidelines are not intended to constrain normal community interaction between Councillors and Council Employees and such friendly and social communication is part of living in remote communities. However, where such interaction is clearly work-related, these guidelines are intended to establish structure work related interactions.

Further, a Councillor may have interactions with the Council in their role as a resident of the Shire as well. These guidelines do not limit the ability of a Councillor to interact with the Council in their private capacity (e.g. requesting a replacement bin, paying an account etc) but the Councillor should make it clear in those circumstances that they are interacting as a private citizen, not in their Councillor role.

Similarly, if a Councillor is passing on a customer request from one of their residents, that can be lodged through the usual customer channels and will be dealt with as a request from that resident.

3. SCOPE

This policy applies to all Councillors and Council employees of NPARC.

4. RELEVANT AND RELATED LEGISLATION

The relevant provisions of the Local Government Act are:-

170A Requests for assistance or information

(1) A councillor may ask a local government employee to provide advice to assist the councillor to carry out his or her responsibilities under this Act.

(2) A councillor may, subject to any limits prescribed under a regulation, ask the chief executive officer to provide information, that the local government has access to, relating to the local government.

Example of a limit prescribed under a regulation — A regulation may prescribe the maximum cost to a local government of providing information to a councillor.

(3) If the advice or information requested under subsection (1) or (2) relates to a document, the requirement under subsection (9) to comply with the request includes a requirement to provide a copy of the document.

(4) Subsections (2) and (3) do not apply to information or a document—

(a) that is a record of the conduct tribunal; or

(b) that was a record of a former conduct review body; or

(c) if disclosure of the information or document to the councillor would be contrary to an order of a court or tribunal; or

(d) that would be privileged from production in a legal proceeding on the ground of legal professional privilege.

(5) A request of a councillor under subsection (1) or (2) is of no effect if the request does not comply with the acceptable requests guidelines.

(6) Subsection (5) does not apply to—

(a) the mayor; or

(b) the chairperson of a committee of a local government if the request relates to the role of the chairperson.

(7) The acceptable requests guidelines are guidelines, adopted by resolution of the local government, about—

(a) the way in which a councillor may ask a local government employee for advice to help the councillor carry out his or her responsibilities under this Act; and

(b) reasonable limits on requests that a councillor may make.

(8) In this section a local government employee includes a person prescribed under a regulation.

(9) The chief executive officer must comply with a request made to the chief executive officer under subsection (1) or (2)—

(a) within 10 business days after receiving the request; or

(b) if the chief executive officer reasonably believes it is not practicable to comply with the request within 10 business days—within 20 business days after receiving the request.

Maximum penalty—20 penalty units.

(10) If the chief executive officer forms the belief mentioned in subsection (9)(b), the chief executive officer must give the councillor notice about the belief and the reasons for the belief within 10 business days after receiving the request.

Other relevant legislation includes:-

- a. Code of Conduct for Councillors in Queensland
- b. Right to Information Act 2009
- c. Local Government Act 2009
- d. Local Government Regulation 2012
- e. Public Service Ethics Act 1994
- f. Public Interest Disclosure Act 2010
- g. Information Privacy Act 2009
- h. Crime and Corruption Act 2001
- i. Planning Act 2016
- j. Environmental Protection Act 1994

5. DEFINITIONS

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

- a. LGA: the Local Government Act 2009.
- b. Councillors: the Mayor, Deputy Mayor and Councillors as elected representatives of Northern Peninsula Area Regional Council.
- c. CEO: Chief Executive Officer of NPARC, including people temporarily acting in the role.
- d. NPARC Employee or Council Employee: all persons employed by NPARC on a permanent, temporary or casual basis and includes persons engaged under a contract of service, and volunteers.
- e. NPARC: Northern Regional Area Regional Council.

6. GUIDELINES FOR COUNCILLORS

A. Directions to staff

Pursuant to s170(1) of the Local Government Act 2009, the Mayor may give direction to the CEO. Such a direction must not be inconsistent with a Council resolution, or a document adopted by resolution, of the local government. No other Councillor may give a direction to the CEO.

Pursuant to s170(3) of the Local Government Act 2009, no Councillor, including the Mayor, may give a direction to any other local government employee. Contravention of this is misconduct that could result in disciplinary action being taken against a Councillor pursuant to the Local Government Act 2009.

Where a Councillor including the Mayor, attempts to give direction to an employee, the employee is not required to act on that direction and must inform the CEO of this direction, either directly or through the employee's manager.

B. Requesting information and advice

In accordance with s170A (6) of the Local Government Act 2009, the Mayor is not required to comply with these acceptable requests guidelines when seeking advice from employees or information from the CEO.

For all other Councillors, the request:-

- can be made to the CEO; or
- can be made to the employee acting in the position identified in Column 1 in the Table in Appendix 1 to these guidelines and the request is made in relation to the subject area identified in Column 2 as appropriate for that position.

Requests from Councillors:-

- will be addressed as soon as reasonably practical by the relevant employee subject to other competing work obligations.
- should usually be in writing particularly where there may be some complexity involved, but for simple matters, a request may be verbal where the relevant employee agrees that a verbal request is appropriate in the circumstances. Requests in writing to Council employee specified in appendix 1 other than the CEO must cc the CEO with the request.
- are to be in good faith and not involve the unreasonable use of Council resources, should not put pressure on Council employees in relation to their work or professional recommendations and further, should be consistent with the standards set out in the Councillor Code of Conduct.

C. Prohibited requests.

A Councillor may not request information that is: -

- not compliant with these guidelines;
- information which is a public interest disclosure under the Public Interest Disclosure Act 2010 (Qld);
- personal information under the Information Privacy Act 2009 (Qld);
- the employment records of a Council employee;
- a record of the Office of the Independent Assessor or Councillor Conduct Tribunal to the extent it is not publicly available information;
- subject to legal professional privilege;
- Confidential information under the Crime and Corruption Act 2001 (Qld)

7. GUIDELINES FOR EMPLOYEES

- Communication by employees with Councillors must be conducted in a respectful, reasonable and professional manner, in accordance with the law and Local Government Principles, and in compliance with Council's Code of Conduct.

- Employees must reasonably ensure that any information that is provided is accurate and correct and provided in a timely manner in accordance with the relevant prescribed timeframes i.e. within 10 working days of the request being made or if that is not practical in the reasonable opinion of the CEO, within 20 business days with the requesting Councillor being advised accordingly.
- If an employee is of the opinion that the request is unreasonably complex or onerous to fulfil and will significantly divert them from their regular duties, the employee shall seek advice from the CEO as soon as possible.
- No employee, other than the CEO is entitled to distribute commercial in confidence information to a Councillor.
- Employees shall inform the CEO if they believe a Councillor has behaved in a manner contrary to this policy.

8. EVALUATION AND REVIEW

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

- a. The related legislation or governing documents are amended or replaced; or
- b. Other circumstances as determined by resolution of Council or the CEO.

9. OTHER RELATED NPARC POLICIES AND DOCUMENTS

- a. Councillor Code of Conduct
- b. Employee Code of Conduct
- c. Corporate Plan 2022-2026

10. HUMAN RIGHTS COMPATABILITY STATEMENT

This policy has been assessed as compatible with the Human Rights protected under the Human Rights Act 2019.

When an individual feels that they are the subject of NPARC's failure to act compatibly with human rights, they can make a complaint directly to NPARC. These complaints will be assessed against the Human Rights Act 2019.

Kate Gallaway
CHIEF EXECUTIVE OFFICER
/ / 2025

Appendix

Position Name (Column 1)	Subject Area (Column 2)
CEO	All Matters
Executive Assistant to the CEO	Information regarding meetings and travel to attend Council business
Executive Manager of Corporate and Finance	Corporate policy, media and radio, stores and procurement, ICT, grant management, asset management, SES/RFS, coastal management and finance.
Executive Manager of Operations	Water and sewerage, roads, parks and gardens, airport, waste management, disaster management, rangers, marine facilities, civil capital works and fleet and workshop.
Executive Manager of Building and Infrastructure	Building infrastructure, building capital works, planning and development, BAS, property and facility management, social housing and batching plant.
Executive Manager of Community Services	IKC and Centrelink, sport and recreation, events, disaster relief management, home and community care, arts centre, animal control and environmental health, licenses and permits, enterprises (trading), tourism, cemeteries and funeral services.

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1. POLICY SUMMARY

This policy outlines how Northern Peninsula Area Regional Council's (NPARC) Mayor, Deputy Mayor and Councillors may give directions to and seek information or advice from Council employees in order to perform their responsibilities under *the Local Government Act 2009 (LGA)*. Under the provisions of *Section 170A(7) of the LGA*, these acceptable requests guidelines outline:

- the way in which a Councillor may ask a NPARC employee for advice to help the Councillor carry out their responsibilities under the Act; and
- reasonable limits on requests that a Councillor may make.

The policy informs all Councillors of their obligations in dealing with Council employees and provides a framework for constructive interactions between the Mayor, Deputy Mayor, Councillors and NPARC employees.

2. POLICY OBJECTIVES

The objectives of these Guidelines are to outline the way in which a Councillor may ask a NPARC employee for advice to help the Councillor carry out their responsibilities under the Act; and the limits on requests that a Councillor may make. The policy:

- sets out how directions are given to NPARC employees;
- sets out the manner in which a Councillor can request Information from a Council employee;
- sets out how information can be used by Councillors.

3. SCOPE

This policy applies to all Councillors and Council employees of NPARC.

4. POLICY STATEMENT

a. Giving directions to Council staff

- The Mayor may give a direction to the Chief Executive Officer (CEO).
- However, a direction from the Mayor to the CEO must not be given if:
 - it is inconsistent with a resolution, or a document adopted by resolution;

2. it relates to the appointment of a local government employee; or
3. it relates to disciplinary action by the CEO in relation to a local government employee; or
4. it would result in the CEO contravening a provision of the LGA.
- iii. No councillor, including the Mayor, may give a direction to any other Council employee except in accordance with NPARC's Councillor Administrative Support Staff Guidelines.
- iv. The Chief Executive Officer must:
 1. keep a record of each direction given to the CEO; and
 2. make available to the Council each direction given by the Mayor to the CEO.

b. Requests for assistance or information

- i. A councillor may, subject to any limits prescribed under a regulation, ask the CEO to provide information, that the Council has access to, relating to the local government.
- ii. If the advice or information requested under section 4b. i. . relates to a document, a copy of the document will be given.
- iii. Sections 4b. i. do not apply to information or a document:
 1. that is a record of the conduct tribunal;
 2. that was a record of a former conduct review body;
 3. if disclosure of the information or document to the councillor would be contrary to an order of a court or tribunal; or
 4. that would be privileged from production in a legal proceeding on the ground of legal professional privilege.
- iv. A request of a councillor under section 4b. i. . is of no effect if the request does not comply with the acceptable requests guidelines.
- v. Section 4b. v. does not apply to:
 1. the Mayor; or
 2. the chairperson of a committee of NPARC if the request relates to the role of the chairperson.
- vi. The CEO must comply with a request made to the CEO under subsection 4b. i.:
 1. within 10 business days after receiving the request; or
 2. if the CEO reasonably believes it is not practicable to comply with the request within 10 business days, then within 20 business days after receiving the request.
- vii. If the CEO believes it is not practicable to comply with the request within 10 business days, they must give the Councillor notice about the timeframe and the reasons for the extended timeframe within 10 business days after receiving the request.

c. Use of information by Councillors

- i. A person who is, or has been, a Councillor of NPARC must not use information that was acquired as a Councillor to:
 1. gain, directly or indirectly, a financial advantage for the person or someone else; or
 2. cause detriment to NPARC.
- ii. This does not apply to information that is lawfully available to the public.
- iii. A councillor must not release information that the councillor knows, or should reasonably know, is information that is confidential to NPARC.

d. Provision of administrative support to councillors

- i. The CEO will provide separate guidelines about the provision of administrative support by local government employees to a Councillor. These will include:
 1. when a Councillor may be provided with administrative support by a NPARC employee; and
 2. how and when a Councillor may give a direction to a NPARC employee in relation to the provision of administrative support.
- ii. It is a requirement that a Councillor may give a direction to a NPARC employee only if the direction relates directly to administrative support to be provided by the NPARC employee to the Councillor under these guidelines.

5. RELATED LEGISLATION

- a. Code of Conduct for Councillors in Queensland
- b. Right to Information Act 2009
- c. Local Government Act 2009
- d. Local Government Regulation 2012
- e. Public Service Ethics Act 1994
- f. Public Interest Disclosure Act 2010
- g. Information Privacy Act 2009
- h. Crime and Corruption Act 2001
- i. Planning Act 2016
- j. Environmental Protection Act 1994

6. DEFINITIONS

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

- a. LGA: the Local Government Act 2009.
- b. Councillors: the Mayor, Deputy Mayor and Councillors as elected representatives of Northern Peninsula Area Regional Council.
- c. CEO: Chief Executive Officer of NPARC, including people temporarily acting in the role.
- d. NPARC Employee: all persons employed by NPARC on a permanent, temporary or casual basis and includes persons engaged under a contract of service, and volunteers.
- e. NPARC: Northern Regional Area Regional Council.

7. EVALUATION AND REVIEW

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

- a. The related legislation or governing documents are amended or replaced; or
- b. Other circumstances as determined by resolution of Council or the CEO.

8. OTHER RELATED NPARC POLICIES AND DOCUMENTS

- a. Councillor Code of Conduct
- b. Employee Code of Conduct
- c. Corporate Plan 2022-2026

9. HUMAN RIGHTS COMPATABILITY STATEMENT

This policy has been assessed as compatible with the Human Rights protected under the Human Rights Act 2019.

When an individual feels that they are the subject of NPARC's failure to act compatibly with human rights, they can make a complaint directly to NPARC. These complaints will be assessed against the Human Rights Act 2019.

A handwritten signature in black ink, appearing to read "Kate Gallaway".

Kate Gallaway
CHIEF EXECUTIVE OFFICER
19/12/2023

Title of Report: December 2024 Finance Report

Agenda Item: 9.1

Classification: For Noting

Author: Finance Manager

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

Officers Recommendation:

That Council:

Note and accept the Finance Manager's Report for the period ending 31 December 2024

PURPOSE OF REPORT

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

BACKGROUND AND CONTEXT

Quick Summary

What is happening with our cash reserves? Constrained / Unconstrained

- Council officers have not received a further update from BDO since the last meeting on the unrestricted cash position – we continue to advocate that this information needs to be shared with offices to allow informed decision making. However, Council received its first payment of service charges in December which improves the cash position
- Bank Balances @ 31 December were \$25.85mil. Cash has increase by just over \$10.24mil
 - Commbank - \$2.02mil
 - QTC Fund - \$23.8mil
 - QTC WCF Fund - \$354.99
- Cash Flow is always tricky as we receive the majority of our untied grant revenue at either the beginning of the Financial Year – this includes our FA Grant, Indigenous Council Sustainability Grant and Enterprise revenue. This is why we have such a healthy cash balance. The only major sources of income for the remainder of the year are
 - Service Charge Revenue for water, sewerage and garbage (only additional small amounts will come through)

- BAS Income (which is also tracking behind at the moment)
- Towards the end of the year we might get next year Financial Assistance Grant as well as increased revenue from the Ferry and Batching Plant following the end of the wet season
- Each month we will get small amounts of income from Fees & Charges, Interest, Enterprises, Grants and other income

What areas are significantly under or over budget? What are we doing about this?

- **Employee Benefits** – We are seeing the variance in employee benefits reduce. From November to December this reduced by about \$140k and we should see costs stabilise over wet season. So far YTD we have made 11 payrolls (as they aren't evenly timed between fortnights and months). Even when this is considered, there is a slight variance in increased employee benefits of about \$500k. This has remained stable from last month and we expect to reduce over wet season
- **Service Charges** – these have started to be issued but are not paid yet. We received first payment in Dec 2024 but they need to be raised as invoices within our finance system to match the service charges issued.
- **BAS Revenue** – This is waiting further feedback from EMBI
- **Events** – It looks like we have spent a lot in events, but that is because we have run our two big events for the FY already. This will reduce over time
- **Corporate / Governance** – we went through every Cost Code and found about \$283k of incorrectly costed creditors payments. In addition there were 27 employees who were having their wages incorrectly costed to Corporate, Governance or Finance Job Costs that is being fixed. These have started to be fixed although there is further work to complete. It is expected to be completed once staff return from sick leave
- **Grants** – In our finance software, everything month we journal 1/12 of our Indigenous Sustainability Funding (\$838k). This is so it doesn't create a huge skew in income areas. The December journal is yet to be completed which is showing grant income as being behind budget.
- **Enterprise Revenue** – While most enterprises are still making a profit, overall are behind in income. While the Ferry has made 80% of projected income and the Batching plant 93% which is expected at this time of year, the remaining enterprises are behind income targets.
- **Umagico Supermarket** – the position of Umagico supermarket is continuing to deteriorate. Costs are being driven but above budget expenditure in wages, electricity, contractors and freight. Considering the reduced income being received, management needs to reduce costs to match store activity.

Are we up to date with our compliance issues? Examples – GST returns, paying super, audit etc.

- **GST Returns** – have been lodged to Sep 24. October & November 24 is now overdue and the December BAS statement is also due on 21 Jan 25.
- **Super** – super is paid automatically each pay as part of the payroll
- **Audit** – The auditors visited last month to complete the 22-23 audit. The latest update from GT is that the audit is progressing well with testing having commenced in all areas. In order to finalise, a return visit is required to complete testing dependent on physical records. We

are waiting confirmation of this visit. This has yet to be confirmed since the last council meeting.

- **Credit Card Reconciliation** – Both credit cards have been reconciled by Council Officers. These have started processing within the finance system. This is resulting in costs from last financial year showing on the current year profit and loss. We will need to be mindful of these additional costs and impacts on NPARC.

What is the trend? What does the future look like?

- Council needs to be worried about cash reserves. While they look good at the moment, they will drop very quickly over the next 6 months. We need to boost our untied funds reserve by limiting non-grant funded expenditure to emergencies and keeping to the council budget. We also need to make sure we are properly accounting for capital grant costs and not using operational funds to pay for these costs
- Overall the budget is tracking behind (-\$3.0mil). This is because we have received \$4mil less than anticipated income at Dec 2024. Some of these are accounting matters, but we also need to resolve the BAS income issue.
- Council needs to be aware that some enterprises are largely seasonal. We have essentially stopped receiving income for the Jardine Ferry and Batching Plant, but we will continue to incur costs. Most of the enterprises are in a much better position than the same time as last year except for the Umagico Supermarket and the position has deteriorated since last month. Council needs to be aware of these issues at the Umagico Supermarket and Management's plan to resolve the issue.

Overall position

Cash Flows for the month of December and YTD

In December, the bank recorded total cash inflows from external sources amounting to **\$16.5 million**. Of this, **78% (approximately \$12.9 million)** came from the Department of Housing, which included:

- **\$7.9 million** for the use of utility services
- **\$5.0 million** for capital works

Additionally, **16% of the inflows** came from the Queensland Reconstruction Authority (QRA) for capital works.

Corresponding outflows were recorded for the capital inflows during the same period.

Year-to-Date (YTD) Summary

As of the end of December, the bank has recorded a total of **\$57.8 million** in cash inflows for the council.

Revenue Overview

- As of December 2024, total revenue shows a \$4.1 million deficit YTD compared to the budget. Total expenses shows a surplus of \$1.2million YTD compared to the budget.

- It's important to note that the YTD revenue figures, when compared to the budget, do not account for the seasonal nature of council operations. The YTD budget figures are derived by dividing the annual budget evenly over 12 months, which does not reflect seasonal revenue patterns.

Looking ahead, it's anticipated that revenue from Business Enterprises will decline with the onset of the wet season. This seasonal effect should be considered in future revenue forecasts and budget planning to improve accuracy.

Expenditure Overview

1. **Materials and Services**
In December, expenditure on Materials and Services was below budget, representing approximately 47% of the council's operational expenditure, with a total YTD expenditure of \$14.9 million.
2. **Employee Benefits**
Employee benefits were above budget expectations for the 2024/25 fiscal year. This increase is attributed to:
 - Events earlier in the year affecting staffing levels
 - Budget management issues related to the PCS system

Despite the current over-expenditure, it is expected that employee benefits will align with budget targets over the long term, given the seasonal requirement for additional staff during the dry season.

3. **Depreciation**
Depreciation is now being calculated based on book value figures for the year ended 2022/2023, with an annual amount of \$12.6 million. It is anticipated that depreciation will exceed the budget for the 2024/25 financial year, subject to asset revaluation as part of the ongoing audit process.

As at year to date the Business Enterprises made a combined surplus of \$6.15k including the following:

- The Alau Supermarket has a YTD loss (\$480k).
- The Injinoo Batching Plant made a YTD Actual Surplus of \$61k.
- The Injinoo Service Station made a YTD Actual Surplus of \$130k.
- The Jardine Ferry & Roadhouse made a YTD Actual Surplus of \$829k.
- The Stores made a YTD Actual Surplus of \$73k.

Budget and Management Reporting

The half-yearly review of the 2024/25 budget is scheduled for January.

CRITICAL DATES

The external auditors are still in the process of completing the 2022/23 audit. We're hopeful that they'll conclude their work by the end of January 2025, which is a delay from the previous estimate of November 2024.



OTHER CONSIDERATIONS

As of 31st December, NPARC has \$26M in cash on hand.

- \$16.6M is restricted cash, allocated solely for specified projects.
- \$9.4M is unrestricted cash, which the council may use at its discretion.

LEGAL AND LEGISLATION CONSIDERATIONS

N/A

POLICY CONSIDERATIONS

N/A.

CORPORATE AND OPERATIONAL PLAN CONSIDERATIONS

N/A

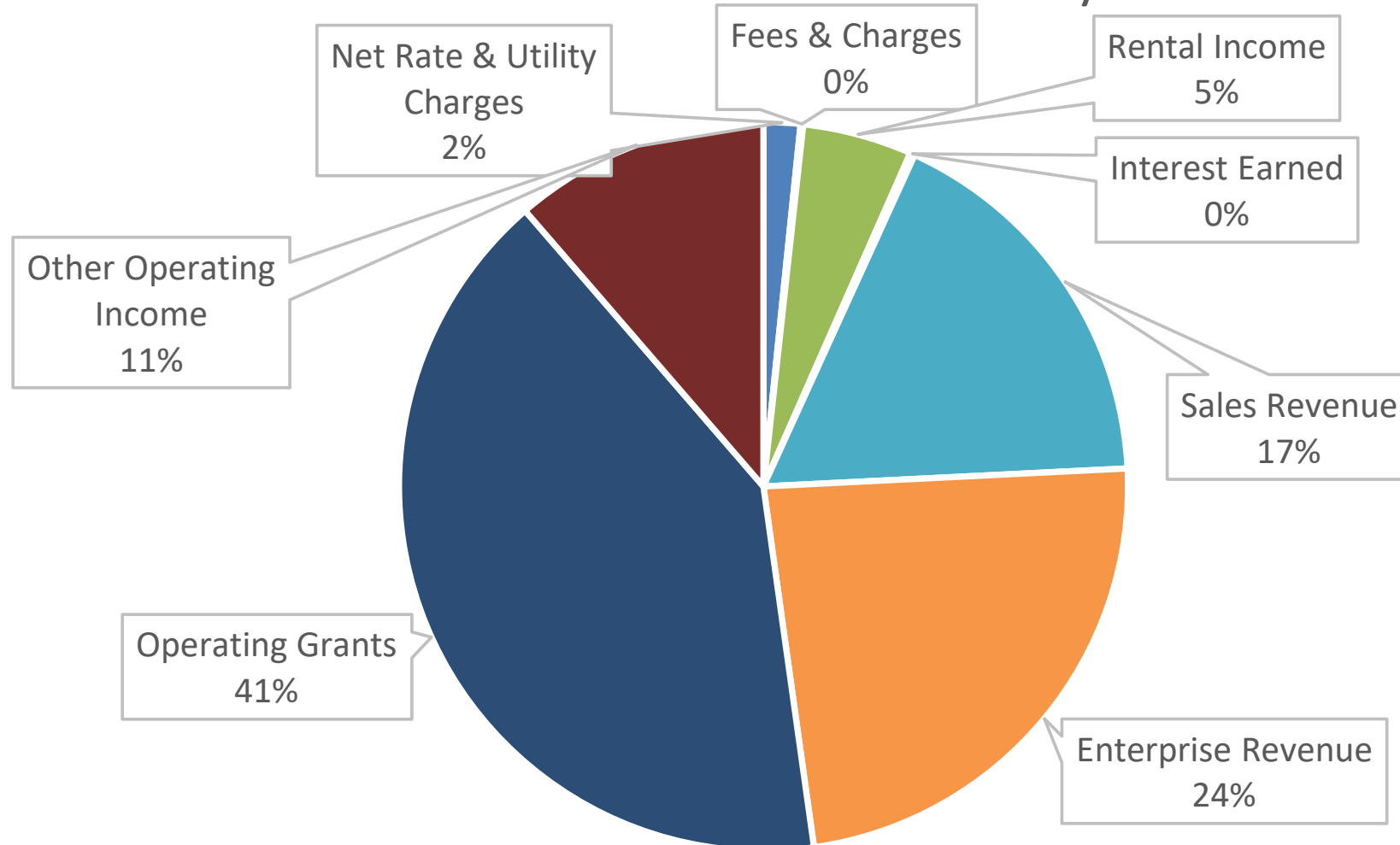
FINANCIAL AND RESOURCE CONSIDERATIONS

N/A

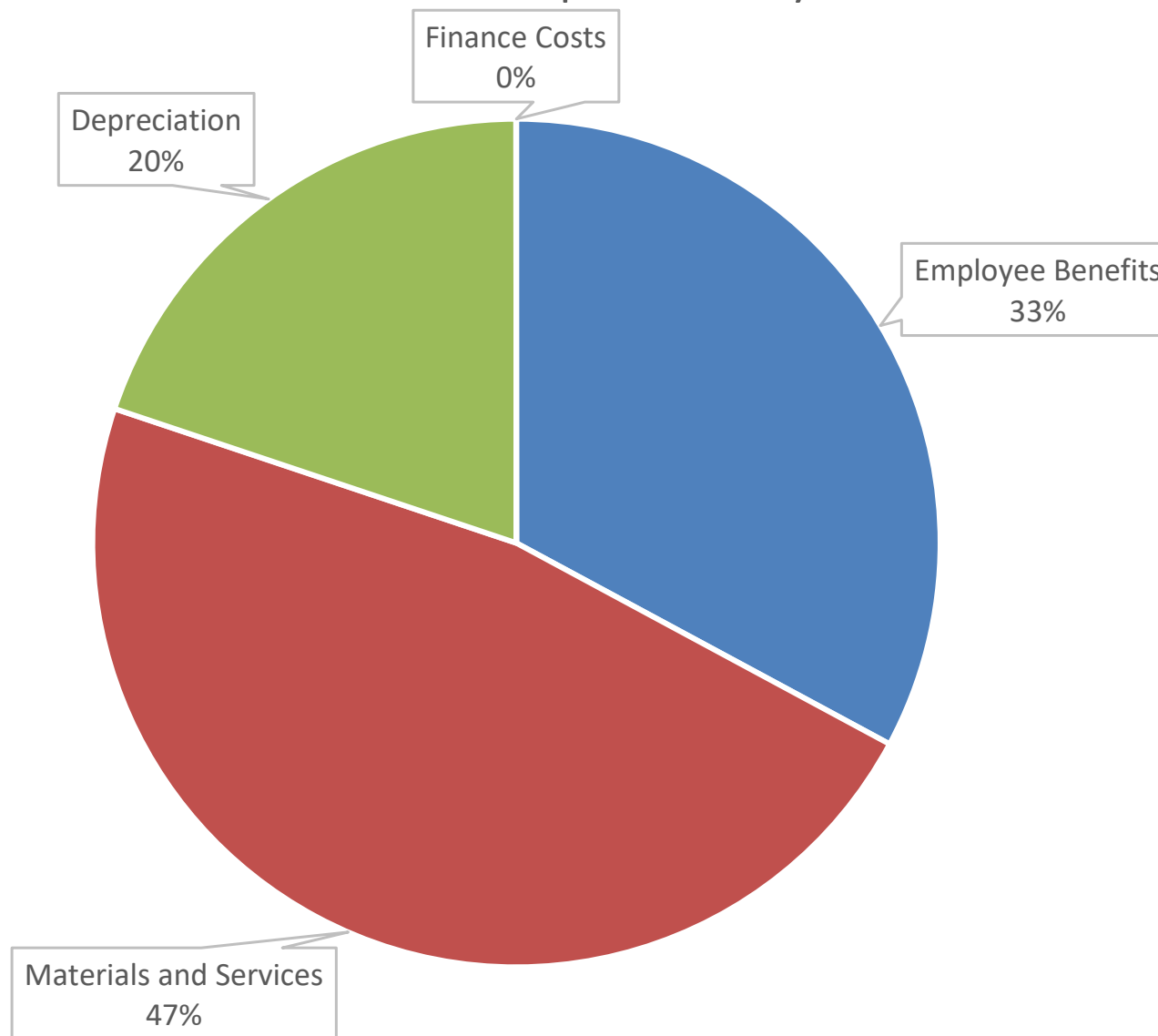
CONSULTATION

N/A.

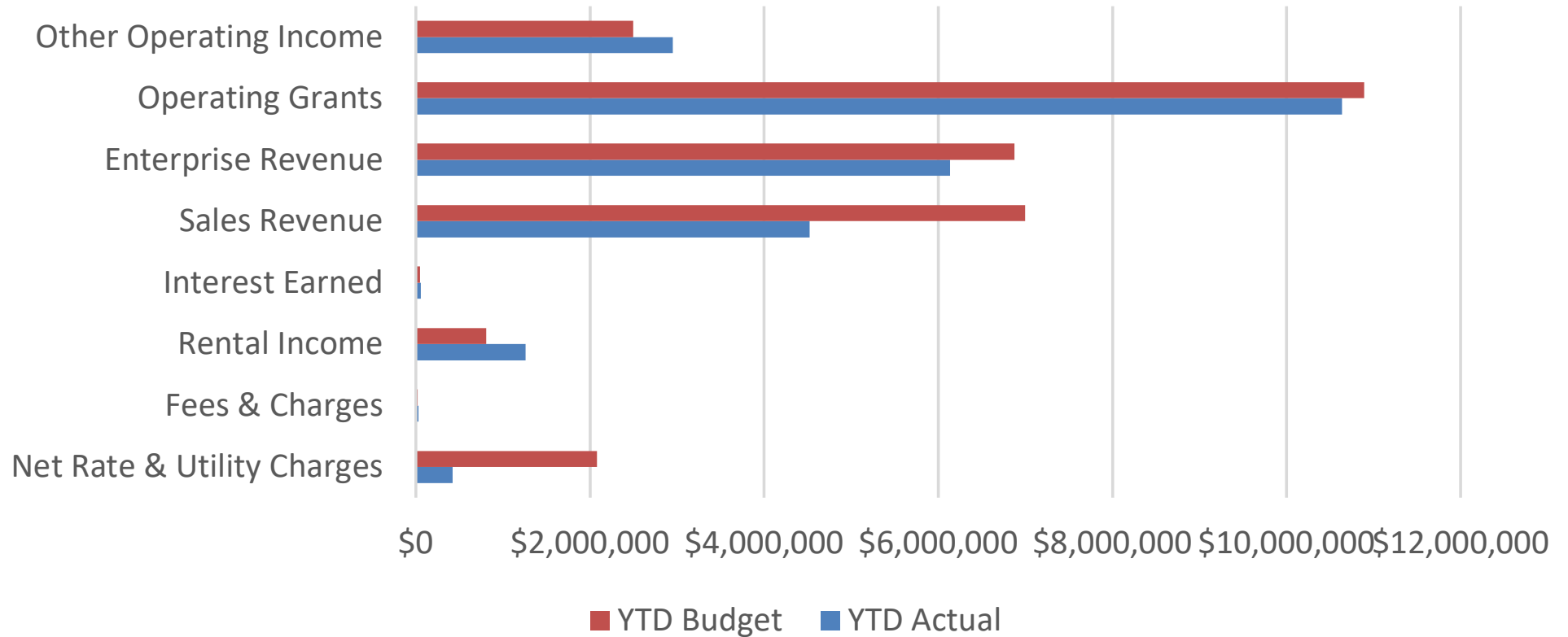
Where Council Made Money



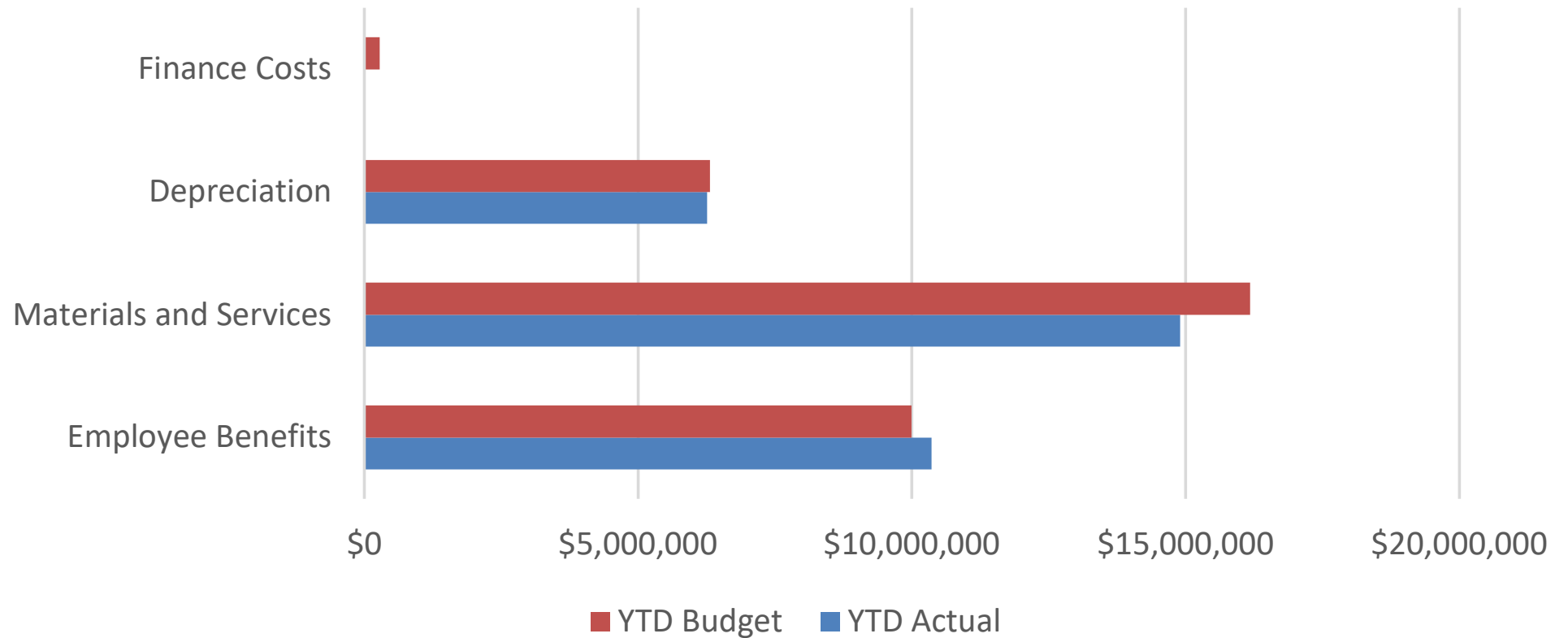
Where Council Spent Money



INCOME - YTD Actual Vs Budget



EXPENDITURE - YTD Actual vs Budget



Operating Income	YTD Actual	YTD Budget	Variance	Annual Budget
Net Rate & Utility Charges	\$424,561	\$2,079,589	-\$1,655,028	\$4,159,177
Fees & Charges	\$30,869	\$21,500	\$9,369	\$43,000
Rental Income	\$1,261,924	\$808,263	\$453,661	\$1,616,526
Interest Earned	\$56,094	\$45,000	\$11,094	\$90,000
Sales Revenue	\$4,526,426	\$6,998,621	-\$2,472,195	\$13,997,241
Enterprise Revenue	\$6,135,318	\$6,875,050	-\$739,732	\$13,750,100
Operating Grants	\$10,639,063	\$10,887,520	-\$248,456	\$21,775,040
Other Operating Income	\$2,951,373	\$2,495,620	\$455,754	\$4,991,239
TOTAL INCOME	\$26,025,627	\$30,211,161	-\$4,185,534	\$60,422,323

Operating Expenses	YTD Actual	YTD Budget	Variance	Annual Budget
Employee Benefits	\$10,358,770	\$9,992,171	-\$366,600	\$19,984,341
Materials and Services	\$14,901,043	\$16,180,358	\$1,279,315	\$32,360,716
Depreciation	\$6,257,625	\$6,312,065	\$54,440	\$12,624,129
Finance Costs	\$4,452	\$280,500	\$276,048	\$561,000
TOTAL EXPENSES	\$31,521,890	\$32,765,093	\$1,243,203	\$65,933,704

OPERATING OPERATING RESULT	-\$5,496,263	-\$2,553,932	-\$2,942,331	-\$5,511,382
OPERATING RESULT BEFORE DEPRECIATION	\$761,362	\$3,758,133	-\$2,996,771	\$7,112,747

Enterprise Breakdown

TOTAL JARDINE FERRY
 Total - INJINOO READYMIX
 Total - INJINOO SERVICE STATION
 Total - UMAGICO GENERAL STORE
 Total - STORES ADMINISTRATION
 TOTAL BUSINESS ENTERPRISES

Actual Year to Date			
Revenue	Expenses	Surplus	Profit Margin
\$ 1,507,806	\$ 678,106	\$829,699	55.0%
\$ 1,172,039	\$ 1,110,849	\$61,190	5.2%
\$ 917,474	\$ 786,635	\$130,839	14.3%
\$ 1,870,387	\$ 2,350,329	-\$479,942	-25.7%
\$ 340,266	\$ 266,672	\$73,594	21.6%
\$ 5,807,972	\$ 5,192,591	\$615,381	10.6%

Last Year to Date			
Revenue	Expenses	Surplus	Profit Margin
\$ 1,364,757	\$ 658,004	\$706,753	51.8%
\$ 672,363	\$ 1,163,475	-\$491,112	-73.0%
\$ 891,080	\$ 880,753	\$10,327	1.2%
\$ 2,008,464	\$ 2,544,017	-\$535,553	-26.7%
\$ 588,972	\$ 438,726	\$150,246	25.5%
\$ 5,525,636	\$ 5,684,975	-\$159,339	-2.9%

Department Breakdown

TOTAL WATER & SEWERAGE SERVICES
 TOTAL CORPORATE/GOVERNANCE
 TOTAL FINANCE & ADMIN
 TOTAL COMMUNITY & CULTURAL
 TOTAL OPERATIONS
 TOTAL COMMUNITY EVENTS
 TOTAL COMMUNITY AGED CARE
 TOTAL BUSINESS ENTERPRISES
 TOTAL PROPERTIES & LEASING
 TOTAL COUNCIL CONTRACTS
 TOTAL RANGERS PROGRAMS
 TOTAL SPORT & RECREATION
 TOTAL HEALTH & ENVIRONMENT

CONSOLIDATED

Budget 2025	
Revenue	Expenses
\$ 4,159,177	\$ 7,648,839
\$ 13,121,174	\$ 6,048,064
\$ 9,571,388	\$ 3,683,683
\$ 269,781	\$ 2,843,663
\$ 1,058,987	\$ 16,747,018
\$ 251,849	\$ 475,856
\$ 822,080	\$ 1,246,201
\$ 12,915,811	\$ 11,713,065
\$ 15,265,357	\$ 12,429,796
\$ 100,000	\$ 100,000
\$ 1,911,925	\$ 1,911,925
\$ 237,961	\$ 334,461
\$ 736,833	\$ 751,134
\$ 60,422,323	\$ 65,933,704

Actual Year to Date	
Revenue	Expenses
\$ 541,721	\$ 4,123,519
\$ 6,197,583	\$ 4,168,734
\$ 6,173,178	\$ 1,802,314
\$ 174,199	\$ 1,067,517
\$ 389,968	\$ 7,933,657
\$ 118,705	\$ 350,364
\$ 411,499	\$ 532,891
\$ 5,807,972	\$ 5,192,591
\$ 5,734,117	\$ 4,778,746
\$ -	\$ 5,915
\$ 26,875	\$ 984,164
\$ 119,222	\$ 136,149
\$ 333,977	\$ 445,328
\$ 26,029,017	\$ 31,521,890

% of Budget INCOME	% of Budget EXPENSES
13.0%	53.9%
47.2%	68.9%
64.5%	48.9%
64.6%	37.5%
36.8%	47.4%
47.1%	73.6%
50.1%	42.8%
45.0%	44.3%
37.6%	38.4%
0.0%	5.9%
1.4%	51.5%
50.1%	40.7%
45.3%	59.3%
43.1%	47.8%

50.0%

Northern Peninsula Area Regional Council
Statement of Cash Flows
For the period 1 July 2024 to 31 December 2024

	2024 Actual
Cash flows from operating activities:	
Receipts from customers	17,921,608
Payments to suppliers and employees	- 21,594,081
	<u>- 3,672,472</u>
Interest received	269,805
Rental income	1,276,004
Non-capital grants and contributions	23,391,804
Finance costs	- 17,950
Net cash inflow (outflow) from operating activities	<u><u>21,247,191</u></u>
Cash flows from investing activities:	
Payments for property, plant and equipment	- 11,328,280
Finance lease receipts	
Grants, subsidies, contributions and donations	13,131,236
Net cash inflow (outflow) from investing activities	<u><u>1,802,956</u></u>
Cash flows from financing activities	
Net cash inflow (outflow) from financing activities	<u><u></u></u>
Net increase (decrease) in cash and cash equivalents held	
Cash and cash equivalents at beginning of reporting period	2,998,558
Cash and cash equivalents at end of reporting period	<u><u>23,050,147</u></u>
Cash and cash equivalents at 30-September-2024	<u><u>26,048,705</u></u>

	OPENING BALANCE	Movement YTD	Closing BALANCE
CURRENT ASSETS			
CASH AND CASH EQUIVALENT	2,541,052.61	3,657,644.39	6,198,697.00
DEBTORS	2,956,188.79	1,451,938.81	4,408,127.60
STOCK ON HAND	1,005,281.46	-31,273.76	974,007.70
ACCRUALS AND PREPAYMENTS	268,891.51	-5,858,298.35	-5,589,406.84
OTHER CURRENT ASSETS	2,522,498.76	0	2,522,498.76
CURRENT ASSETS TOTAL	9,293,913.13	-779,988.91	8,513,924.22
NON CURRENT ASSETS			
AIRPORT ASSETS	11,094,531.05	414,543.99	11,509,075.04
BUILDING ASSETS	43,954,390.29	27,089.35	43,981,479.64
ROAD & DRAIN ASSETS	68,228,132.30	4,762,240.53	72,990,372.83
WATER ASSETS	50,724,881.72	373,077.71	51,097,959.43
SEWER ASSETS	24,549,249.16	0	24,549,249.16
PLANT & EQUIPMENT ASSETS	6,933,803.63	-1,413,227.37	5,520,576.26
INFRASTRUCTURE ASSETS	16,032,406.86	268,107.15	16,300,514.01
COMMUNITY HOUSING ASSETS	12,371,829.28	16,200.00	12,388,029.28
NDFA WIP	4,578,874.66	4,013,488.29	8,592,362.95
LEASED ASSETS NON CURRENT	16,982,012.04	0	16,982,012.04
Local Roads & Comm Infra (LRCI)	96,936.78	51,770.75	148,707.53
WATER OPERATIONS	310,400.00	0	310,400.00
PUBLIC TOILETS	-0.47	0	-0.47
Dept Local Govt-CNLGG	48,042.65	0	48,042.65
Local Thriving Communities funding	20,850.73	0	20,850.73
W4Q 2021-24	1,111,171.53	189,325.58	1,300,497.11
W4Q 2024-27	0	146,606.82	146,606.82
15 x 3 bed Social Houses	500,685.00	400,485.01	901,170.01
COMMUNITY SERVICES TOTAL	262,212.01	2,580.00	264,792.01
NON-CURRENT ASSETS TOTAL	257,800,409.22	9,252,287.81	267,052,697.03
TOTAL ASSETS	267,094,322.35	8,472,298.90	275,566,621.25
CURRENT LIABILITIES			
PAYABLES	2,677,732.31	-353,719.07	2,324,013.24
EMPLOYEE ENTITLEMENTS	1,116,347.59	496,595.16	1,612,942.75
OTHER LIABILITIES	11,201,015.98	0	11,201,015.98
OTHER LIABILITIES	-180.37	0	-180.37
CURRENT LIABILITIES TOTAL	14,994,915.51	142,876.09	15,137,791.60
NON CURRENT LIABILITIES TOTAL	1,664,971.14	0.00	1,664,971.14
TOTAL LIABILITIES	16,659,886.65	142,876.09	16,802,762.74
NETT ASSETS/(LIABILITIES)	250,434,435.70	8,329,422.81	258,763,858.51
EQUITY TOTAL	250,434,435.70	8,329,422.81	258,763,858.51

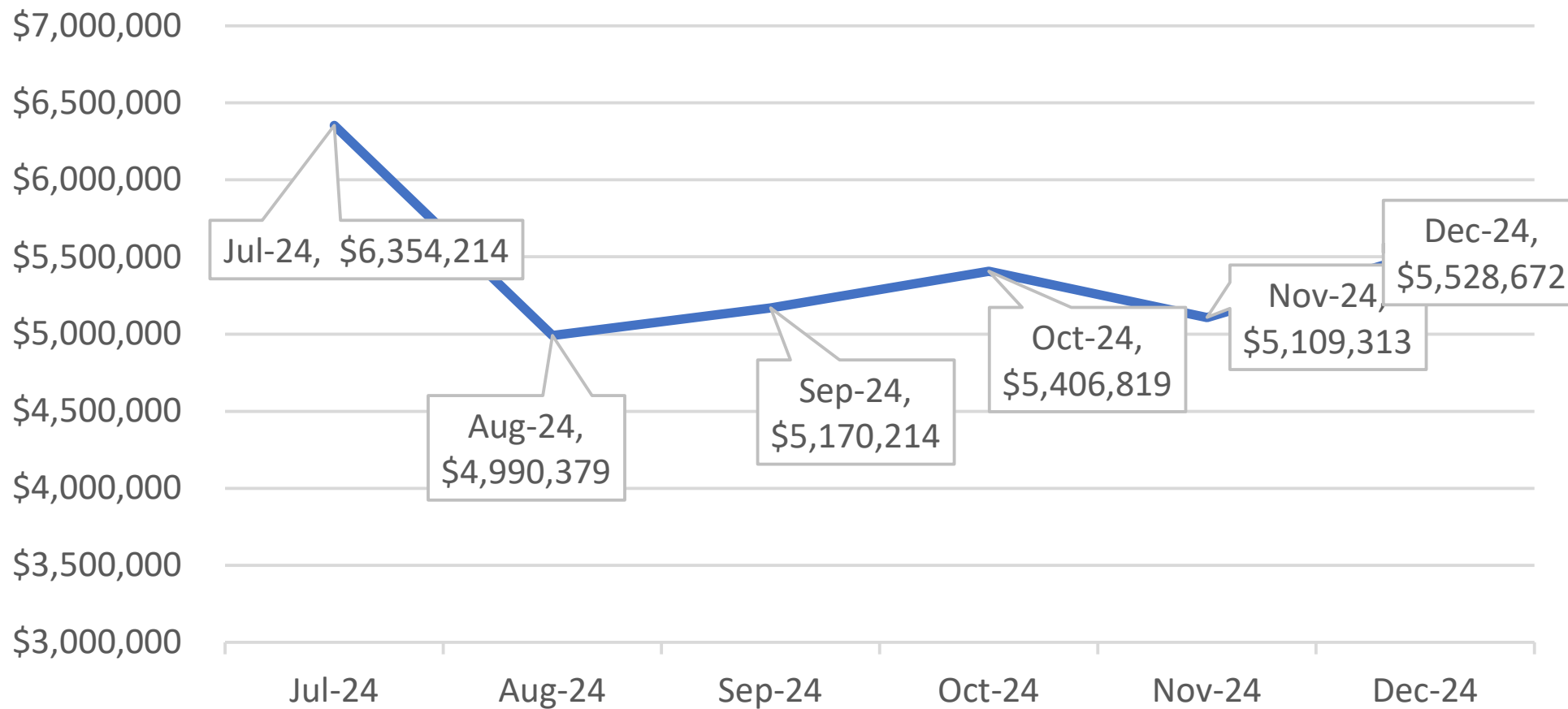
Trade Debtors

	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24
Current	\$ 338,453	\$ -	\$ 164,586	\$ 439,794	\$ 617,527	\$ 772,718
30 Days	\$ 1,573,238	\$ 644,104	\$ 688,568	\$ 376,314	\$ 338,018	\$ 483,068
60 Day	\$ 168,659	\$ 142,047	\$ 201,743	\$ 102,276	\$ 90,415	\$ 180,045
90+ Day	\$ 4,273,864	\$ 4,204,228	\$ 4,115,318	\$ 4,488,435	\$ 4,063,353	\$ 4,092,842
Total	\$ 6,354,214	\$ 4,990,379	\$ 5,170,214	\$ 5,406,819	\$ 5,109,313	\$ 5,528,672

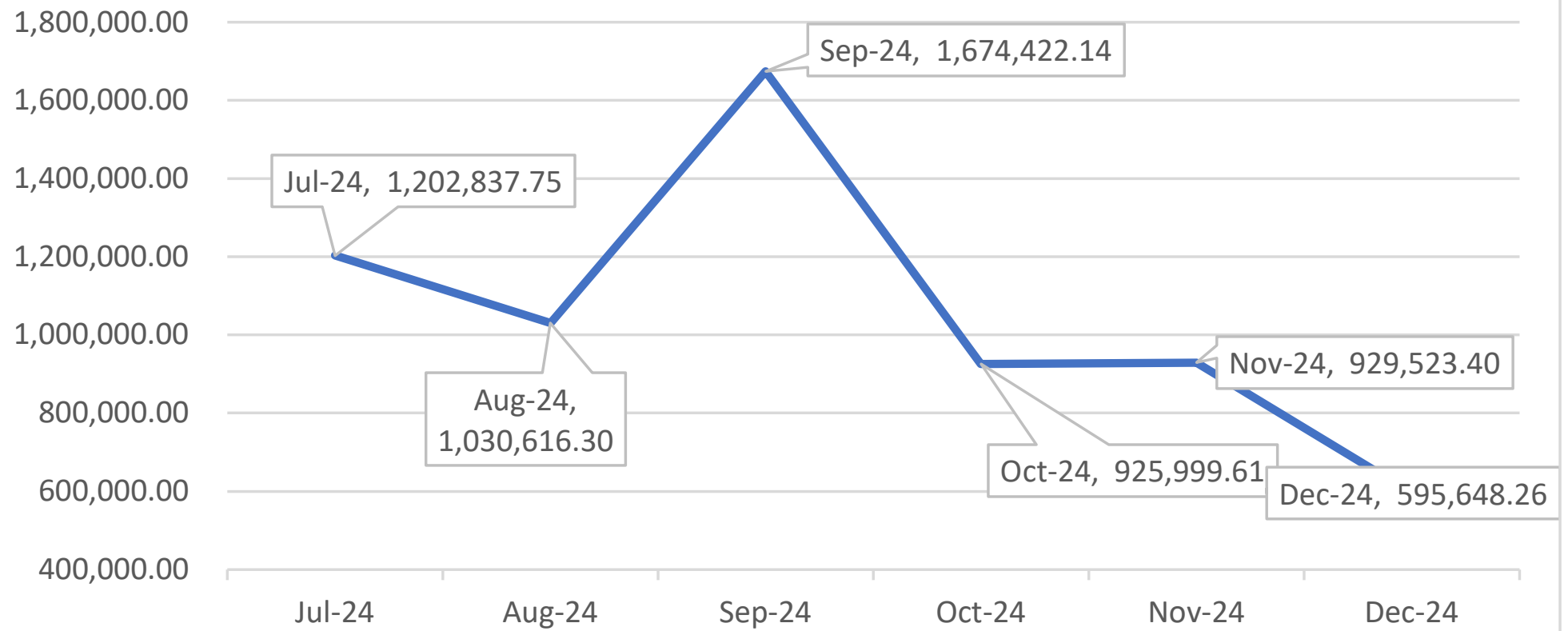
Trade Creditors

	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24
Current	\$ 349,910	\$ 997,017	\$ 10,410	\$ -	\$ 774,565	\$ 462,338
30 Days	\$ 788,737	\$ 15,440	\$ 1,398,822	\$ 868,047	\$ 124,747	\$ 97,647
60 Day	\$ 44,529	\$ 105	\$ 239,579	\$ 24,168	\$ 9,084	\$ 8,581
90+ Day	\$ 19,662	\$ 18,054	\$ 25,610	\$ 33,785	\$ 21,127	\$ 27,082
Total	1,202,837.75	1,030,616.30	1,674,422.14	925,999.61	929,523.40	595,648.26

Total Debtors



Total Creditors



Council Controlled Revenue Ratio

Council controlled Revenue is an indicator of Councils financial flexibility, ability to influence its operating income, and capacity to respond to unexpected financial shocks

A higher Council controlled revenue ratio indicates a stronger ability to generate operating revenue without relying on external sources. A lower ratio indicates that Council has limited capacity to influence its operating revenue and is more reliant on external funding sources such as operational grant funding and recoverable works contracts.

Calculation is as below

$$\frac{\text{Net Services Charges + Fees \& Charges + Rental Income} + \text{Enterprises Income}}{\text{Total Operating Revenue}}$$

For YTD 31 Dec 2024, calculation is

$$\frac{10,329,807}{31,813,823}$$

Ratio is 32.47%

Operating Surplus Ratio

The Operating Surplus Ratio gives an indication of whether Council is generating sufficient operating revenues to cover the operating expenditure. A surplus would indicate that Council is managing its finances within its funding envelope and has funds which could be made available for capital works projects or placing in reserve for future initiatives. A deficit indicates that Council is not generating sufficient revenues to cover its expenditure, and whilst this is not necessarily a problem in the short-term, over a long period it means Council has limited (or no) ability to fund capital projects without the assistance of external funding being provided

Calculation is as below

$$\frac{\text{Operating Result}}{\text{Total Operating Revenue}}$$

For YTD 31 Dec 2024, calculation is

$$\frac{8,329,423}{31,813,823}$$

Ratio is 26.18%

Operating Cash Ratio

The Operating Cash Ratio indicates whether a council is generating sufficient cash to cover its operating expenditure less the non-cash based expenditure such as Depreciation and amortisation. A positive cash ratio indicates that Council is generating surplus cash from its operations which could be used for capital works requirements. A negative cash ratio indicates that Council may face future potential liquidity issues as insufficient cash is being generated to pay for expenditure

Calculation is as below

$$\frac{\text{Operating Result + Depreciation + Finance Costs}}{\text{Total Operating Revenue}}$$

For YTD 31 Dec 2024, calculation is

$$\frac{10,219,743}{31,813,823}$$

Ratio is 32.12%

Unrestricted Cash Expense Cover Ratio

This Ratio indicates the proportion of Councils cash held which is not constrained by internal policies or external party obligations and can be used to meet ongoing expenses and emergent financial demands. It is an indicator of solvency/potential for insolvency. It represents the number of months Council could continue to operate at current monthly expenditure levels. A higher Ratio indicates Council has the ability to contribute to future planned/unplanned expenditures, whereas a lower Ratio indicates Council would have limited ability to meet any unexpected financial shocks.

Calculation is as below

$$\frac{\text{Total Cash \& Equivalents + Investments less Externally restricted cash}}{\text{Total Operating Expenditure less Depreciation less Finance Costs}}$$

For YTD 31 Dec 2024, calculation is

$$\frac{9,400,000}{21,594,081}$$

Ratio is **43.53%**



AGENDA ITEM 9.2
ORDINARY COUNCIL MEETING #10
Tuesday 21st January 2025
BAMAGA BOARDROOM

9.2 Update from Financial Controller



AGENDA ITEM 10
ORDINARY COUNCIL MEETING #10
Tuesday 21st January 2025
BAMAGA BOARDROOM

10. Mayor Verbal Report



Title of Report: CEO Report

Agenda Item: 11

Classification: For Noting

Author Chief Executive Officer

Attachments Capital project list (tabled)

HR Manager Report

Public notice – non regulated dogs

Public notice - regulated dogs

Officers Recommendation:

That Council:

- Note the Report

PURPOSE OF REPORT

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

CORPORATE PLANNING & GOVERNANCE

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

Council Workshop

Thank you to those councillors that attended the council workshop on the 7th January. A friendly reminder of the action to read the information of the Divestment Policy and associated attachments to enable fuller discussions at our next Council Workshop.

2025 Corporate Planning Cycle

While it might just seem like Council reviewed its Corporate Plan and adopted a budget and operational plan, work will commence for the 2025-26 operational plan and budget very shortly. Council does maintain a list of capital works projects following requests from Councillors and operations. This list is tabled with this report. Currently about \$2.98 mil of these have been funded. There remains approximately \$13.8mil of unfunded capital works projects. While projects can be added to these lists, it will be an ongoing process of seeking funds (outside of W4Q) to identify these projects. So far, there have been some operational priorities identified by council including Economic Development, Media and Events. We do have a defined operational budget which has a clear path to financial sustainability and building cash reserves. Without attracting additional untied funding sources, Council will need to consider areas of reduction to support these and any other additional aspirations.

KEY PROJECT UPDATES

AMP Review

CEO to provide verbal update following meeting on 17/01/2025.

Councillors Training Skills Assessment

This work is progressing well. It is anticipated to begin meeting with Councillors in early February to commence developing the skills matrix to inform future training plans. This will be key as part of our 2025-26 budget planning.

HUMAN RESOURCES

HR Manager report is attached to this report.

UPCOMING MEETINGS & VISITS

The following upcoming visits and meetings are scheduled.

Date	Time	Purpose	Venue
22/01/2025	10am to 5pm	Trustees Meeting	Bamaga Boardroom
27/01/2025	All day	Australia Day Public Holiday	
04/02/2025	All day	Deputations	Bamaga Boardroom
04/02/2025	5.30pm to 7pm	Seisia Town Hall	Seisia Hall
11/02/2025	1pm to 5pm	Council Workshop*	Bamaga Boardroom
12/02/2025	12pm to 2pm	Technical Working Group	Bamaga Boardroom
12/02/2025	3pm to 4.30pm	Injinoo Meet and Greet	TBC
17/02/2025	2pm to 3.30pm	Public Health Plan Briefing	Bamaga Boardroom
25/02/2025	9am to 5pm	Council Meeting	Injinoo Boardroom

Council Workshop

David Kempton has indicated he may visit NPA on 11 February to coincide with the Council Workshop and follow up on water security issues at the end of 2024. Once this is confirmed, a pre-meeting will be organised to determine other priorities for the visit.

ADMINISTRATION

There has not been many Snap Send Solve reports over the Christmas break. These are being resolved with feedback provided to the reporter.

Skytrans has requested review of the current Booking Agreement. This identified that NPARC has not been charging its commission on ticket sales and this is currently being resolved with Skytrans. Once this is resolved, it will be tabled at the next Council Meeting.

Skytrans has recently upgraded its booking software that allows data to be compiled. As shown below, there are high numbers of agency bookings being made by NPARC staff over the past 6 months, average of 404 per month.

July - 402
 August 573
 September - 365
 October – 495
 November – 355
 December - 234

REGULATORY SERVICES

Safer Dog Laws

In April 2024, legislation was passed to institute tougher dangers dog laws. The new laws mean irresponsible owners of dogs that attack and cause serious injury or death can now face jail terms.

The key changes will include:

- Maximum fines for failure to take reasonable steps to ensure a dog does not attack to double to more than \$92,000;
- Maximum fines up to \$108,000 and up to three years jail for the owner of a dog that kills or seriously injures a person; and
- Bans on five dog breeds, Dogo Argentino, Fila Brasileiro, Japanese Tosa, American pit bull terrier or pit bull terrier, and the Perro de Presa Canario or Presa Canario.

As part of these new Laws, public notices were issued prior to Christmas. Animal Management staff have been visiting homes to provide dog owners copies of these notices to ensure they are aware of their new obligations.

2023-24 Local Government Activities under the Food Act 2006

For the information of Council. The local government report for 2023-24 has been released on the 13 January 2025. This showed the following information for the NPA

Licenced food businesses	14
Food business licence applications received	14
Food business licence applications processed	14
Food businesses with a food safety supervisor	2
Food businesses that require a food safety program	5
Routine inspections	7
Food complaints	1
Food complaint inspections	1
Licences voluntarily surrendered	1

NPARC Environmental Health Plan

A total of 254 people participated in the events held from December 2nd to 5th December regarding the NPARC Environmental Health Plan. The top 3 priorities identified were

- Domestic Animal Management and Veterinary Program
- Safe Drinking Water
- Healthy Housing (hygienic living environments)

Public Health will be meeting with council on the 17th February to discuss the breakdown by community as well as the draft NPARC Environmental Health Plan.



Northern Peninsula Area Regional Council

PO Box 200, Bamaga, Qld 4876

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ABN: 27 853 926 592

Enquiries: HR Manager

Phone: 07 4048 6613

Email: hrmanager@nparc.qld.gov.au

HR Monthly Report

Author: Leonie Ishmail - HR Manager

Authorizer: Kate Gallaway – CEO

Attachments: 0

Purpose of Report: HR Monthly Report – January 2025

Team:

Leonie Ishmail – HR Manager

Joyce Soki - HR Advisor

Seaniqua Unwin – HR Admin Support

Michael Madeley – WHS Coordinator

Dale Salee – WHS Trainee

Human Resources

1. Employment Outlook

Current number of employees -

- Full Time – 148
- Part Time –10
- Casual – 109

Resignation/Terminations

- None to report

Name of Employee	Position	Department

Upcoming Training

- No training to report.

2. Recruitment

Positions Advertised:

Position	Status
Sports and Recreation Coordinator	On hold 2025 – difficulties attracting suitable applicants
Sports and Recreation Officer	On hold 2025 – difficulties attracting suitable applicants
Events Coordinator	On hold 2025 – difficulties attracting suitable applicants
Events Officer	On hold 2025 – difficulties attracting suitable applicants

New Appointments

<u>Position</u>	<u>Status</u>
Ujuaney Amey Nevil	Customer Service Officer
Alexander Agie	Water and Sewerage Laborer
Gavin Herbst	Casual Finance Accountant

NPARC Apprenticeship and Traineeships.

- Department of Employment, Small Business and Training has allocated two positions to NPARC following out bidding process for the 2024 first start program. NPARC has been allocated 1 x apprenticeship and 1 x traineeship these positions have been awarded to Building and Infrastructure and HR Department. – **Recruitment to the positions will be advertised in January 2025, update in next report. – Ongoing**
- Department of housing has allocated funding for 10 trainees under the First Nations Workforce pathways Program to be engaged in the Cert II in Indigenous Housing Repairs and Maintenance Traineeship – Recruitment process in discussion with Building manger.

Work Health & Safety

Staffing

- None to report

Incidents

- No incidents to report.

Induction

- No induction conducted.

Training

- No training to report.

Toolbox Meeting

- No toolbox to report

Workcover cases

- 1 employee under Workcover – **Ongoing**.

Rehabilitation And Return to Work Co-ordinator:

- 1 Workcover currently ongoing, employee is on light duties in another department.

Site Inspection

- None to report.

Complaints received:

- No complaints received.

Safety Awareness Bulletins sent out:

- T5 Confined Space Safety.
- Communication issues
- Wearing Correct Footwear
- Christmas Safety

Other Works

- Continual update of Safeplan system. – **Ongoing**
- Training Matrix – **Ongoing**

Positives

- None to Report

Concerns for Improvement

- Chemical identification and SDS recording – Chemwatch: **Ongoing**
- Training for Psychosocial Management is desperately needed. – Ongoing, researching suitable training for 2025.



PUBLIC NOTICE

NON-REGULATED DOG OWNERS

Northern Peninsula Area Regional Council would like to inform you about changes to the *Animal Management (Cats and Dogs) Act 2008* ("ACT") that will impact your ongoing dog ownership. These amendments enhance animal welfare and public safety by implementing stricter penalties for non-compliance with conditions of keeping a dog.

As of 31 July 2024, key changes for dog owners include:

- On-the-spot fines: \$806 for **not keeping a dog under effective control in a public place**.
- Increased penalties: up to **\$112,910** for the most serious dog attack offences, including the option of **imprisonment** for up to **(3) years** where a **person encourages a dog to attack**, which results in death or grievous bodily harm to a person.

As of 28 August 2024, key changes for dog owners include:

- Local governments can now clarify when an authorised person must or may make a destruction order for a dog.

Five New Prohibited Dog Breeds:

- Dogo Argentino
- Fila Brasileiro
- Japanese Tosa
- American Pit Bull Terrier / Pit Bull Terrier
- Perro de Presa Canario / Presa Canari

Thank you for your attention to this important matter. We appreciate your cooperation for a safer community.

More information: <https://www.nparc.qld.gov.au/animal-control> - contact: Ronald Williams, NPARC Regulatory Manager, e: ronald.williams@nparc.qld.gov.au - t: 0456 961 350.

Issued 24 December 2024 - Kate Gallaway, NPARC Chief Executive Officer



PUBLIC NOTICE

REGULATED DOG OWNERS

Northern Peninsula Area Regional Council would like to inform you about changes to the *Animal Management (Cats and Dogs) Act 2008* ("ACT") that will impact your ongoing dog ownership. These amendments enhance animal welfare and public safety by implementing stricter penalties for non-compliance with conditions of keeping a dog.

As of 31 July 2024, key changes for dog owners include:

- **On-the-spot fines: \$1,613** for not keeping a **regulated dog** under effective control in a public place.
- **Increased penalty** with on-the-spot fines: **\$2,419** for failing to comply with the permit conditions for owning a regulated dog.
- **Increased penalties:** up to **\$112,910** for the **most serious dog attack** offences, including the option of **imprisonment** for up to **three (3) years** where a person allows or encourages a dog to attack, which results in **death or grievous bodily harm** to a **person**.

As of 28 August 2024, key changes include:

- **Any regulated dog** to seriously attack a person, or another animal, **must be subject to a destruction order**.
- **New maximum penalties** for court proceedings have been introduced - where a regulated dog is involved in an attack on a person or other animal - penalties range from **\$32,260 to \$96,780**.
- **On-the-spot fine: \$3,226** when regulated dog attacks and wounds another animal in a public place.

Permit conditions outlined under Schedule 1 of the ACT include:

- mandatory microchipping for all regulated dogs.
- wearing of a distinctive red and yellow striped collar.
- a public notice sign at the entry to the property.
- mandatory de-sexing (dangerous dogs only).
- muzzling in public places (dangerous dogs only).
- an approved enclosure is required for both declared menacing and dangerous dogs. The dog must, unless there is a reasonable excuse, be usually kept in the enclosure.

More information: <https://www.nparc.qld.gov.au/animal-control> - contact: Ronald Williams, NPARC Regulatory Manager, e: ronald.williams@nparc.qld.gov.au - t: 0456 961 350.

Issued 24 December 2024 - Kate Gallaway, NPARC Chief Executive Officer



AGENDA ITEM 12
ORDINARY COUNCIL MEETING #10
Tuesday 21st January 2025
BAMAGA BOARDROOM

12. Presentation from Advisor

Title of Report: December Operations Information Report

Agenda Item: 13.1

Classification: For information

Author Executive Manager, Operations

Attachments Nil

Officers Recommendation:

That Council:

Note the Report

PURPOSE OF REPORT

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

BACKGROUND AND CONTEXT

Capital Projects Update

Robert Bottger (Project Manager - Roads)

1. Umagico to Bamaga Cycleway

- Works commenced in mid-November to install the Nona Crk bridge and relocate existing bridges in Umagico.
- Transport of Nona Creek bridge from Cairns to Bamaga

Forecast Activities Next Month

- Installation of Nona Creek bridge (adjacent floodway)
- Relocation of bridges in Umagico to align with Mara Street

2. Bamaga to Seisia Cycleway

- 100% design submission was issued to TMR on 31/10/2024.
- A meeting was held with TMR on 28 November between Council, Aurecon, and TMR to discuss review comments. All Sections have been endorsed and approved by TMR.
- Acquittal reports have been issued along with the final Invoices to TMR.

Forecast Activities Next Month

- Project to be closed out.

3. NP1 – Ferry Road Southern Approach

- The southern section of road failed and became unpassable, the Contractor was required to remove recently laid pavement to reinstate access. This section will need to be remediated when the weather improves.

- Contractor is currently behind program and has applied for an extension of time through to 30 June 2025 to allow works to be completed between wet season activity. Contractor still needs to complete the following:
 - Pavement and earthworks (~2km)
 - Table drains
 - Sealing works (~40% of 1st coat, and 90% 2nd coat)
 - Pavement stabilisation at floodways
 - Signage and linemarking
 - Culvert installation
- Traffic management is in place over the project extents.
- The Contractor is currently off site, a meeting is scheduled with the Contractor and Aurecon for 15 January to confirm delivery program.

Forecast Activities Next Month

- Pavement works, concrete works, culvert installation, stabilisation works, sealing (weather permitting).

4. NP2 – Ferry Road Northern Approach

- Aurecon has been engaged to commence preparing the tender documentation including the recreation of the design model to confirm project quantities.
- The design model has been recreated and tender documents are currently being prepared.
- Council is targeting advertising the project in February 2025 to allow engagement of a Contractor to occur prior to the beginning of the dry season.

Forecast Activities Next Month

- Tender documentation to be prepared ready for Council review.

5. Environmental Management Register – Removal of Lot 7

- A Preliminary Site Investigation Report has been prepared and was discussed with Gus Yates. Council supported the report which was issued to the Contaminated Land Auditor (CLA) for review.
- CLA reviewed the report and had some comments on the proposed environmental sampling requirements. Aurecon engaged directly with the CLA and negotiated the removal of wells from the requirements.
- Aurecon is currently preparing a variation to cover services to undertake environmental sampling and reporting.

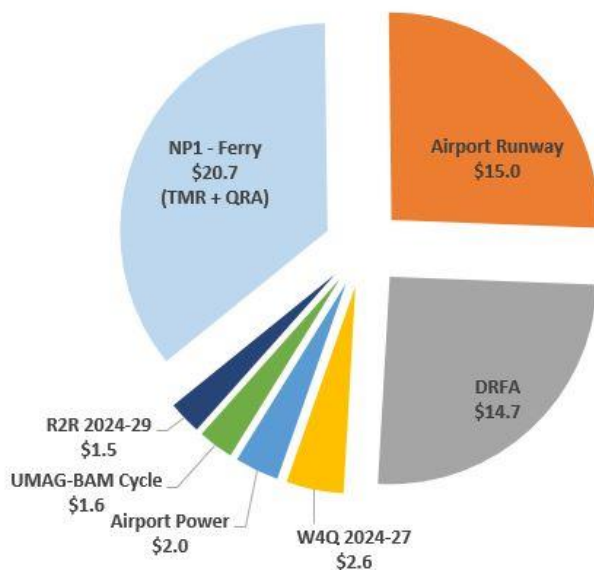
6. Grant Applications

- Council has submitted grant applications (on 16 August) under the Housing Support Program – Community Enabling Infrastructure scheme for the following project:
 - Bamaga 20 Lot Social Housing Development
 - Subject to media release in Cairns Post on Tuesday 7th January
 - Umagico 9 Lot Social Housing Development, Stage 3 – Mooka St
 - New Mapoon Social Housing Development – Langie Draha St Upgrade
 - Seisia 32 Lot Residential Development
 - Subject to media release in Cairns Post on Tuesday 7th January

- Council submitted an application under the Safer Local Road Infrastructure Program (SLRIP) for the following project:
 - Injinoo Back Road Section 2 (south of Muttee Heads turn off)
 - Design works completed and estimate prepared
 - Application seeks funding for construction of this section of road (~4km)
 - Application was submitted 30 September
- Council submitted a grant application under TMR's 2025 Cycle Network Local Government Grants Program on 30th September
 - Application is for funding to construct the New Mapoon to Seisia Cycleway, currently under design.
- An NPARC Access Road strategy was prepared at the request of TMR to support TMR's funding allocation request for the next stage of the Cape Access Roads Program (Stage 3) program. This was submitted 28 October 2024.

The below Pie Chart demonstrates grant funding for 2024-25 financial year.

Capital Works 2024-25 Grants (58.1M)



7. 2023 REPA Town Streets (3105-4810)

- New Mapoon Designs to be completed and reviewed by PM ready for Tender process. Survey of Injinoo and Umagico is 100%, design of these Communities in underway. Bamaga survey is progressing.
- **Forecast activities next month**
 - Purchase more Principal Supplied reinforcement.
 - Tender remainder of the town street package over the coming months.

8. 2023-24 TC Jasper - Emergency Works (3105-4811)

- Claim for \$545,000 fully approved by QRA, Payment received, offset against other cash Advances.

9. 2023-24 TC Jasper – Major Roads (3105-4812)

- All works completed. Finalising Gravel Pit Dockets and commencing acquittal of program

10. 2023-24 TC Jasper – Minor Roads (3105-4813)

- All works completed. Finalising Gravel Pit Dockets and commencing acquittal of program

11. 2022-23 QRRRF (QRA) Airport Power Line (3105-4850)

- This project is jointly funded with ATSI TIDS contributing \$439.5K and QRA providing an additional 1.63M. Total project value \$2.05M.
- Ergon has completed the design phase. Ergon is finalising the Environmental Approval with the State Govt to enable the roadside tree clearing to occur. It is anticipated that construction will be completed by the end of June 2025.
- Connection scope from the Ergon Pillar Box to all the current facilities at the airport including the terminal, strip lighting, fuel, house, generator, etc.

Forecast Activities Next Month

- Finalise engagement of preferred supplier for the Terminal Electrical Upgrade Contract.

12. Sebasio Street Powerline Upgrade

- Expecting new poles to be delivered before works commence in the first half of 2025.

13. W4Q 24 – 27 Project updates Update

- Strategic Planning Projects \$520,000.00
 - This project will deliver planning projects that support strategic planning for:
 - a) Future industrial and commercial areas across the communities of the NPA
 - b) Cemetery expansion/renewals across Injinoo, Umagico, Bamaga & New Mapoon.
 - c) Open parks and space strategy for whole of NPA –inform and guide future investment in parks and recreation spaces across five communities.
 - d) Rodeo grounds – community consultation, concept design and precinct planning for future new facility for Rodeo events.
 - e) Local Waste Strategy – to tailor regional strategy to local needs.
 - Asset condition assessment reports to inform the ongoing development asset management for council. (MENTOR APM)
 - Proposed commencement is March 2025 with an estimated completion by mid-2026
 - External specialist consultants will be engaged via Local buy to undertake these planning projects on Councils behalf.
 - Given the fixed budget and breadth of the above scope deliverables will need to be prioritised to ensure the budget is not exceeded.
- Jardine River Vessel Upgrade \$350,000.00
 - Aurecon has been approached to assist operations with managing an tender process to engage a suitably qualified contractor to undertake the repairs.

Parks & Gardens

A focus on a prewet season cleanup of public areas, Council offices and facilities throughout out the five communities during December.

Works

Roads

Removed sand from the Seisia barge ramp for Seaswift to delivery general freight by Barge..

Commenced works on Cody creek culvert, Cody creek works scheduled to be completed in January weather permitting.

Solid Waste

Normal operational have been completed with minimal disruption. Contractors and Roads crew were used to transfer waste streams out to the landfill as required.

Skip bin services continue to businesses and to support community when requested.

Kerbside collections have been occurring as per schedule, with mechanical faults on the kerbside units repaired by the workshop staff as required. A replacement lift arm supplied by the Truck supplier has been fitted to the Bandit during December.

Two new staff have commenced at the transfer station allowing waste staff to transfer waste streams to the landfill.

Wastewater

Scheduled servicing and maintenance activities have been undertaken at the seven pump stations and three lagoons. Contractors have been engaged to assist where necessary.

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

Improvement to the Bamaga sewer rake screen filter have been completed by the team during December.

Minor blockages and overflows occurred due clothing finding its way into the pipes.

Works are progressing at the Seisia sewer pump station near the community hall, these works are being delivered by Top End Plumbing and project managed by State officers utilising ICCIP funds.

Water

The month of December brought some relief to the water treatment with the start of the wet season significantly reducing the consumption. All community reservoirs are full and the sprinkler ban signs have been removed. This has allowed for some plant shutdowns to occur to be able to catch up on planned maintenance works. The replacement of pumps and some minor leaks around the plant have been completed. The next few months will see more maintenance tasks being completed while downtime can be afforded with the reduction in consumption. One of these maintenance tasks will be the servicing of all fire hydrants within the NPA, these will require some small water outages during this process. The recently repaired Jardine river pumps are performing well and arrangements are being made to send the failed pump and motors away for refurbishment.

Rainfall in Bamaga was recorded at 148mm, which is below the average, recorded for December of 184.8mm.

The total water production (filtrate) volume for Bamaga WTP for the month was 1,267.43 ML, averaging 4,224.77 ML/day.

Membrane PDT results for Trains A and B remain at 8 and 12, respectively. These results are being monitored as we have seen a slight increase this month. All equipment, including but not limited to the replacement membranes and paddle blinds, is onsite. Veolia will continue monitoring and tracking PDT results and the condition of the current membranes to determine the replacement date and mobilise any additional personnel and spare tools to expedite the replacement process.

Veolia has been working with the State Government on the proposed WTP CMF Upgrade, facilitating funding efforts supplying all necessary supportive material and information. Further discussions have been held with identified stakeholders, with some additional information requested.

A warranty issue has been identified with the number 2 compressor and we are currently working with Atlas Copco to rectify the issue. Replacement parts have been dispatched. These parts arrived onsite and have now been installed.

A water leak has been identified from the clear water tank and reported to the state as this will be a warranty issue. Raven tanks placed their drone the tank to try identify the leak and have given their findings to the state.

12 residential leaks were inspected and handed over to NPARC.

2 commercial leaks were inspected and handed over to NPARC.

0 mains leaks were identified and repaired.

There were 0 new service requests and 0 new service installations completed in the period.

There were 0 OHS incidents, 0 environmental incidents.

Workshop

Summary of works carried out during December:

- 2 x Kubota Slasher – Tyres.
- CAT Grader – Rear Main Seal – Big job, will have to plan this in at the end of the season.
- Replacing diff centre on Dual Cab Hilux

SUMMARY OF COMPLETED JOBS			
SERVICE – PM	BREAKDOWN	SMALL PLANT	TYRES
2	3	6	4

Monthly stocktake scheduled for the end of January.

Four of the eight positions within the workshop structure have been on various forms of leave during December.

Dwayne Nona resigned in late December, recruitment for a replacement will commence in January.

Rangers

Daily operational tasks completed in December.

- Vehicle checks
- Safety Toolbox & take 5
- Ranger Vessel washdown & parked in shed before Xmas break
- ATV washdown
- Ride-on washdown
- Shed and yard clean-up
- Road Checks & road clearing
- Cleaning of amenities block Somerset
- Check swimming areas if it's clean and put more rubbish disposal signs up
- Tangaroa Blue beach clean-up
- Biosecurity Fee for Service - (all biosecurity activity is submitted to biosecurity through their Top Watch app)
- Croc sightings in and around our coastal areas
- Rangers supplied firewood to cooking areas for sorry business in Bamaga (firewood picked up during road cleaning)
- Had rangers on call during Christmas break but only had two call out for small fallen tree on Somerset road, croc sightings and awareness around crocs and jellyfish just to remind families to be careful.
- New warning signs installed from Injinoo to Seisia for jellyfish, crocodile, submerge objects and swimming not advised (signs were ordered by community services)

Airport

The NPA airport has remained operational through December.

Sales figures for December are as follows:

Sale item	Monthly Totals	Comments
Jet A-1 litres	18,227	
Jet A-1 sales	\$49,212.90	
Avgas litres	1,972	
Avgas sales	\$5,324.40	
Landing fees	\$3,723.28	
Passenger tax	\$3,389.40	November
Parking Fees	\$115.70	November

Sale items	Skytrans	Other airlines	Total
Flights in/out	39	64	103
Passengers in/out	1,788	176	1,964

Major Maintenance issues identified/corrected.

Boundary Fencing	Funding opportunities continue to be applied for.
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	Materials for a small repair around the apron and storage area have been ordered.
Main Generators has faulted	A replacement generator has been freighted to the NPA in late December.
Fuel Supply 72	NQ Petro engaged to: <ul style="list-style-type: none"> - Replace Point of sale equipment - Expected to be in the NPA in late December to undertake these works

Airport HR - Nothing to note for December.

STAFFING

- Keith van Woerkom – Manager
- Keas Blarrey – Acting Supervisor Batching Plant
- Graham Wasiu – Truck Driver
- Denson Missi – Truck Driver/labour
- Mickey Pablo – Casual Truck Driver/Labour
- **Sebastian Kiwat – (Plumber)** – Driver when staff away/leave/sick

Training undertaken	Site testing conducted
Skills training assessment	To be undertaken
Staff Attendance	

STOCKTAKES

- Monthly Stock take completed 24/12/2024.

Stock counts

Stock Item	Stock on hand	Variance value	Yearly total (F/Y)
Fine Sand	84m3		
Coarse Sand	286m3 - (56m3 @ Jardine)		
10mm Aggregate	176m3		
20mm Aggregate	310m3 - (60m3 @ Jardine)		
Cement	45.6T		
Water Reducer	3175lt		
Retarder	1175lt		
Fibrecrete Fibres	174 boxes		

Stock – slow movement (> 12 months – carrying stock)

Number of products	Value
Write off –	
Totals	

SALES

Sales – internal (value)

Internal Sales	Fuel – Diesel - \$30000?
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	Internal hire – \$ External hire – \$ Internal sale – Bamaga Stores, Umagico Supermarket \$? Wages \$?
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Sales – external (value)

CONCRETE PRODUCTION	363.8m3 Total \$528863.50
Cement Bags (20kg)	No sale/no stock on site
Sand –	112m3 Fine Sand – Total \$15504.16
Aggregate –	3m3 \$992.15
Premix –	1.8m3 Total \$2019.6
Materials External	\$
Consumables	\$
Repairs	\$
Freight	\$
Contractors	\$1,925.44

ACHIEVEMENTS

- Sign in and out of the batching plant is now required which forms part of the WHS management plan for the site has been impairment.
- Staff training on the Silo, ISO, Bin – crew is working very smoothly with the silo and ISO.

CHALLENGES

- The conveyor belt and several rollers need replacing. A request has been made with the workshop who are preparing quote to replace.

CRITICAL DATES

N/A.

OTHER OPTIONS CONSIDERED

N/A.

LEGAL AND LEGISLATION CONSIDERATIONS

N/A

POLICY CONSIDERATIONS

N/A.

CORPORATE AND OPERATIONAL PLAN CONSIDERATIONS

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

1. Reliable and Affordable essential Services

1.1 Water



ORDINARY COUNCIL MEETING # 10

Agenda Item 13.1

Tuesday 21st January 2025

Bamaga Boardroom

- 1.2 Landfill
- 1.3 Access
- 2. Safe, clean and attractive physical environments
 - 2.1 Animal Management
 - 2.2 Clean and tidy public areas in each Community

FINANCIAL AND RESOURCE CONSIDERATIONS

Operational budget expenditure

CONSULTATION

Works Manager
Parks and Gardens Supervisor
Ranger Coordinator
Workshop Manager
NPARC Project Managers
Airport Manager
Batching Plant Manager

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

Agenda Item: 13.2

Classification: For noting

Author Executive Manager, Community & Regulatory Services

Attachments Compliance Report

Officers Recommendation:

That Council: Note the report

PURPOSE OF REPORT

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

Community Services

- A Christmas Lights competition event was held this month, with winners announced on the NPARC Media page, and prizes ready for distribution.
- The Community Services team remained dedicated to providing quality services across the IKC, Sports and Recreation, and Events departments.
- Focus areas included:
 - Funeral assistance.
 - Facilitating community meetings and events.
 - Preparation for the Blessing of the Injinoo Welcome sign.
 - Preparations for the Christmas Light Competition.

Sports and Recreation

- NPARC Sports and Rec engaged with Stanley Dai, the Youth Coordinator for NPAWS and external providers to collaborate and plan Woman's fitness & sporting program and junior league.
- Planning night events Touch, Volleyball, just dance
- The Yusia Ginou Oval requires repairs and maintenance, discussions are currently underway to assess the current condition of the oval.
- The oval is covered in termite holes, which are also impacting the building.
- A building condition assessment is required to evaluate the extent of the damage and necessary repairs.
- Working with grants and finance team to finalise grant acquittals and preparing for budgets.

Oval maintenance activities in December included:

- Securing bins under the Sports and Rec building.

- Reinforcing gates with padlocks and chains.
- Returning barricades to the Umagico Workshop to prevent misuse by youths keeping horses behind the building.
- Oval Fence and gates are also being damaged, much repair work is needed.

Swimming Pool

- Operating Hours:
 - Morning: 6:00 AM – 7:00 AM.
 - Afternoon: 2:00 PM – 5:00 PM.
- Pool hours 6am – 7am in the morning and 2pm to 5pm in the afternoon.
- Currently have 3 Lifeguards working at the Pool.
- Pool is currently closed due to cleaning, it is hard to maintain the chlorine levels in the wet season, this puts a strain on the staff to work harder to manually maintain and clean the pool.
- Yard maintenance works are scoped out to local contractors, parks & Gardens team are at maximum work capacity.
- Transportation for daily pool banking is a challenge.

Indigenous Knowledge Centres [IKCs]

- Frequent power outages have led to ongoing IT outages, particularly at Seisia IKC.
- Programs at the IKC:
 - First 5 Forever programs
 - Young Mums & bubs
 - Probation & Parole,
 - Housing,
 - Respectful relationship
- IKC was broken into which resulted in closure for a few days to clean up the mess.

ART CENTRE

- The month of December was a month of sales. The Art Centre turned over in excess of \$3000 in Christmas sales to Community members to take Art Centre produced merchandise back to their loved ones.
- This meant This meant that \$2200 went to artists in earnings.
- The Art Centre has taken the NPA to be recognized beyond the Cape and State borders.
- It was the first time that we were presented at the Darwin fashion and Telstra awards as well as that our works have been seen by people in Sydney and Melbourne.
- The Art Centre also facilitated Colina Wymarra's presence with the Wentworth Gallery in Brisbane.
- This has been a very busy year with five workshops, attendances at CIAF and the Darwin fashion show as well as exhibitions on TI, Cairns and through the help of UMI arts in Canberra.
- In conclusion 2024 was a very busy year that included the manager coordinating the cultural festival as well.
- The art centre achieved a two year funding grant through IVAIS, and worked tirelessly to support the festival to acquire funding.
- The Art Centre Manager facilitated the Injinoo signage project from start to finish.
- The process began in 2022, but the sign was only recently located.

- The sign was officially blessed by Mrs. Jenny Ropeyarn, mother of the artist Teho Ropeyarn, who also officiated the ribbon-cutting ceremony.
- The month of December was also the first time that the art centre could support a local family with creating and printing T-shirts for the funeral of their loved one.
- The community services team is collaborating with the grants and finance team to finalise grant acquittals budgets and apply for further funding to support the art centre manager position as the contract approaches renewal in March.
- The art centre would like to acknowledge the tireless support of the Community Service Team.
- The Art Centre was closed from 23 December through to 6 January.



- Workshops for 2025 are underway, first one scheduled in January.



Home and Community Care

A summary of current operations within the Aged Care & Disability services

STAFFING

The current staffing structure is as follows:

- Current staffing – 9
- 6 x Full time staff
- 3 x Casual staff

Total Staff: 10

- 1 x Manager (FT)
- 1 x Coordinator (FT)
- 1 x Yardmen
- 0 x Cooks
- 1 x Transporter (FT)



1 x Receptionist,
3 x Support Care workers
1 x Floater

There is ongoing staffing challenges, the team is working with HR to address them.

SCOPE OF DELIVERY

Aged Care & Disability Services currently provides the following:

4 x support workers and floater - 5 clients each

1 x support worker relief cook.

Services delivered include:

- Transportation: Providing group transportation for activities, Meal drop off, shopping, medication pickups, and health appointments.
- Meals: Offering daily lunches and dinners from Monday to Friday.
- Domestic Assistance: Clients are assigned domestic assistance based on their care plans
- Personal Assistance: Provided according to individual care plans.
- Social Support Individual: Tailored to each client's care plan. Medication pickups.
- Social Group Activities: Scheduled for Tuesdays and Thursdays.
- Home Maintenance: Scheduled as required.

All services are documented to meet reporting and record-keeping requirements.

We ensure that all services provided meet our clients' needs, and we are actively addressing any areas where services may not meet appropriate standards, striving for continual improvement. Also address over service in many areas.

ACHIEVEMENTS

- E MOU meeting with hospital and NPAFACS successful
- Client staff end of year BBQ conducted - successful
- Cert III individual support course grant funding approved.
- Business plan proposed for training Laptops and secure trolley.
- E'Tools training cont... hold up due to syncing issues.
- Instrument of delegation training - attended
- Pest management attended centre and applied pest control measures.
- Elder care support stakeholders information session - attended

Data

- Data is recorded daily and consistently entered into the compliance spreadsheet.
- The data collected shows a notable trend of over-servicing across most service types.
- Meal quantities have increased due to a rise in the number of clients.
- A significant proportion of clients are actively engaging in activities.

Feedback that over servicing statistics are improving.

Impact

- Demand for meals has significantly increased due to a rise in client numbers, resulting in more meals being provided than expected, without client contributions.
- Social support services for individuals are experiencing a notable rise and require close monitoring.
- Overall, the community's needs are being effectively addressed.
- Issues with Yardman PD have caused delays in maintaining client yards.

Gaps

- Staffing gaps have been identified during periods of leave, including annual, carer's, and personal leave, highlighting the need for additional casual pool staff.
- Some employees have shown reluctance to adopt flexible work arrangements or take on additional responsibilities when needed.
- Failure of some staff members to notify the centre of their absences has further strained staffing levels, exacerbating the issue.

CHALLENGES

- Casual Pool Staff: Additional staff, particularly male employees, are needed to cover absences and provide adequate client support.
- Front Electric Gate: Repairs needed, including roller installation, electronic servicing, and replacing a missing bar. A quote has been received and is awaiting action.
- Meeting Challenges: Regular meetings are disrupted by staff lateness or absences.
- Over-Servicing: Efficiency improvements are needed to reduce over-servicing and associated costs.
- Communication Issues: Staff are not consistently notifying the centre of lateness or absences, causing operational disruptions.
- Staff Shortages: Ongoing staffing shortages are affecting operations.
- Daily Statistics: Staff are not consistently completing required daily records.
- Outdated Position Descriptions: Staff are adhering to outdated roles and resisting adapting to the centre's evolving needs.
- Task Handover: Staff are leaving tasks incomplete without informing management or arranging for another team member to take over.

RECOMMENDATIONS

- Restructure Services: Revise and streamline all services to improve effectiveness, address over-servicing, and reduce costs. Cont..
- Client Contributions: Develop and implement a system for clients to contribute towards the services they receive.
- Service Reduction: Adjust services to align with CHSP and HCP guidelines.
- Casual Pool List: Retrieve and review the list of casual pool workers to ensure availability and coverage.
- Revisit review all position descriptions to ensure relevance and currency.
- Conduct performance appraisals
- Enhance Communication: Improve transparency and communication regarding workloads and activities among staff.

- Staff Absences: Establish clear accountability measures and consequences to improve attendance and reduce absenteeism.

Injinoo Service Station

STAFFING

- December was challenging for the Service Station due to staffing shortages, caused by leave and other absences.
- The current roster includes 2 full-time staff and 4 casuals.
- No training or upskilling of staff occurred during December.
- Despite challenges, the team worked productively to provide services to the community.
- Staff appraisals and reviews are planned for the start of the new year, after the holiday period.

SCOPE OF DELIVERY

- Essential services and products were provided to the community and customers throughout December.
- Community sales activity decreased due to a lack of tourist activity.

ACHIEVEMENTS

- Fuel, powercards and other stocked items readily available to customers
- Constant sales and customer relationship
- Continued progress with Outside Payment Terminal 24-hour fuel works, with initial administrative communication and applications between NPARC and NQ Petro.
- Monthly Stocktake started.

IMPACT

- Satisfied Customers
- Community receiving essential living goods.
- QLD Freight Discount helping lower higher cost of living.
- Ensuring NPARC and other businesses can operate by providing fuel.

GAPS

- **After-Hours Fuel Availability:**
 - The outdated Compact device is no longer compatible, preventing after-hours fuel access.
 - Installation of a new device and system is planned and will commence soon.
- **Cigarette Sales**
- **Hot and Chilled Food Sales:**
 - The sale of hot and ready-to-go chilled food requires:
 - A dedicated shop section and equipment upgrades.
 - Integration into the proposed shop floor plan.
 - Staff training and certification for quality service.
- **Shop Display Equipment:**
 - New display fridges and freezers are required to increase space and sales.
 - Coca Cola can supply fridges if products are ordered directly from them.
 - Currently, only Umagico Supermarket orders Coca Cola products.
- **Workplace Health and Safety (WHS):**

- A review of WHS standards and procedures is needed, starting with a hazard inspection checklist and report in collaboration with the WHS team.
- Recommendations will follow to improve safety for staff and customers while enhancing service quality.

CHALLENGES

The challenges are mentioned in the parts above. There are several challenges from minor to major. These are:

- Limited Storage (New fridge and freezers required)
- Overall Security of the Service Station
- Doors and security alarm system (Chubb to upgrade siren and review alarm contact process)
- Building/Property (Upgrade and security)
- Steel cage needed for back door (has been scoped out by Building team)
- Working Space
- Poor Condition of the outside roof/shelter of the service station
- Compac OPT (outside payment terminal – after hours fuel) – in progress
- Sale of cigarettes – in progress
- Late delivery of Unleaded Fuel due to limited IBC Tanks with supplier
- Point of Sale/Internet slow

Umagico Supermarket

STAFFING

- Total staff: 13, comprising 9 full-time employees and casual staff.
- Seneva Ahmat will replace Lolife Jacques as Supermarket Manager for three months, from November 2024 to January 2025.
- Seneva will oversee operations during this period, ensuring the continued smooth functioning and progress of the supermarket.
- Island and Cape continues to provide training for three staff members.
- Focus areas:
 - Cert III and Cert IV in Retail to enhance skills and qualifications.
- Outcome: Improved service quality and staff development.
- The Smart Retail System is now fully operational.
- Benefits include:
 - Enhanced reporting capabilities.
 - Improved overall retail operations.
- Collaborative efforts with the finance team and BDO are underway to establish clear integration processes for seamless functionality.
- 20% Freight Subsidy Scheme applied to customers' everyday shopping.
- Goal: To become the preferred shop for our shoppers by delivering exceptional customer service, quality products, and a seamless shopping experience.

IMPACTS

- Freight costs remain a significant concern, with Seaswift being expensive.

- Exploring alternative freight providers and solutions.
- Reviewing freight tenders to identify cost-effective options.
- Discussions are ongoing with the Seaswift CEO to explore potential solutions and recommendations for improving delivery processes.

GAPS

- No smoke alarms in the store; urgent attention needed.
- Power problems at the supermarket due to overload; the store has an 80-amp capacity but is drawing 85 amps, which is a WHS and fire hazard. This is the second occurrence, and updates on an upgrade are needed.
- Air conditioning units need to be replaced or fixed as they are leaking, posing a WHS issue.

CHALLENGES

- Staff failing to inform managers of absences impacts communication and accountability, requiring improvement to maintain operational efficiency.
- Point of Sale (POS) systems need integration with the PCS accounting system for accurate financial reports and debtor insights.
- Recent lump-sum payments to suppliers have strained financial resources, impacting the store's stability and efficiency.
- Financial reports have been inaccurate, providing an incorrect view of the supermarket's financial status.
- Break-ins and false alarms with Chubb security
- Safety for Manager when alarm sets off after hours
- CCTV access
- Current state of the building is inadequate and requires urgent attention.
- Fridge/Freezer Malfunctions: Non-functional fridges and freezers are affecting stored goods, leading to product write-offs and financial losses.

RECOMMENDATIONS

- Implement a clear communication protocol for staff to notify managers in advance of absences.
- Review the attendance monitoring system to track and address absenteeism.
- Conduct regular staff meetings to reinforce accountability and discuss operational expectations.
- Provide training on professional communication standards to ensure consistency across the team.
- Regularly POS review generated reports for accuracy and address any discrepancies promptly
- Regular meetings with finance team to manage supplier payments in smaller, regular instalments to avoid lump-sum financial strain.
- Implement a clear absence reporting procedure to improve staff accountability and communication.
- Integrate POS systems with accounting software for accurate financial reporting and debtor insights.
- Negotiate with suppliers to reinstate credit accounts or establish alternative payment arrangements.
- Review and reconcile financial records to ensure accurate reporting of the supermarket's financial status.
- Upgrade security systems, including Chubb Security and CCTV, to address break-ins and enhance manager safety.

- Conduct an urgent building condition assessment and implement a phased maintenance plan.
- Repair or replace non-functional fridges and freezers to prevent product losses and financial strain.

Jardine Ferry

- The tourist season has ended, with most ferry users now being locals.
- Staff will utilise the staff accommodation until the closure to wet season.
- Ferry operating hours have been reduced to 8:00 AM - 5:00 PM, seven days a week, effective November 1st.
- New staff members have helped share the workload at the ferry.
- The recent generator failure has been fixed, and efforts are underway to secure a backup generator.
- The main water pump has broken, and maintenance works have been scoped out for repair.
- A long-standing employee has resigned, and a farewell party is being planned.

CHALLENGES

- HR issues continue to impact operations.
- Workshop staff are nearing completion of outstanding AMSA tasks.
- Persistent compliance issues with the Safety Management System (SMS)
- Water pumps leaking
- Generator too old

ALPA Contract Review

The team is currently preparing a comprehensive report to present to the council for the February meeting. This report will provide critical information to assist the council in reviewing the Alpa contract, which is scheduled for renewal in August 2025. The objective is to ensure the council has all necessary insights and data to make well-informed decisions regarding the contract and its impact on the community.

As part of the ongoing Alpa contract review, progress has been made, but some challenges have arisen. Due to the Christmas closure, no contractor has been available to conduct the building condition assessment for the Umagico Supermarket building. This assessment is crucial for evaluating the building's current condition and determining the required maintenance costs.

In preparation for the report, discussions have been held with Nico from the BDO finance team to outline the financial requirements. Finance staff has been unwell which has also contributed to some delays.

The current wet season has brought significant rainfall, revealing multiple defects in the building. While these issues highlight areas of concern, they will also provide valuable insights for the upcoming condition assessment, enabling a comprehensive approach to addressing the building's needs.



ORDINARY COUNCIL MEETING #10

Agenda Item 13.2

Tuesday, 21st January 2025

Bamaga Boardroom

Despite these challenges, the team has scoped out the necessary works, which are scheduled for completion this month. We remain committed to finalising the building condition assessment report in time for the February meeting, ensuring the council has a well-documented report.

HOME CARE SERVICES

MONTHLY AGED CARE COMPLIANCE REPORT

REPORT TO	Yanetta Nadardre
REPORT DATE	15/01/2025
REPORT FROM	Beth Wright

AGED CARE SERVICE DELIVERY

Summary of client status over the past month

Reporting item	Number	Comment
HCP Clients	11	Level 1: 2 Level 2: 9 Level 3: Level 4:
New HCP Clients	1	Level 1: Level 2: 1 Level 3: Level 4:
HCP Enquires		
Referrals for assessment or reassessment	24	

Summary of CHSP client status and activity

Reporting item	Number	Comment	
Number of clients	35		
Number of new clients	1		
Clients on waiting list	0		
Number of clients transitioned to HCP	1		
CHSP Hours	Monthly target	Hours delivered	Comment
Social support group	332		
Domestic assistance	105		
Social support individual	56		
Personal care	18		Medication delivery
Home/ garden maintenance	12		
Flexible respite			
Meals at centre	99		
Meals at home	99		Client Increase for meals
Transport	37		
Home Modifications	\$395		

Aged care legislative compliance status report

Compliance requirement	Number of clients	Overdue	Action taken
Charter of aged care rights explained	45	45	Review ongoing
Signed aged care agreements	45	45	Review ongoing
Signed current care plans	45	45	Review ongoing
Advanced health directives completed (HCP clients only)	0	0	Need health appt to conduct this procedure.

Aged care activity reporting

Agency	Report submitted in the past month	Date due	Date Submitted
Operational update/ report to council	09/12/2024	09/12/2024	09/12/2024
Compliance report	09/12/2024	09/12/2024	09/12/2024
Roster	09/12/2024	09/12/2024	09/12/2024

STAFF MANAGEMENT**Staff changes over the past month.**

Staff	Staff establishment	Current number of staff	Number of resignations	Number of new staff
Total staff	15	9	1 staff member not in community	
Carers	6	5 inc. No Cook		

HR Management

Reporting item	No of staff	Overdue	Action required
Current Police checks	11	11	Evidence required
Aged Care Code of conduct	11	11	
Current Drivers licence	9	1	Currently updating staff files with DL's
Performance review	11	11	
Annual Flu vax	11	11	Emails and visit to PHC to schedule flu vax to clients. Awaiting response.

Status of Core training

Mandatory training	No of staff	Overdue	Action Required
Orientation	11	3	
Fire Safety	11	11	
First Aid	11	11	All staff due for CPR refresher in October 2024
Manual Handling	11	11	Staff completed training
Infection control	11	11	
Elder Abuse	11	11	Training being organised through NPAWS
Food Safety	11	11	Health and food safety will deliver training in September
Open disclosure	11	11	

QUALITY IMPROVEMENT

Progress against Plan for Continuous Improvement

Feedback/complaints management

Complaints	Total No	Type of incident			
		Employee	Service	Facilities	Other
Number of Complaints in the reporting period	0		0		
% Investigations completed within 5 days	0		0		

Key issues and action taken

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

Incident/near miss management

Incidents	Total No	Type of Investigation				
		Client	Employee	Equipment	Facility	Medication
Number of Incidents in the reporting period	1		.1	1		
% Investigations completed within 5 days	0					
Number of SIRS Incidents in the reporting period						
% SIRS Investigations completed within 24 hours						
% SIRS Investigations completed within 30 days hours						

Key Issues & action taken

Centre bus impacted building.

Actions Taken:

Incident report completed

Bus taken to workshop for repairs.

Next Steps:



Title of Report: December Information Report

Agenda Item: 13.3

Classification: For information

Author Executive Manager, Building & Infrastructure

Attachments Nil

Officers Recommendation:

That Council:

Note the Report

PURPOSE OF REPORT

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

BACKGROUND AND CONTEXT

BAS Manager Update

NPARC Job Cards / Minor Works

STAFFING

The BAS team (BM) consists of 1 x Manager, 3 x Technical Officers

Staff Name	Position Title
Beatrice Nona	BAS Manager
Cathrine Salee	Technical Officer
Salome Nona	Technical Officer
Emily Kepa	Technical Officer

NPARC has formally requested to relinquish the maintenance portal to QBuild for six months due to low resource levels within the council and the inability to address the substantial number of job cards. This handover commenced on **4th October 2024**.

BAS maintenance Invoicing is still carried out for the aged jobs, including new jobs recently issued, which may appear on the new aged report.

Regular follow-ups are continuing, and as mentioned in the previous report, contractors are still waiting on the material ordered or may be busy with other jobs. We continue to have support from Contractors.

Project Manager update for December 2024.

NPARC Project Status

The following report provides the progression of each project currently underway. The percentage completion is a combination of all phases of the project, including Initiation, Planning, and Execution.

Table 1 Project Progress Report December 2024

PROJECT PROGRESS REPORT					
Grant Funding	Projects	Project Managed By	Funding End Date	% Complete	
REMOTE CAPITAL PROGRAM	15 x Housing Development	LACKON	2027	<div><div></div></div>	25
Dept Housing	Extension / Studio				
OT Home Modifications	129 Moses, Injinoo	NPARC		<div><div></div></div>	5
WCCCA	New Mapoon Multipurpose centre	RPS	May-25	<div><div></div></div>	20
QRA	New Mapoon Multipurpose centre	RPS	May-27	<div><div></div></div>	20
W4Q 21-24	Upgrade to unused Umagico historical building in the business precinct	NPARC	Jun-24	<div><div></div></div>	45
W4Q 24-27	Injinoo Building Renewal / Upgrade Project	NPARC	2027	<div><div></div></div>	5
W4Q 24-27	Seisia Building Renewal / Upgrade Project	NPARC	2027	<div><div></div></div>	5
W4Q 24-27	Umagico Building Renewal / Upgrade Project	NPARC	2027	<div><div></div></div>	5
W4Q 24-27	New Mapoon Building Renewal / Upgrade Project	NPARC	2027	<div><div></div></div>	0

Remote Capital Program (Community Housing Development)

9 Houses – Contracted

Current works

- Slabs poured for the Seisia sites.
 - Earthworks and slab formwork prepared for Poi Poi Street.
 - Native Title s24JAA notices issued for Injinoo and New Mapoon house development sites.
 - Planning scheme concerns addressed.
 - Cultural Heritage advice sought from Ipima Ikaya regarding additional vegetation removal on Pablo and Bond Streets.
1. Financial controllers BDO are assisting in the administration of the grant finances for the project.
 2. Reporting and milestone payment in progress.

3. Native Title for 3 lots will create a 3–5month delay on those sites and potential cost implication.

Milestones for Richardson’s development & negotiations on the IEOP

- RBS has mobilized to the site.
- Stage 2 for Lackon is now underway.
- The (IEOP) was covered off in the tender documentation provided by RBS. Lackon will be managing this aspect and advising the Council when known.

Christmas Shutdown Period (RBS)

- No issues reported over the Christmas shutdown period.

Council Build – 2,3 Kulla Kulla and 26 Woosup Umagico.

- Rob Davi has commenced ordering materials for the three council houses.
- Pads completed on 2 & 3 Kulla Kulla CI, Umagico
- Materials (Slab) were delivered to 2 & 3 Kulla Kulla CI - 4/12/24.
- POs raised for (Earthworks) for 26 Woosup St, Injinoo.
- Obtaining quotes/issuing POs for Council-build houses materials.
- Recruitment planning for traineeships underway.

325 Poi Poi, 90 Sebasio and 40 Langie Draha

- Struxi have been engaged to design the refurbishment of 90 Sebasio Re-build and 40 Langie Draha.

Poi Poi Street Water and Sewer Extension

- Council have submitted queries to Lackon in relation to design drawings.
- Lackon has been further engaged to undertake quantity survey to provide a detailed cost estimate of the proposed works.

Community Housing Extensions and Studios

- A request for quote has been sent to Lackon for Stage 1 – Project concept to construction tender Ready.
- The fee proposal will be sent to the Department of Housing to develop and submit an funding authorisation for the project.

OT Home Modification

- Contractor to commence late January 2025 depending on accessibility.

New Mapoon Multi-Purpose Centre

Current works

- The closing date of the request for a Tender with Northern Peninsula Area Regional Council was 3pm, 11 December 2024. Tenders were accepted through RPS AAP Consulting Pty Ltd and Local Vendor.
- HC Constructions submitted a conforming tender with all required forms and schedules.
- Baguley Builders submitted a conforming tender with all required forms and schedules.
- The tender evaluation found a significant disparity between the two tenders, with over \$2,000,000 difference in submitted prices. This considerable difference highlights a variance in pricing that requires further investigation and clarification from both parties to understand the factors contributing to the gap.
- The tender evaluation panel has entered negotiations with both parties regarding their respective submissions. One tender exceeds the project's allocated budget, and the panel has concerns about the other's achievability.

Umagico Tavern Refurbishment

Update

- Expected completion end of March 2025.
- Electrical contractor delayed due to other works (backlog) and the loss of an employee who has relocated to Cairns.
- The building contractor could not continue with any work until electrical re-wiring has been completed.

Works for Queensland 2024 – 2027

- Project scoping and requests for quotes have commenced.

Building Manager Update

Upgrade Works Program 2023/2024

TENDERS SUBMITTED TO QBUILD AND AWAITING APPROVAL - 2023

REFERENCE NO.:	DESCRIPTION OF WORKS	TENDER SUBMISSION DATE:
WS168983	CARRY OUT FENCING UPGRADE – 221 ADIDI ST BAMAGA	17/07/2023
WS171394	CARRY OUT KITCHEN UPGRADES – VARIOUS INJINOO RESIDENCES	08/12/2023

TOTAL: 2

Current Purchase Orders – Issued since January 2024

QBuild PO #	Type of Works	NPARC PO #	Contractor	Status
B82569	FLOORING PKG – VARIOUS RES INJINOO	5538	CYBM	WIP -50% complete
B87493	FENCING UPG – 271 YUSIA ST BAMAGA	5682	CYBM	WIP
B88169	ROOF REPAIRS – 26 BOND ST NEW MAPOON	5695	FARNP	WIP
B86868	KITCHEN PKG – VARIOUS RESIDENCES UMAGICO	EO6601	NQB	WIP – 64% complete
B87658	BATHROOM UPG – 125 WILLIAMS CR BAMAGA	EO6602	NQB	WIP
B90194	BATHROOM PKG – VARIOUS RES UMAGICO	93622	NQB	WIP – 25% complete
B91034	VARIOUS REFURB – 48 WARE ST INJINOO	93274	NQB	WIP

TOTAL: 7

TENDERS SUBMITTED TO QBUILD AND AWAITING APPROVAL – 2024

REFERENCE NO.:	DESCRIPTION OF WORKS
WS170981	CARRY OUT HOME MODIFICATIONS – 133 JACOB ST BAMAGA
WS169431	CARRY OUT KIT,FLOOR/LAUNDRY – 269 ORCHID CL BAMAGA
WS170973	CARRY OUT DISMOD – 16 PASCOE ST UMAGICO
MI172281	CARRY OUT BATHROOM UPGRADE – VARIOUS INJINOO RESIDENCES
MI172939	CARRY OUT BATHROOM UPG – 270 ORCHID CL BAMAGA
MI171896	STORMWATER UPGRADES – VARIOUS RES BAMAGA
MI176957	WARDROBE UPG – 9 TUMEMA ST SEISIA
MI177018	LAUNDRY UPG – 18B MCDONNELL ST INJINOO
MI177015	WARDROBE UPG – 50 WARE ST INJINOO

MI177035	FLOOR UPG – 7C MARA ST UMAGICO
MI176961	BATHROOM UPG – 158 ADIDI ST BAMAGA
MI177024	BATHROOM UPG – 86 LUFF ST NEW MAPOON
MI177022	BATHROOM UPG – 9 BOND ST NEW MAPOON
MI177034	BATHROOM UPG – 16 PASCOE ST UMAGICO
MI176969	LAUNDRY UPG – 2 STEPHEN CL SEISIA
MI176979	BATHROOM UPG – 265 ORCHID CL BAMAGA

TOTAL: 16

NPARC Carpenters

- BAS Maintenance / Job Cards – On-going.
- Property & Leasing / Building Maintenance
- Working on Capital works
- Completed Handrails at the NPARC Injinoo Office (photos attached)

NPARC Plumbers

- Assist Veolia at Jardine River Pump Station
- Water Pipe bursts
- Stormwater outlet curb and gutter
- Ongoing Water Leaks
- Gas Bottles
- Install new water meters
- Unblock toilets and sinks
- Seisia Dump Points
- Water Pumps repairs
- Water service at Jardine Ferry
- Spray unit at Rangers Station
- Mayor's office roof leak

Property and Facilities

The Property and Facilities team continues to manage the Umagico Contractor's Camp, maintaining council buildings, staff housing, hall hire, meeting room bookings, and some tenancy management aspects of the NPARC social housing stock.

NPA Local Housing Plan update:

- No Updates to provide.

Ongoing inspections continue for all Council Staff Accommodations and social properties and are regularly carried out through exit and entry reports and when maintenance issues arise.

The number of staff accommodation properties continues to change due to the separation of NPARC staff and the approval of leasing to some external parties.

NPARC Staff Accommodations	Total Count
Total	22
Tenanted	19
Vacant Tenatable (Available)	0
Vacant Untenatable (Unavailable)	3
Potential Housing Requirements	0

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

Social Housing	Total Count
Total Social Housing	51
Tenanted	49
Vacant	1
Schedule demolition	1

Social Housing Applications
remains the same this reporting period.

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 & Facility Manager
Building Manager
BAS Office Manager

Title of Report: Operational Update on Corporate Services

Agenda Item: 13.4

Classification: For noting

Author: Executive Manager Corporate and Financial Services

Attachments: Nil

Officers Recommendation:

That Council:

Note the Report

CORPORATE SERVICES

Purpose Of Report

To provide a summary of current operations within the Corporate Services.

STAFFING

The Corporate Services Team is composed of:

Position	Employee
Manager Corporate Affairs	Romina Nona
Communications Officer	Kerrie Hall
Records/ Archives Officer	Esme Newman
Records Clerk	Thomas Serubi
IT Support	Ryesa Sebasio
RIBs Officer	Amy McKeown

Scope Of Delivery

Corporate Services supports and promotes Council business and the community through:

- Communications and media
- Records management
- Information and Communications Technology (ICT) delivered via a mixture of external contracts and internal staff.
- Stores Operations
- Radio Indigenous Broadcasting System (Red Dust FM).

Dec 2024 ACHIEVEMENTS

Below are the highlight achievements for the month of Dec 2024:

- Significantly less requests to RMT than usual. Less tickets were closed than opened during the month.
- Phone Audit undertaken
- Portable Asset schedule being developed.

COMMUNICATIONS AND MEDIA (EXTERNAL AND INTERNAL DELIVERY):

NPARC Communications & Media Report: DECEMBER 2024

NPARC Communication and Media had a busy December period – with a strong focus on water issues and outages during end- November to mid-December, attracting a flurry of media interest from regional newspapers to SBS World News video story, including strong online media engagements from local public.

Communications support to operations assisted to inform public – and media - on water updates, as well as Council's end of year activities such as holiday closures and ferry operations mostly cross-promoted via NPARC website, social media, local & regional radio, and newspapers.

NPARC 'Highlights of 2024' Newsletter was published online via social media and All Staff emails on 24 December, promoted as "holiday reading" - a wrap up of Nparc's year.

Activities Summary for month – December 2024:

Newsletter

Completed in December – co-designed in Canva by C7 and NPARC Comms for simpler development of periodic publications (20 pg), "Kasa Yarn" December newsletter was developed/ distributed as 'NPARC Highlights of 2024' via email (Canva video/ flipbook-version)/ social media (Issue photo/ flipbook-version). Hard copies can be printed from the Canva template for distribution in NPARC offices and NPA communities.

NB. Content repurposed from previous news items in 2024 (pre-approved), and/ or redeveloped from popular, previously published web / social media stories. A new Canva- Nparc newsletter account will be opened for access to develop content – includes video story options.

NPARC Promotions

Seasonal materials – produced:

- NPARC Xmas Message
- NPARC New Year Message

NPARC Holiday Advertising – develop & publish:

- **12 Dec – Torres News:** *Full page ad – p7 - NPARC 2024/25 Holiday Season Hours*
- **17 Dec – Cape York Weekly:** *Full page ad – p8 - NPARC 2024/25 Holiday Season Hours*
- **NPARC Facebook/ Instagram**
- **NPARC website/ public notice**

Media release issued:

- **2 Dec –Joint-Media Release:** NPARC – Veolia issued – Water issue explainer: ‘NPA water issues concerns residents’ - Sent to ABC Far North, Cape York Weekly, Torres News, Cairns Post.
- **5 Dec** - Updated Media Release: NPARC reissued - ‘NPA water issues under repair’ (Both water pumps repaired – current water issue resolved, funding sought for further improvements to water supply). Sent to NITV, ABC Far North, Cape York Weekly, Torres News, Cairns Post.

Media Published:

- **1 Dec – Cairns Post:** *NPARC issues urgent water notice:*
- **3 Dec – Cairns Post:** *Faucets run dry – Front page news: Qld communities left without water for 24 hours*
- **5 Dec – Torres News:** *Families/ businesses struggle as NPA fights ongoing water issues (pdf)*
- **5 Dec – Cairns Post:** *Big infrastructure spend revealed for northern Cape York*
- **9 Dec – CYW:** *Blame Game begins as NPA residents brace for ongoing water failures:*
- **SBS World News:** Video news story – SBS On Demand
- **12 Dec – NITV:** *Faced with water outages, young people in Queensland’s far north have raced to help:*
- **12 Dec - Torres News:** *Youth jump in on NPA water woes*
- **12 Dec – Torres News:** *NPA Council recognizes 2024 workers’ achievements*

NPARC Holiday Advertising –

12 Dec – Torres News: *NPARC 2024/25 Holiday Season Hours*

- **17 Dec – Cape York Weekly** *NPARC 2024/25 Holiday Season Hours*
- **NPARC Facebook/ Instagram**
- **NPARC website/ public notice**

Events

2-5 Dec – QLD Health -NPARC / NPA Environmental Health Discussion Events – NPA Community Halls – Forum & BBQs – social media campaign promotions

6 Dec – NPARC End of Year Party & Awards: Published on social media & Torres News photo story

16 Dec - Injinoo Sign Unveiling Ceremony: Media release developed – future submission

Social media

Facebook:

Total followers = 4532

Total posts = 72

Total views: 201.6k (-4.6%)

Audience: (35-55yrs) - Women = 60.20%, Men = 39.8%

Top Content – by engagement:

- 6 Dec – Jardine Ferry Holiday Hours/ 18.3k
- 6 Dec – NPARC End of Year Party album/ 3.9k
- 16 Dec - NPARC Christmas Lights Competition – 2023 photo/ 3.5k
- 2 Dec – NPARC Update on Water Outage - video/ 3.2k
- 3 Dec – NPARC - Veolia Urgent Water Notice/ 3k

Instagram – Total followers = 289/ New follows = 5/ Views = 1500 (+63%)/ Posts = 7

Promos & Campaigns

Messaging – broadcast notices for:

- **NPA Program of Water Outages** : 3-6 Dec 2024 - Water Conservation/ Restrictions/ Outages: Facebook page + groups; website, flyers/ noticeboards, All Staff email reminders:
 - Rolling outages across NPA/ 5 x communities.
- **End of Year/ 6 Dec NPARC Closure promos** – socials & website, emails
- **Skytrans bookings** – direct to Skytrans phone booking
- **FINAL XMAS advertising: Holiday closures 2024/25** – TN, CYW full pg (12/12, 17/12)

INFORMATION AND COMMUNICATIONS TECHNOLOGY (Internally and Externally Delivered):

Supplier	Completed
RMT ICT support	67 Requests for RMT ICT support (past months have recorded up to 145 requests.)
RMT	72 Requests completed.
TerraCom	
Airbridge	

1. ICT is in the process of finalising a phone audit to clear Phone numbers no longer in use and assess who actually has phones and then reconciling this against the Telstra account. The purpose is to ensure we are being charged correctly, understand where our assets are and reduce the cost of paying for unused lines and numbers. So far 61 numbers have been cancelled. Part of this is the reconciliation of Satellite phones that we hold as well.
2. ICT has also commenced the creation of a Portable Asset Register to again audit the number of Laptops, Surface pro and Tablets currently issued. This will go on to include Eftpos machines and any other electronic asset that fit into this definition. Currently Council's count of these assets does not match the record of computers issued by the supplier.

RADIO - REMOTE INDIGENOUS BROADCASTING SERVICE: (RIBS)

To provide summary of current operations within RIBS – Remote Indigenous Broadcasting Service)
Blackstar Radio 91.9FM

Staff: Amy McKeown

Scope of Delivery: No interviews conducted due to interviewee's other commitments.

Community Service Announcement (CSA) NPARC & Veolia re Rolling Water Outages for all Communities-Water Restrictions, NPARC Jardine River Ferry Opening Times, NPARC Bamaga Pool Opening Times, NPARC Christmas Lights Competition, NPARC 2024 Pre-Cyclone season Kerbside collection, NPARC & QLD Health Public Health Services Community Consultation re Environmental Health have your say, NPARC End of Year Staff Function All NPARC Offices and Services Closed 6/12/2024, NPARC Jardine Ferry Closed 6th, 25th, 26th Dec 2024 and New Years Day 01/01/2025 and resumes normal off-season hrs 2nd Jan 2025 8am – 5pm

Achievements: Recordings & CSA on time.

Also sent NPA's CSA to Blackstar Radio to air. Blackstar Radio has News and weather hourly 24/7.

Outcome: Verbal Feedback from Community saying they like the station with good variety of music, interviews, and CSA.

All other equipment are in good working order.

Impact – Community feedback is the need to hear from their Leaders.

Gaps – Our radio should be used to its fullest extent to inform communities of events.

Challenges: Having Senior Council staff to talk about their Dept, eg. Animal Management to give feedback on Animal Census - on how many Dogs in each Community, Dog Registration when is this due? etc, remind community on how many Dogs they can have on their property etc, /Councilors to talk about Community issues.

Studio B Computer needs to be up and running for operational for pre-recording.

(Studio B Computer taken out since Dec 2020 and has not been replaced to date due to shortage of Site Tech)

Tree branches needs to be trimmed back (most trees are in Bamaga Jr Campus and the branches are over hanging to RIBS site)

FINANCE – Section Overview:

- With the appointment of a New Finance Manager and Management accountant, Council has finally been able to get some direction and prioritise Finance Tasks. Reconciliations are progressing and Ms Cindy Meissner has moved to the Grants team to assist with the Acquittals and ongoing reporting of the current grants.
- Mr Gavin Herbst continues to work off site with us to finalise the Audits and assist with the required reporting.
- The Financial Controller position remains in place and is working through some overspends identified with the Corporate Department and looking at possible ways to offset this and remain within budget parameters.



STORES

STAFFING

- Ray Sailor – Stores Manager: Supervise all operations of the stores.
- John Adidi – Stores Assistant: duties are generating requisitions, issuing of Internal and External sales, stock coding.
- Kenny Sebasio – Stores Assistant: duties are Floor Supervisor, Deliveries, Stock receivals, stock coding.
- Margaret Gebadi – Stores Assistant: duties are generating requisitions, Stock issuing internal and external sales, Stock takes, data entry, stock coding.
- Janaya Salee – Stores assistant: duties Customer service, Stores sale

- I. John has taken Leave be back on 29th January.
- II. Kenny Sebasio is back at work.
- III. Margaret Gebadi is back at work.
- IV. Janaya Salee has started at stores she is our school base casual worker.

Staff attendance – Stores has been operating within the past weeks with limited staff, due to staff attending Funerals and personal commitments.

Currently progressing through our recruitment process for a procurement/ administration officer.

STAFF TRAINING

Margaret and John are undergoing training on PCS to generate Purchase Orders through stores.
Janaya is undergoing training as well doing Customer service/ Stores Sale.

STOCKTAKES

Stores did not carry out monthly stocktakes for December.
Due to staff on Planned Leave.

SALES

Sales – internal (value)	November 2024	December, 2024
Internal Sales	\$ 34,931.25	\$48,092.20

Sales – external (value)	November 2024	December, 2024
Credit Sales	\$ 19,017.80	\$ 15,439.20
Eftpos Sales	\$ 24,138.80	\$ 12,995.15
Direct Debit	\$ 0.00	\$ 3434.10
Total Sales	\$ 78,087.85	\$ 79,960.65

REPAIRS & MAINTENANCE

- Currently awaiting quotes to repair/replace lights in the office and bay areas.
- Forklift undergone service and awaiting parts to arrive.
- Awaiting yard maintenance.

CHALLENGES

- Management of stock control, identify and minimise discrepancies.
- Staff completing Level 2 procurement/LG Diploma training.
- Receival/distributions of all stock through stores becoming a central point.
- Disposal of old stocks
- Planning for New Structure on staffing and future operations (Purchasing and Distributions of goods and services)
- Operate within Budget

STORES FUTURE PURCHASING PROCESS/OPERATIONS.

Stores will still supply essential bulk items and only order items upon approved requests e.g., Timber and Hardware, tools, office supplies e.g. (A4 copy papers) cleaning products, disposables (toilet paper, hand towels, facial tissues) stores to become a centralized point for receiving and distribution of goods.

RECOMMENDATIONS

- Upgrade of POS System (Software that can control stock sufficiently and produce invoice/quotes and reports such as daily sales, monthly sales, quarterly/yearly sales and be transparent with current system.)
- Managers/Supervisor to manage the use of uniforms, Safety Boots more efficiently and to have procedures in place regarding issuing of uniforms to staff members.
- Consider upgrading area for storage.
- Recommendation for the cargo receiving area to be concreted, for this will allow our forklift to operate efficiently during our monsoon season, rather than sealing area with bitumen, Waiting on quote from Rob Davi
- Expansion of cargo receiving bay.
- Closure of 1 x bay in the back shed to store archives/records.
- New Forklift.

RECORDS AND ARCHIVE

DECEMBER 2024

Operational Summary

Records Management – for the month of December, attended the NPARC end of year event, followed by taking a week off work for ‘sorry business’. Setback in giving staff access to SharePoint, most staff had rescheduled and made arrangements for the New Year, continue on carrying out daily duties, end of year clean up.

RECORDS STAFF ROSTER on going.

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
ELECTRONIC DOCUMENT SHAREPOINT ENTRY	SHAREPOINT TRAINING DAY NEW EMPLOYEES	HARDCOPY DOCUMENT SORTING/FILING	SHAREPOINT TRAINING DAY NEW EMPLOYEES	RETENTION & DISPOSAL

GRANTS

STAFFING

Grants Manager:

- Following up on reporting requirements for funding agreements to submit performance reports, see more information in Appendix 1 – Grants Update December 2024.
- Meeting with funding bodies to discuss grant fundings
- Follow up on administration of grant funds with project leads of operational grants.

Grants Advisor:

- Working closely with Project leads and Executive Managers to complete applications for grant funding, see more information in Appendix 1 – Grants Update December 2024.

SCOPE OF DELIVERY

Update the Grant Register and ensure communication between finance and operations/project managers on progress etc.

Fortnightly meetings with Grants Advisor and Executive Manager Finance & Corporate Services:

- Meetings with the Executive Manager Finance and Corporate Services, discussing processes to support grants management and establish actions moving forward to complete overdue reports for various projects.
- Executive Manager met with Senior Indigenous Engagement Officer from the Far North Service Delivery Team in Department of Sport, Racing and Olympic and Paralympic Games regarding the Active Kit and the Deadly Active Fundings in Cairns

Monthly Grant Control Groups meetings:

- **Aged Care:** ACFR reported as a NIL report. Prepared special business case with Aged Care Manager for special consideration for a previous underspend in 23/24 funding from IEI, outcome will be announced in January 2025.
- Community Forward Housing: meeting 16/12/24.
- **Art Centre:** Submitted overdue performance reports for TSRA Art Workshops grant and TSRA Cultural Festival grant 17/12/24
- **The Remote Communities Freight Assistance Scheme** monthly reports have been completed and submitted for the months of July and August for the Umagico Supermarket and Injinoo Service Station. Monthly claims for Sept – Dec 2024 are still pending due to BAS not yet available.
- **Deadly Active and Active Kit** continue to be overdue, with ongoing collaborations with the department to find ways to resolve the situation.
- **IKC reporting is still overdue**, with an extension to 17/01/25.

- Meeting with EM Building & Infrastructure and Grants Advisor to discuss Growing Regions grant for the NPA Airport Runway Upgrade 05/11/24.
- Building and Infrastructure: Ongoing collaborations to complete the Work Schedule for Roads to Recovery 2024-2029.
- BDO and Community Housing Project meeting held on 16/12/24 to discuss tracking of expenses of funding.
- Continued process with the rPPP application for the Jardine River Precinct and Injinoo Historical Village Precinct
- Working on the **Active Transport Fund** application – due 13th January 2025, for the Walking Network Plan.

Quarterly Grants Steering Committee meetings:

- The Grants Steering Committee meeting was cancelled, the next quarterly meeting is now scheduled for 15/01/25.
- Ongoing completion of Action items from previous meeting in July 2024.

Quarterly Funding Body Representatives 'meetings:

- n/a

Other:

- Ongoing collaborations with Apudthama Land Trust, Unganco Pty Ltd, Aurecon Group, Ipima Ikaya RNTBC, and Aecom; with reporting, consultation and planning of Council's grant funded projects in Operations, Building and Infrastructure and Community Services.

Staff Training:

- n/a

ACHIEVEMENTS

Please see Appendix 1 which is a table with information regarding the Works in Progress (WIP) Grants Register.

Feedback from Grants Manager:

- Ongoing updates with Departments and Funding bodies.
- Ongoing work with all Council's department to ensure scope of delivery for the Grants Management Team and implementation of the Grants Control Model for all of Council's grant fundings are executed efficiently.
- Majority of information regarding Grants Management Team achievements are in the Works in Progress Grants Register. In the month of December, the Grants Management Team were inundated with meeting reporting requirements and submitting applications together with project leads and Executive Managers, we will be able to give more updates on achievements of the Grants Management Team in the coming months once we are notified by each Departments/ funding bodies of the outcomes of each grant applications.
- Working positively and efficiently together with BDO to improve NPARC's processes in Grants Management.

APPENDIX 1:-

Status	Type	Department	Fund	Amount
Overdue	Acquittal	Community & regulatory services	DES Illegal dumping and litter grant - Council has completed Activity 3 (C7EVEN campaign) and variation to extend the funding agreement delivery timeframe was approved with the department to November 2024; Metal recycling and clean up activities of this grant has been identified as high risk for delivery.	
In Progress	Acquittal	Community & regulatory services	Remote Communities Freight Assistance Scheme - successfully applied subsidy for two locations, monthly reporting to be actioned. Subsidy was increased to 20% on 9th September 2024. Awaiting BAS to complete all the claims for Sept-Dec 2024.	
In Progress	Acquittal	Community & regulatory services	DES Partnership funding for compliance officer - extension for another 12months of funding but the position remains vacant.	
Complete	Acquittal	Community & regulatory services	Indigenous Employment Initiative - quarterly reporting coordinated between Aged Care and grant teams.	
In Progress	Acquittal	Finance & Corporate services	LDMB Reporting underway.	
In Progress	Acquittal	Operations	Roads to recovery circular 2024 - Operations teams in process of preparing a Work schedule to be submitted to the department.	
In Progress	Acquittal	Operations	Ranger Program - Council working with NIAA to resolve overdue annual and IAS performance reports - ongoing	
In Progress	Acquittal	Operations	DAFF Biosecurity Capability Building Initiative for Rangers Groups - funding for training	
Complete	Acquittal	Community & regulatory services	TSRA Ad Hoc Grant - Successful application to support Torres Strait Islander dance groups to attend cultural festival. Requested report extension date due to invoice not received from one of the Dance Troop for payment.	
Overdue	Acquittal	Community & regulatory services	NIAA 1000s Job - Council working with NIAA to resolve overdue reporting.	
Overdue	Acquittal	Community & regulatory services	IVAIS00772 - 2023-24 End of Year performance and audited financial report is being progressed. Council in communication with funder regarding outstanding report. Funding was for Art Centre upgrades, art workers and ceramic workshop.	
Overdue	Acquittal	Community & regulatory services	IVAIS00772 - 2023-24 -request independent audit of financials - Art Centre upgrades, art workers and ceramic workshop	
Overdue	Acquittal	Community & regulatory services	Debt Recovery -CHSP 2021-22 - Council working with department to review previous grant acquittals submitted and PCS data.	
Overdue	Acquittal	Operations	Local Roads and Community Infrastructure Program (Phases 1,2 &3) - Council is actively working to resolve overdue Annual report. Invitation to quote for planned works issued to local contractors. Construction must be completed by end of December 2024.	
Overdue	Acquittal	Operations	W4Q 21-24 (projects multiple) - Council submitted a extension of time request for projects that were not complete by 30 June 2024. Two projects remain not complete. Currently in process of completing a variation request to extend these projects till June 2025	
In Progress	Grant Writing	Community & regulatory services	Regional Precincts' and Partnership Project -Planning Stream - Jardine River - project is processing and supporting documentation is being prepared.	



ORDINARY COUNCIL MEETING #10

Agenda Item 13.4

Tuesday 22nd January 2025

Bamaga Boardroom

In Progress	Grant Writing	Finance & Corporate services	Regional Precincts' and Partnership Project -Delivery Stream - Injinoo Historical village - project is processing and supporting documentation is being prepared.	
In Progress	Grant Writing	Operations	RAUP - preparing an application for airport fencing replacement and wildlife hazard training/planning.	
In Progress	Grant Writing	Operations	Active Transport Fund - preparing an application to fund Bamaga Footpath upgrade project (stage 1).	
In Progress	Grant Writing	Operations	Safer Local Roads and Infrastructure Program (SLRIP)- Preparing an application to deliver Road safety audit and upgrade of road signage for whole of NPA – R2R allocation to support the 20% co-contribution.	



ORDINARY COUNCIL MEETING #10

Agenda Item 13.4

Tuesday 22nd January 2025

Bamaga Boardroom

Pending outcome	Grant Writing	Community & regulatory services	QLD Remembers funding opportunity applying for funding to complete Anzac memorial Honour Board plaque restoration.	
Pending outcome	Grant Writing	Community & regulatory services	Play Our Way - Following successful Expression of interest a detailed application has been submitted to fund upgrades to the Bamaga Sporting Precinct.	
Pending outcome	Grant Writing	Human Resources	Cyber Security Awareness Grant - funding for cyber security training program	
Pending outcome	Grant Writing	Operations	Expansion of Indigenous Rangers Program - Funding application to support more women ranger positions. Funder has not announced outcome.	
Pending outcome	Grant Writing	Operations	Housing Support Program - council submitted 4 applications.	
Pending outcome	Grant Writing	Operations	TMRs 2025-26 Cycle Network Local Government Grants - application prepared by Aurecon requesting funding for New Mapoon to Seisia shared path project.	
Pending outcome	Grant Writing	Operations	Scheme Supply Fund - Council identifying project scope to make an application to deliver outcomes of Local Housing Action Plan.	
Pending outcome	Grant Writing	Operations	Safer Local Roads and Infrastructure Program (SLRIP)- application being prepared by Aurecon to fund Injinoo Back Road Section 2 project.	
Pending Agreement	Successful Grant Submission	Operations	Growing Regions - Round 1 - Airport Runway Upgrade - Approved for full amount. Pending Agreement to be issued by funder.	



AGENDA ITEM 14-15
ORDINARY COUNCIL MEETING #10
Tuesday 21st January 2025
BAMAGA BOARDROOM

14. General Discussion

15. Close of Meeting