

Torres Strait Island
REGIONAL COUNCIL

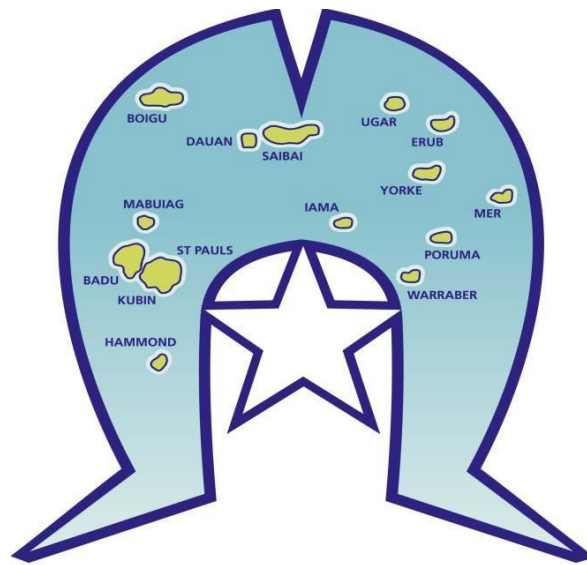
AGENDA

ECONOMIC GROWTH COMMITTEE

Date: 22 December 2021
Time: 9:00am to 12:00pm
Venue: VMR #6 – 0292 970 558

Agenda

1. Welcome (Chair)
2. Opening Prayer
3. Apologies
4. Conflict of Interest (COI)/ Material Personal Interest (MPI) Declaration
5. Noting of previous Ratified Minutes – 26 August 2021
6. Action Items List
7. COMMITTEE MOVES INTO CLOSED BUSINESS
8. Elphinstone Close – CB - Verbal
9. Indigenous Procurement Policy
10. COMMITTEE MOVES OUT OF CLOSED BUSINESS
11. Enterprise Development Strategy
12. Engagement Strategy
13. Divestment Policy
14. Ugar and Dauan Sea and Air Access Business Plan – Verbal
15. Enterprise Risk Management
16. National Indigenous Economic Development Forum 2022 – Verbal
17. General/ Other Business (on notice)
18. Next meeting date
19. Closing Prayer



Torres Strait Island
REGIONAL COUNCIL

MINUTES

ECONOMIC GROWTH COMMITTEE

Date: Thursday 26th August 2021

Time: 10:13am – 12:33pm

Venue: VMR #6 – 0292 970 558

PRESENT:

Cr Rocky Stephen – Ugar (Stephen)
Cr Jimmy Gela – Erub (Darnley)
Cr Conwell Tabuai - Saibai
Ms Hollie Faithfull, Chief Financial Officer
Mr Luke Ranga, Head of Corporate Affairs and Engagement
Mrs Kylie Sturges, Manager, Enterprise Development and Delivery
Mrs Kathy Cochran, Secretariat Officer

APOLOGY:

Cr Phillemon Mosby, Mayor
Mr Peter Krebs, Senior Legal Counsel

Agenda

1. Welcome (Chair)

Cr Rocky Stephen, Chair of the Committee welcomed everyone to the meeting and opened the meeting in prayer.

2. Opening Prayer

Cr Rocky Stephen opened the meeting in prayer.

3. Apologies

- Mayor Phillemon Mosby
 - Mr Peter Krebs, Senior Legal Counsel
- Committee noted the apologies.

4. Conflict of Interest (COI)/ Material Personal Interest (MPI) Declaration

No declaration made. Cr Rocky Stephen encouraged everyone to make a declaration at any time.

5. Confirmation of previous minutes – 30 November 2020

RESOLUTION:

Moved: Cr Tabuai; *Second:* Cr Stephen

That the Committee accept the minutes of the meeting for 30th November 2020 as true and accurate record of that meeting.

MOTION CARRIED

6. Draft Divestment Policy

Item left lying on the table due to Senior Legal Counsel apology.
Suggestion to hold a special meeting to discuss the Policy.

7. Enterprise Development Strategy

Kylie Sturges, Manager, Enterprise Development & Delivery spoke to the report and provided committee with an update.

- Council responsibility around economic development
- Community getting on board and Council providing information to them to achieve their aspirations.

Michael from LUCID Economics will provide business plans as part of the strategy and this will form part of the end strategy. They will be available for all community members to access.

Need to know Council end goal and the appetite for the strategy. Community and Regional aspirations.

Cr Tabuai asked about the timeline – scope to be available for the next committee meeting. Consultation before the end of 2021 and report available early 2022.

Next stage to take it to SARG for support.

Cr Rocky Stephen raised concerned about issues accessing funding as a Local government entity and perhaps to set up a subsidiary company. Chief Financial Officer advised there's a whole different process involved in setting up a subsidiary company as its a complex process.

RESOLUTION:

Moved: Cr Gela; *Second:* Cr Tabuai

That the Committee recommend for the Torres Strait Business Enterprise Strategy Background Report be tabled in October 2021 SARG meeting.

MOTION CARRIED

Consultation to commence after October 2021 SARG.

ACTION: SARG Report to include the proposed dates and timeline for consultation.

8. Ugar and Dauan Sea and Air Access Business Plan – Verbal

Kylie Sturges, Manager Enterprise Development & Delivery spoke to the report and provide an update. Council received \$1m funding from TSRA to develop a business plan for the Ugar and Dauan Sea and Air Access opportunities, looking at the long term as a solution to travel in the region.

Will be working with TMR (Chris Bradley) and Michael.

of some funding the scope of work will be provided by Michael today.

9. Dauan and Ugar Helicopter subsidy – Verbal

Kylie Sturges spoke to the report and provided an update.

- Request went out to Nautilus and Great Barrier Reef Helicopters
- Rec Memo went to Acting Chief Executive Officer for sign off

10. Community Engagement Policy

Mr Luke Ranga spoke to the report.

11. Indigenous Procurement Policy

Head of Corporate Affairs and Engagement, Mr Luke Ranga, spoke to the report.

Cr Stephen suggested that we need to have an Indigenous Policy particularly for Torres Strait Islanders which includes the indigenous employment and business opportunities in the recruitment process and advertising the positions and or projects.

ACTION: Provide a paper for discussion at the October SARG and or next Committee meeting on the Indigenous Procurement Policy. Appropriate Executive to present a road map for indigenous people at workshop in November 2021 Workshop.

12. Enterprise Risk Management – Verbal

Ms Hollie Faithfull, Chief Financial Officer spoke to the report. This item will be a standing agenda item for the committee. SARG monthly reporting. Ordinary Meeting – quarterly reporting

Reports are being developed by the same and reported to Audit Committee or monitoring.

13. Elphinstone Close/ Grafton Street Update – Verbal

Chief Financial Officer, Ms Hollie Faithfull provided an update on the following:

- BBR Funding
- QTC funding

- Negotiating of the current lease on Grafton Street.

14. General/ Other Business (on notice)

21st and 22nd September – Special meeting on Monday (Cr Gela and Cr Tabuai on flight to TI)

Cr Tabuai – Policy Divestment – Chair and Chief Financial Officer will advise. Cr Tabuai available.

Cr Gela – raised Divestment Policy

Cr Tabuai – raised scrap metal waste – climate change. Be available for consultation process to support team. Chief Financial officer advised there is no budget for consultation.

ACTION: Chief Financial Officer to look at professional development funds for Councillors to attend Mackay 13 -15 November 2021.

Cr Stephen will raise in SARG in other business – budget for consultation.

ACTION: SEA to send calendar invite to Councillors.

15. Next meeting date

- Thursday 28th October 2021

16. Closing Prayer

Cr Rocky Stephen closed the meeting in prayers.

MEETING CLOSED – 12:33pm

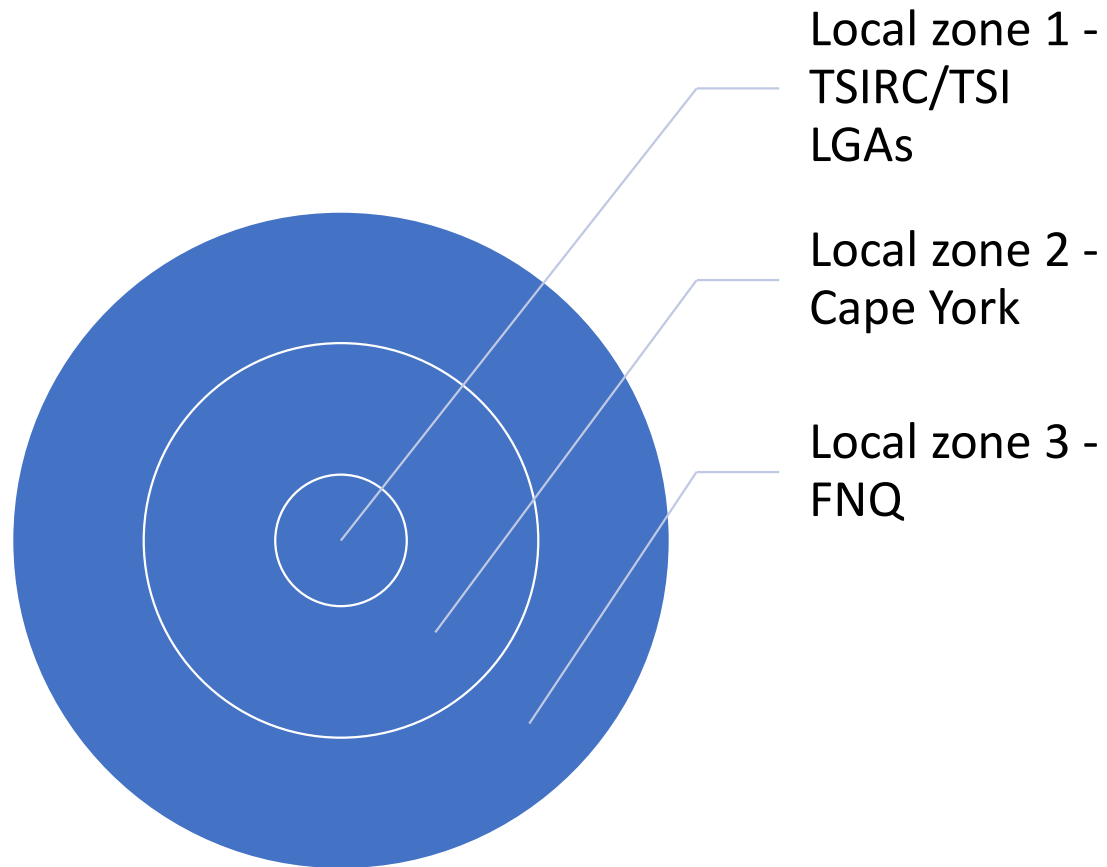
Economic Growth Outstanding Action Items 2021

Agenda Item	Action	Lead Officer	Comments	Completion Date
Enterprise Development Strategy	SARG Report to include the proposed dates and timeline for consultation	Manager Enterprise Development and Delivery		
Indigenous Procurement Policy	Provide a paper for discussion at the October SARG and or next Committee meeting on the Indigenous Procurement Policy. Appropriate Executive to present a road map for indigenous people at workshop in November 2021 Workshop.	Head of Corporate Affairs and Engagement	Indigenous Procurement Policy workshop has been added to the Councillor Strategic Workshop	
General Business	Chief Financial Officer to look at profession development funds for Councillors to attend Mackay on the 13-15 November 2021	Chief Financial Officer		Closed



Indigenous Procurement Policy

Local Supplier



Applying the Local Benefit Test

All procurement is subject to the local benefits test. Officers need to identify the potential for local benefits for Indigenous and non-indigenous businesses using following Figure 2 to assess whether a weighting of up to 30% can be applied to the evaluation of a procurement activity.

When applying the local benefits test the following broad classifications apply:

- Always local;
- Has the potential to be local; and
- Does not make sense to be local (e.g., no Indigenous/local suppliers available).

Applying the Local Benefit Test

Figure 2 – Local benefits test classifications

Always Local	Potential to be Indigenous/local	Does not make sense to be local
<ul style="list-style-type: none">• Goods and services, by nature are supplied locally.• Examples include:<ul style="list-style-type: none">• Trades people/labourers• Social services• Ongoing/frequent (e.g. cleaning, catering, grounds/building/roads maintenance)• Local transportation• Local accommodation	<ul style="list-style-type: none">• Goods and services have potential to be supplied locally by skilled and experienced businesses - but non-local suppliers are value for money in local market.• Goods and services may be in-part or in fullness supplied by indigenous suppliers and/or workers that may not be based or normally reside in the Zone 1 area.• Examples include:<ul style="list-style-type: none">• Construction• Construction materials (e.g. quarried rock)• Contractors• Trades (carpenters, electricians, painters, plumbers etc.)• Manufacturers• Machinery and equipment• Air travel/transport, non-TSIRC/TSI LGAs accommodation	<ul style="list-style-type: none">• Goods and services that are not available in a locally competitive market.• Examples include<ul style="list-style-type: none">• Major ICT/technology*• Specialist capital works, consultants, machinery and equipment*• Specialist services (e.g. veterinary, financial, legal, flood modelling and tidal guage monitoring)*

Applying the Local Benefit Test

* Note: even though an Indigenous or local supplier may not be available or experienced, officers can still apply up to a 30% weighting as the non-local suppliers may still deliver local benefits. See following examples:

- Major/ICT technology – ICT businesses may be willing to accept trainees and interns from our region, increasing skills base and local talent in ICT.
- Specialist capital works and services – consultants and heavy plant suppliers could provide local or intern training opportunities for community members, e.g., veterinarians could train on administering medications, heavy plant suppliers could provide training/licence qualifications on heavy plant and pre-start checks as a local benefit.
- Accommodation – large national hotel/international chains may be willing to accept trainees and interns from our region, increasing skills base and local talent in hospitality/tourism/visitor management.

Considering What Local Benefit Apply

Table 1

Local benefit	Description
Local jobs	<p>The number of local jobs supported¹ by the procurement activity. Considering:</p> <ul style="list-style-type: none">• where people live and work• permanency of employment• certainty of hours• fair wages and conditions• superannuation and workers compensation• genuine respect for the right of works to collectively bargain.
Opportunities for local supply chains	<p>Use of local businesses, contractors, manufacturers and supply chain for the supply or manufacture of goods and/or services.</p>
Opportunities for interns, apprentices and trainees	<p>Number of local and national apprenticeships² and traineeships supported by the procurement activity.</p>
Case-by-case benefits	<p>Other benefits identified by Council. Examples include:</p> <ul style="list-style-type: none">• the number of local Aboriginal jobs and Torres Strait Islander jobs supported by the procurement activity• use of local Indigenous businesses.

Proposed tender Evaluation Criteria

Table 2

Evaluation Criteria	Weighting	Comments
Supplier experience and capability	10% - 30% (1)	The supplier will be evaluated on their overall experience and capability in delivering similar past projects.
Project management	10%	The supplier will be evaluated on their processes related to project management and service delivery.
Local benefits	20% - 30% (2)	The supplier will be evaluated on: <ul style="list-style-type: none"> • the number of local jobs supported by the procurement activity • use of local contractors, manufacturers and supply chain directly relating to the supply of goods and/or services • the number of local apprentices and trainees supported by the procurement activity • the number of local Aboriginal jobs and Torres Strait Islander jobs supported by the procurement activity.
Price	40% - 60% (3)	The supplier will be evaluated on their offered price.

Notes:

- (1) Ranges in weightings may apply for scenarios where local benefits are likely to be limited due to the type of service being sought. Eq supply of goods or services that are produced or provided almost solely from out of zone 1 or 2 are likely to attract a greater price weighting than if they were readily available from zone 1 and/or 2. **Total weighting summed is to equal 100%.**
- (2) In circumstances where locally provided goods and/or services are likely to be available and are of a specialist nature, the local benefits weighting may be increased as deemed appropriate.
- (3) Weightings may require review if once tenders/offers are received it becomes apparent that budget is a critical factor. In which case overall weightings and value for money must still be considered and assessed.

When applying more than one local benefit criteria – Local Benefit Sub-criteria

Table 3: Example local benefits sub-criteria

Local benefit	Sub-benefit weighting	Description
Jobs	40%	The number of local jobs supported by the procurement activity.
Supply chain	30%	Use of local contractors, manufacturers and supply chain directly relating to the supply or manufacture of goods and/or services.
Interns/Apprentices and trainees	20%	The number of local interns/apprenticeships and traineeships supported by the procurement activity.
Other benefits	10%	The number of local Aboriginal jobs and Torres Strait Islander jobs supported by the procurement activity.
Sub-criteria Total	100%	

Evaluation scoring definitions

Indigenous/Local benefit	Inadequate	Limited	Reasonable	Good	Excellent	Value	Max Value
Jobs	0	1	2	3	4	Note (1)	18
Supply chain	0	1	2	3	4	Note (1)	6
Interns/Apprentices and trainees	0	1	2	3	4	Note (1)	3
Other benefits	0	1	2	3	4	Note (1)	3
Sum						Note (2)	30

Notes

- (1) Value = local benefits weighting x sub benefit weighting x score/(max score)
 Eg) Tenderer has excellent jobs outcome proposed, and if local benefits weighting (table 2) is set at 30%, then:
 Value = $30 \times 60/100 \times 4/4 = 18$
 If tenderer has relatively poor outcome proposed, then:
 Value = $30 \times 60/100 \times 1/4 = 4.5$
- (2) If total sum of values = 30, then where the local benefits (table 2) weighting is set at 30%, then local benefits score = $30 \times 30/30 = 30$
 If total sum of values is (say) = 24, then local benefits score = $30 \times 24/30 = 24$

Note: In some cases projects that are funded by state/fed and may have specific IEOP requirements that as a minimum need to be considered and adhered to, these will be in addition or concurrent to TSIRCs own local benefits procurement policy requirements. While state/fed IEOP requirements are to be met for eligible projects, it is still necessary to at a minimum meet the local benefits procurement requirements as set out in this policy, and which generally require greater outcomes to be achieved than those typically set-out in the state/fed IEOP targets.



TORRES STRAIT ISLAND REGIONAL COUNCIL

COMMITTEE REPORT

COMMITTEE MEETING:	December 2021
DATE:	22 December 2021
ITEM:	Agenda Item for update
SUBJECT:	Enterprise Development Strategy
AUTHOR:	Mette Nordling, Manager, Governance and Compliance

Recommendation:

That the Economic Growth and Development Committee note the information contained in this report

Executive Summary:

The aim of this report is to give the Economic Growth Committee an update on the progress of the Enterprise Development Strategy.

Background:

Council has engaged Lucid Economics to deliver an Enterprise Development Strategy.

Michael Campbell from Lucid Economics attended the August 2021 meeting of the Committee and provided information on some of the preliminary research and findings and discussed how to move forward with the project.

The Economic Growth Committee advised that there are no amendments to be made to the project scope and that there at this stage are no roadblocks to the delivery of the Strategy.

The following tasks have been completed to date:

- Proposal for services received and approved (attachment 1)
- PO issued to engage Lucid Economics
- Kick off meeting complete
- Background report complete (attachment 2)

Comment:

The next steps for this project involve the following, scheduled to commence in January 2022:

- Schedule the community consultation and seek approval from the Economic Growth Committee]
- Book associated travel and accommodation for the community consultation.
- Submit visitor requests to each Division for all passengers
- Consult with the Economic Growth Committee to finalise deliverables and schedule.

Following approval of community consultation schedule, the following steps will take place in the months February to June 2021:

- Travel and complete Community Consultation including stakeholder analysis
- Review and analyse data with Lucid Economics
- Prepare Draft Enterprise Development Strategy
- Identify and apply for funding to develop and support the implementation plan for the Enterprise Development Strategy
- Identify and organise implementation plan activities
- Provide Draft Enterprise Development Strategy to the Executive Leadership Team and the Economic Growth Committee for review and feedback
- Provide Draft Enterprise Development Strategy to Council for preliminary approval
- Produce the final Enterprise Development Strategy publication

It is envisaged that the Draft Enterprise Development Strategy will be completed by June 2021. However, travel and on-ground community consultation may need to be postponed depending on the developing COVID situation. If that is the case, it may be necessary to investigate other ways of conducting community consultations or delay the project.

Consultation:

- Economic Growth Committee

Links to Strategic Plans:

This project strategically aligns to specific delivery objectives under the Prosperity, People, and Sustainability pillars of Council's Corporate Plan.

Sustainability:

N/A.

Statutory Requirements:

Local Government Act 2009

Local Government Regulation 2012

Conclusion:

That the Economic Growth Committee note the contents of this report.

Endorsed:

Mette Nordling
Acting Head of Corporate Affairs

Recommended:

Megan Barrett
Interim Executive Director Corporate Services

Approved:

David Baldwin
A/Chief Executive Officer



Torres Strait Business Enterprise Strategy

Background Report

Report prepared for

Torres Strait Island Regional Council

November 2020

lucid

/ˈluːsɪd/

adjective

1. expressed clearly; easy to understand

2. bright or luminous

Document Control

Job Name: TORRES STRAIT Business Enterprise Strategy

Client: Torres Strait Island Regional Council

Client Contact: Kylie Sturges

Version Control

Version	Date	Authorisation
Draft v1	16/11/20	MC

Disclaimer:

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1. Introduction

1.1 Background

Lucid Economics has been engaged by the Torres Strait Island Regional Council (TSIRC) to complete an Enterprise Development Strategy.

The Enterprise Development Strategy will support future economic growth across the region's islands and for the communities on these islands. The Enterprise Development Strategy is highlighted in the 2019-20 Operational Plan and builds on past work conducted. It should provide a strategic roadmap for Council's key partners and stakeholders, aligned to community aspirations for economic prosperity within the region.

The Torres Strait Island Regional Council is made up of 15 islands, extending from the northern most reaches of Queensland up to Papua New Guinea (Figure 1.1):

- Boigu (Talbot Island)
- Dauan (Mt Cornwallis Island)
- Saibai (Saibai Island)
- Ugar (Stephens Island)
- Erub (Darnley Island)
- Masig (Yorke Island)
- Mer (Murray Island)
- Iama (Yam Island)
- Poruma (Coconut Island)
- Warraber (Sue Island)
- Mabuiag (Jervis Island)
- Badu (Mulgrave Island)
- Moa (St Pauls and Kubin communities)
- Kirriri (Hammond Island)

Figure 1.1. Map of Torres Strait Island Regional Council Islands and Communities

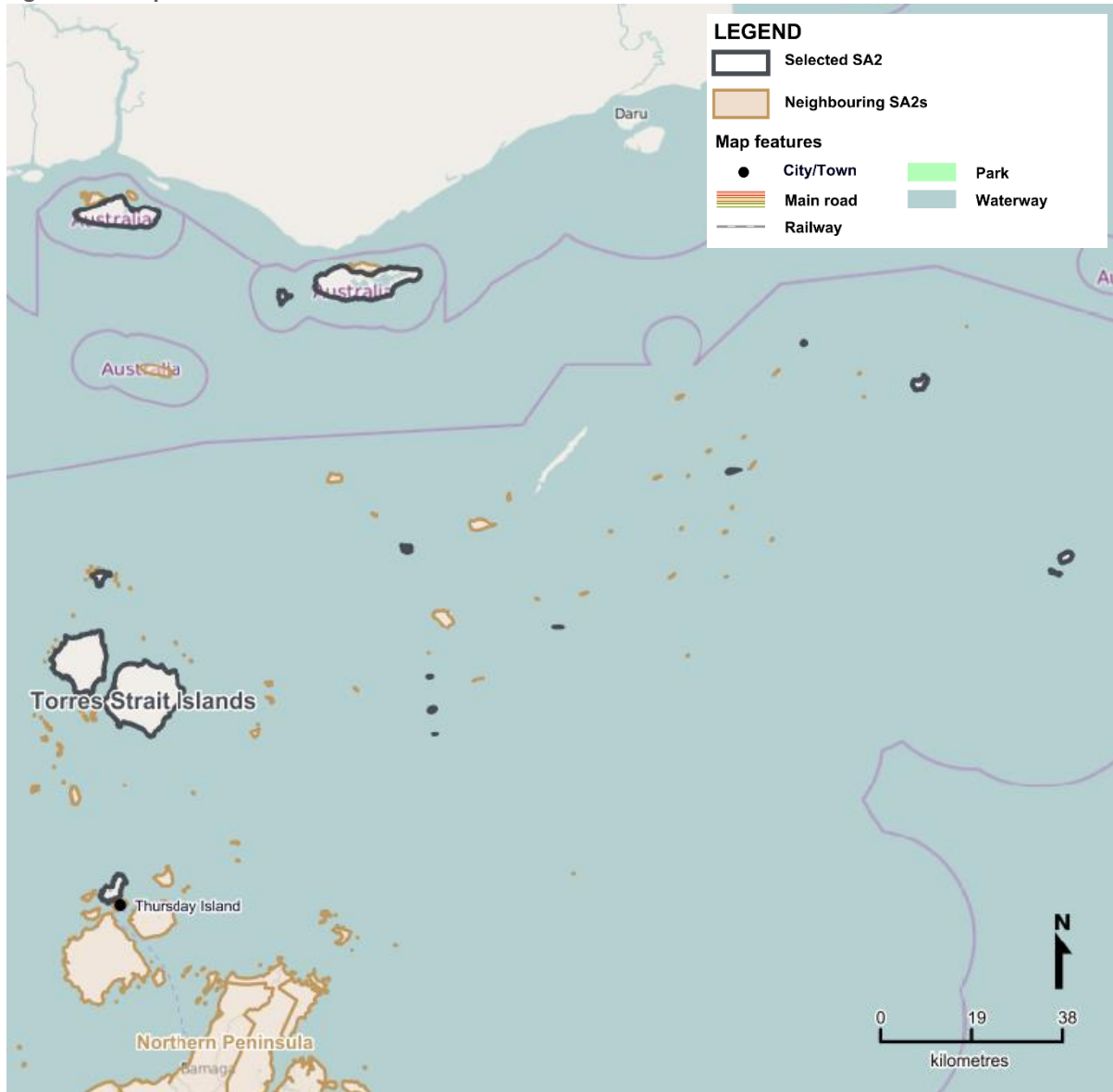


Source: TSIRC (2020).

1.2 Geography

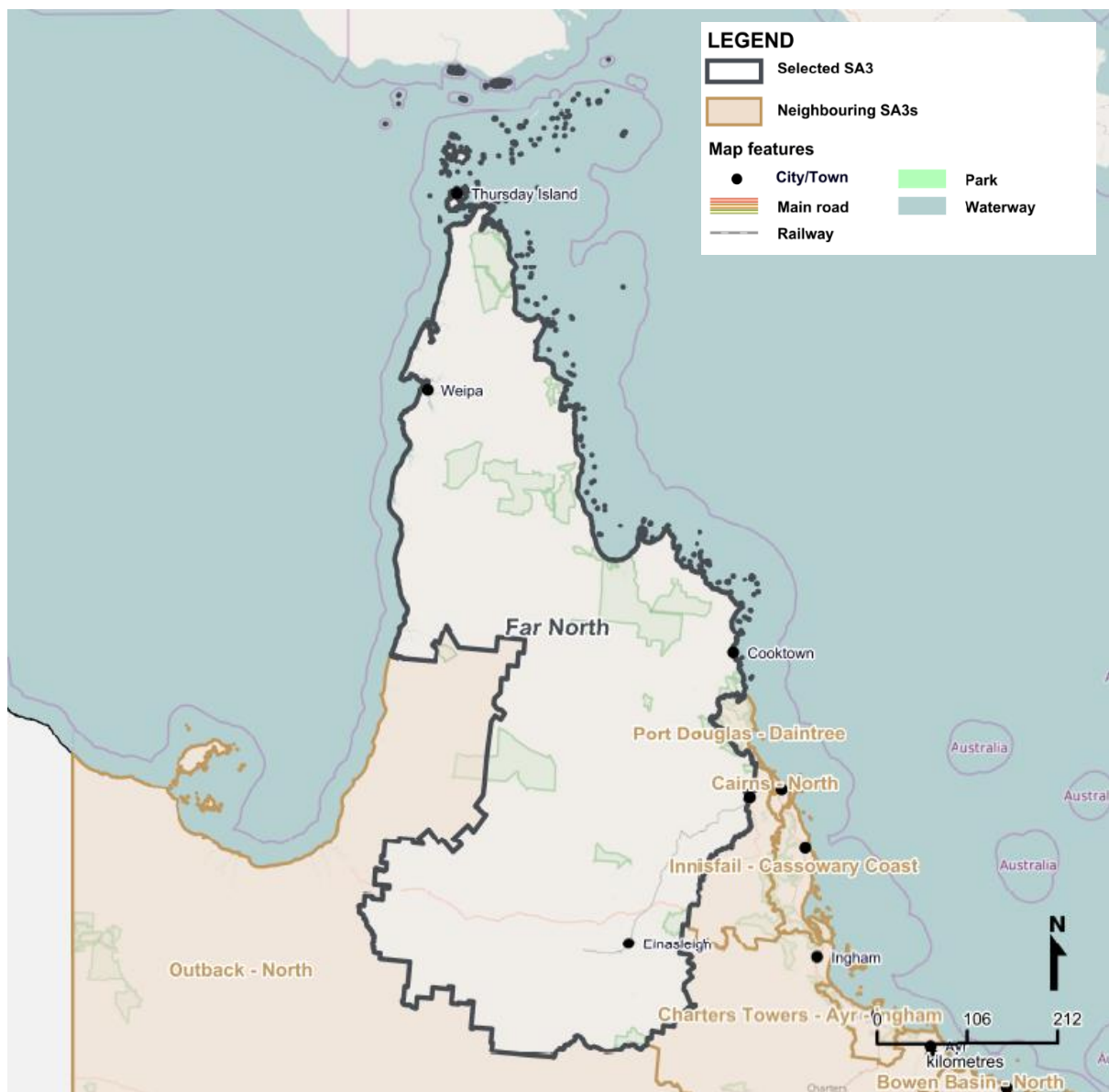
The islands of the Torres Strait Island Regional Council form the Torres Strait Islands Statistical Area 2 (SA2), which allows for the collection, collation and analysis of a range of data from the Australian Bureau of Statistics (ABS). Any reference in the report to the Torres Strait Islands region or the Torres Strait Islands will be referring the Torres Strait Islands SA2 region (Figure 1.2). For comparison, Queensland and the Far North SA3 region (Figure 1.3) have been used. The Far North SA3 includes all of the Torres Strait Islands, Weipa, Cooktown, Einasleigh and all areas in between. The Far North SA3 excludes Port Douglas and Cairns.

Figure 1.2. Map of Torres Strait Islands SA2



Source: QGSO (2020).

Figure 1.3. Map of Far North SA3



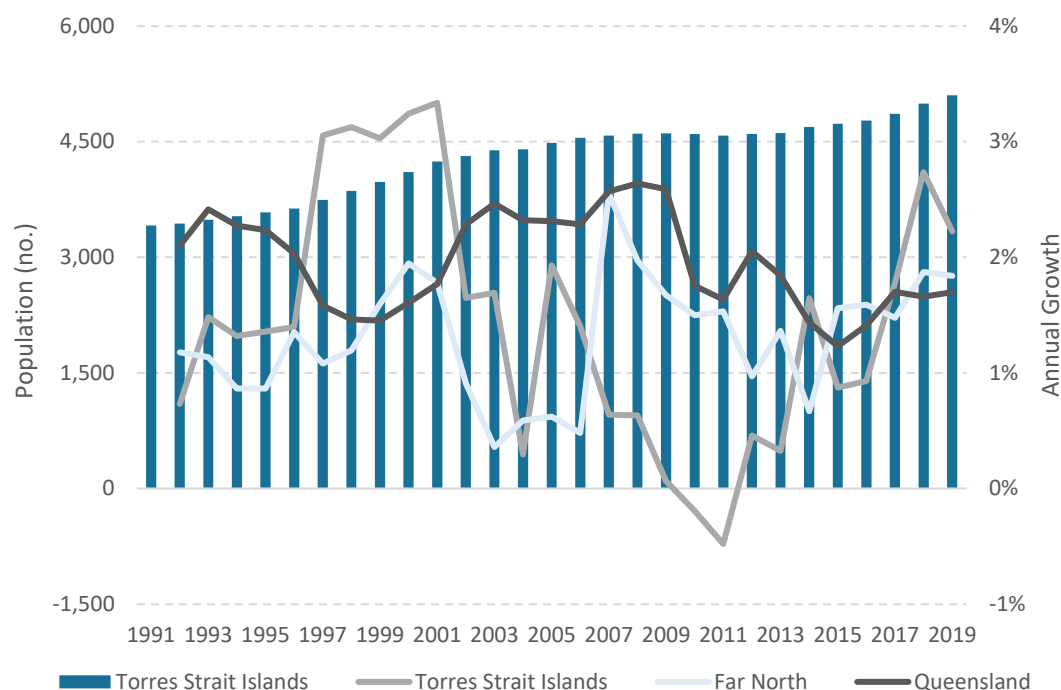
Source: QGSO (2020).

2. Population & Demographics

2.1 Population

- The Torres Strait Island region's population was 5,104 in 2019, up 2.2% from the 2018.
- Population growth in the region has accelerated in recent years, rising an average of 2.2% per annum over the past three years.
- However, Torres Strait Island region's population growth has been considerably more volatile than the Queensland average since 1991.
- Further, despite the recent acceleration in population growth, the Queensland Government Statistician's Office (QGSO, 2020) is projecting the Torres Strait Island region's population to stagnate to around 5,200-5,300 persons through to 2041. Population growth is projected to fall well below the Queensland average throughout the projection period.

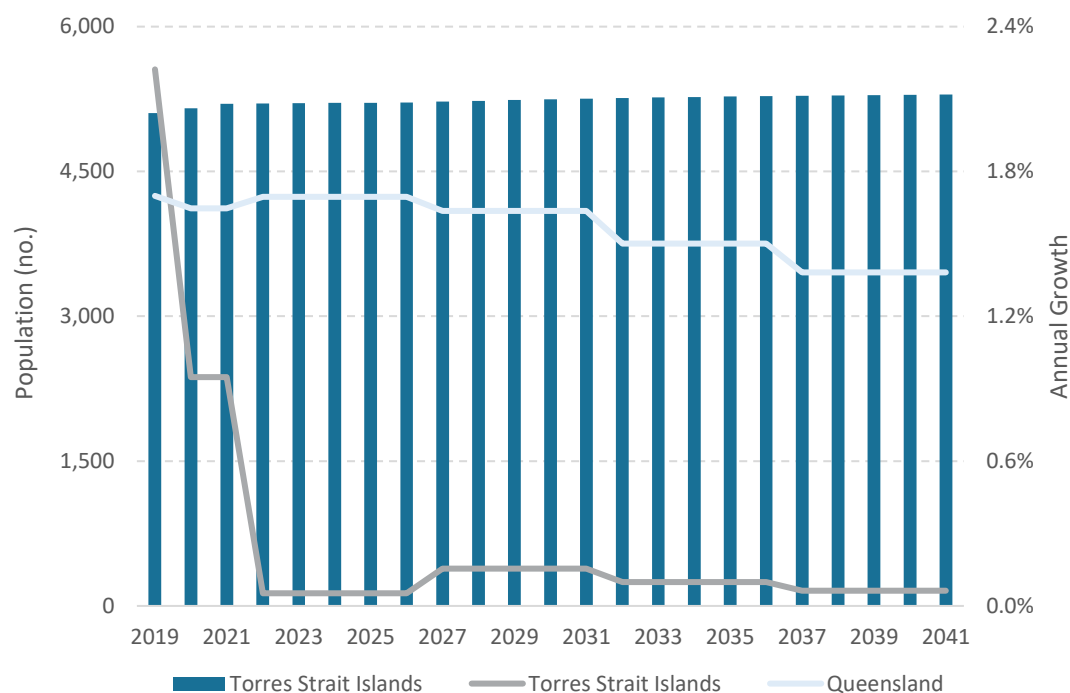
Figure 2.1. Historical Population



Note: ERP at 30 June of each year.

Source: QGSO (2020).

Figure 2.2. Projected Population



Source: QGSO (2020).

2.2 Age

- The Torres Strait Island region's median age was just 24 in 2016 and has been stable since 2006.
- The Torres Strait Island region's median age was considerably lower than the comparison regions in 2016, particularly Queensland's (37 years).

Table 2.1. Median Age

	2006	2011	2016
Torres Strait Islands SA2	23	23	24
Far North SA3	31	31	31
Queensland	36	36	37

Source: ABS (2017).

2.3 Income

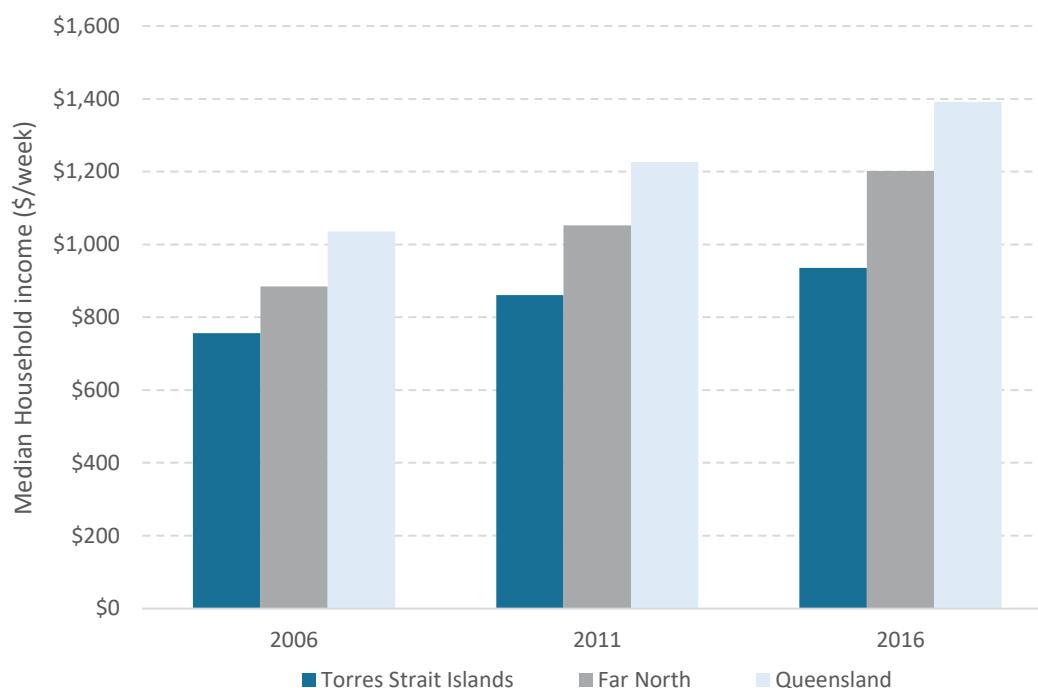
- Both the Torres Strait Island region's median weekly personal and median weekly household incomes were considerably lower than the Far North and Queensland medians.
- In particular, the Torres Strait Island region's median personal income was just \$373 per week in 2016, almost half the Queensland median (\$660).
- Further, growth in the Torres Strait Island region's median weekly household income has been significantly lower than the comparison regions.
- The Torres Strait Island region's median weekly household income rose an average of 1.7% per annum from 2011 to 2016 and 2.2% from 2006 to 2016. This compares to 2.7% and 3.1% in Far North and 2.6% and 3.0% in Queensland, respectively.

Table 2.2. Median Income

	2006	2011	2016
<i>Personal income (\$/week)</i>			
Torres Strait Islands SA2	\$245	\$313	\$373
Far North SA3	\$330	\$420	\$494
Queensland	\$476	\$587	\$660
<i>Household income (\$/week)</i>			
Torres Strait Islands SA2	\$756	\$861	\$936
Far North SA3	\$885	\$1,053	\$1,202
Queensland	\$1,036	\$1,227	\$1,392

Source: ABS (2017).

Figure 2.3. Median Household Income



Source: ABS (2017).

2.4 Education

- Around 49% of the Torres Strait Island region's population had completed high school in 2016, up from 42% in 2011.
- However, the proportion of the Torres Strait Island region's population that had completed year 12 in 2016 was significantly below the Queensland average (55.5%).

Table 2.3. Highest Year of School Completed

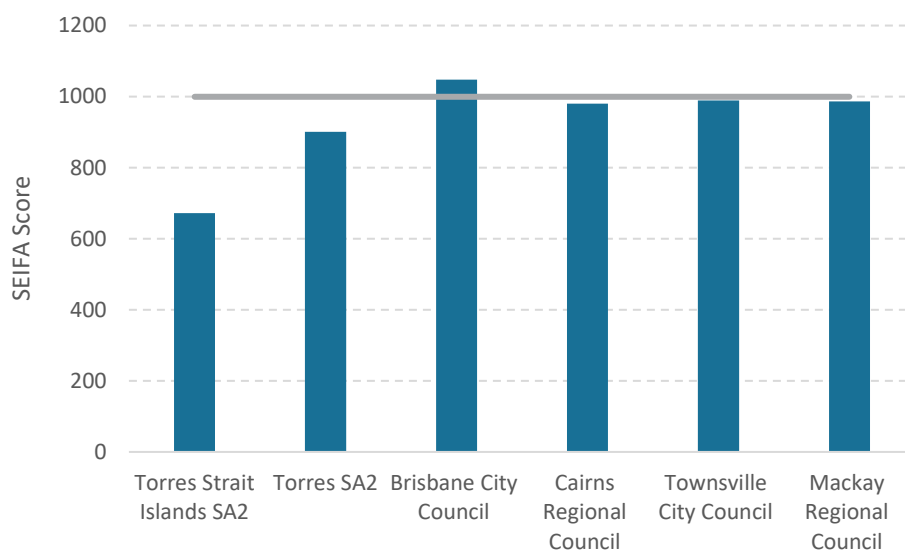
	Torres Strait Islands SA2		Far North SA3	Queensland
	2011	2016	2016	2016
Year 12 or equivalent	42.2%	49.0%	42.3%	55.5%
Year 11 or equivalent	13.4%	12.1%	11.8%	8.5%
Year 10 or equivalent	21.6%	20.6%	28.3%	24.9%
Year 9 or equivalent	5.1%	4.7%	7.0%	5.3%
Year 8 or below	17.3%	12.7%	9.8%	5.2%
Did not go to school	0.4%	0.9%	0.9%	0.5%

Source: ABS (2017).

2.5 Socio-Economic Disadvantage

- The Socio-Economic Index for Areas (SEIFA) is an index that the ABS develops to understand relative advantage and disadvantage.
- The Torres Strait Island region has a much lower SEIFA Score than its neighbouring Torres Strait Island area and many other parts of Queensland.
- The Torres Strait Island region's SEIFA score is one of the lowest in Australia (in the bottom 1% of all SA2s in the country), currently ranking 18th lowest out of 2,184 SA2 regions in Australia.

Figure 2.4. SEIFA Score 2016



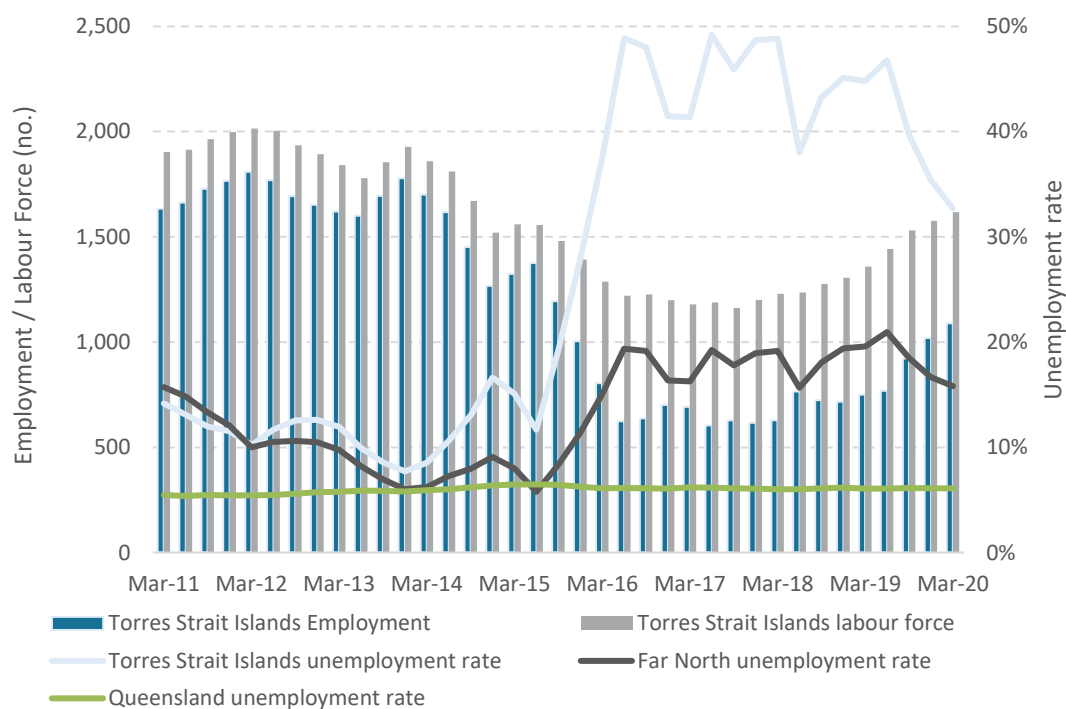
Source: ABS (2017).

3. Labour Force, Employment and Unemployment

3.1 Labour Force and Unemployment

- The Torres Strait Island region's unemployment rate was 32.7% in March quarter 2020, down from a recent high of 49.2% in June quarter 2017.
- The March quarter 2020 unemployment rate compares to rates of 15.8% in Far North and 6.1% in Queensland.
- the Torres Strait Island region's unemployment rate has been considerably higher than the Queensland average since 2011, although the difference has grown substantially in recent years.
- This is a result of the region's labour market having deteriorated significantly since 2012, with the region's total employment and labour force declining significantly since this time.
- However, there have been signs of improvement in recent years, with employment up 45.2% (or 339 persons) over the year to March quarter 2020, while the region's labour force is up 19.1% (or 259 persons) over the same period.

Figure 3.1. Labour Force, Employment and Unemployment Rates



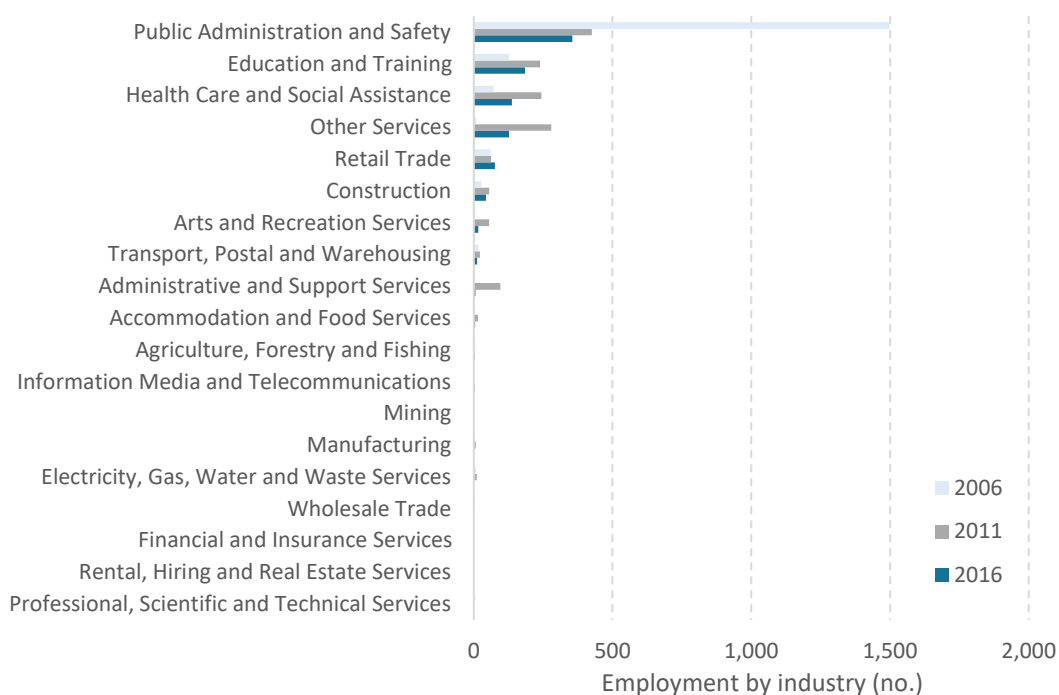
Note: No small area labour market data exists for the Aurukun SA2, so this information is not included in the Far North regional data in the above graph.

Source: DESE (2020).

3.2 Employment by Industry

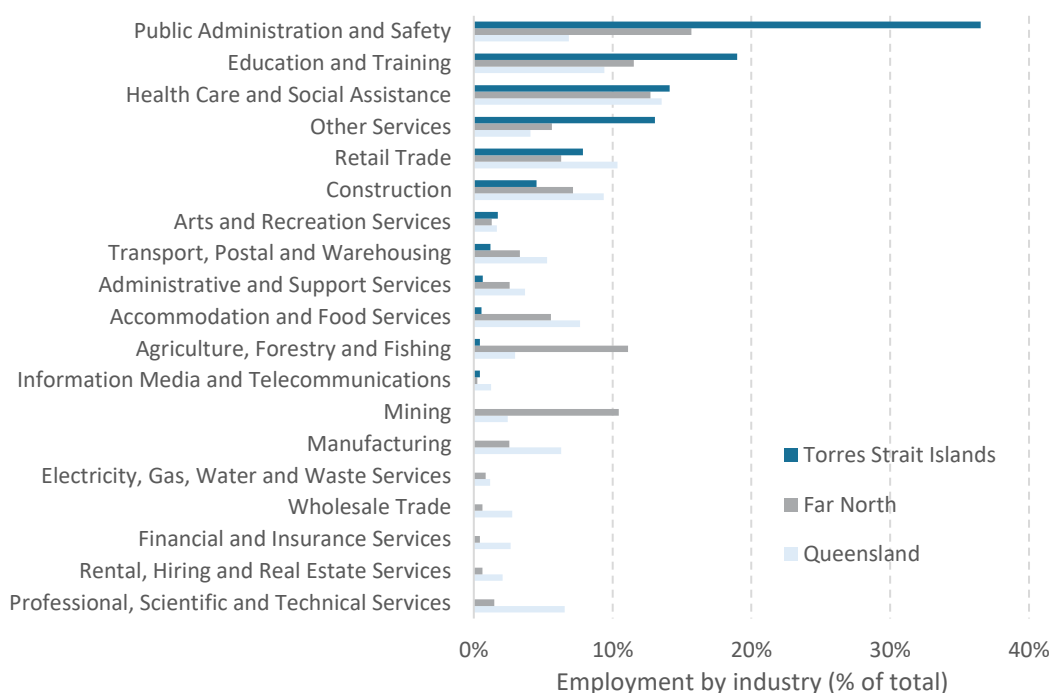
- The Torres Strait Island region does not have a diverse economy.
- The public sector is the key employing sector in the region, accounting for around 70% of employment in the region in 2016. This compares to around 40% of total employment in the Far North SA3 and around 30% of employment across Queensland.
- By industry, the Torres Strait Island region's key employers in 2016 included *public administration and safety* (36.5% of total employment), *education and training* (19.0%) and *health care and social assistance* (14.1%).
- The key private sector industries in the region by employment are retail trade (7.9% of total employment) and construction (4.5%). These proportions are considerably lower than the Queensland average.
- Several industries did not exist in the Torres Strait Islands in 2016. These include:
 - Professional, scientific and technical services;
 - Rental, hiring and real estate services;
 - Financial and insurance services;
 - Wholesale trade;
 - Electricity, gas, water and waste services;
 - Manufacturing; and
 - Mining.
- Employment has fallen significantly over the decade to 2016. Total employment was 974 persons in 2016, down from 1,850 in 2006 (a decline of 47.4%, or 876 persons).
- By industry, *public administration and safety* (down 1,143 persons) was the key driver of the fall in employment over the decade.
- However, there was growth in *other services* (up 117 persons), *health care and social assistance* (up 65 persons) and *education and training* (up 57 persons) over the decade.

Figure 3.2. Employment by Industry, Torres Strait Islands SA2



Source: ABS (2017).

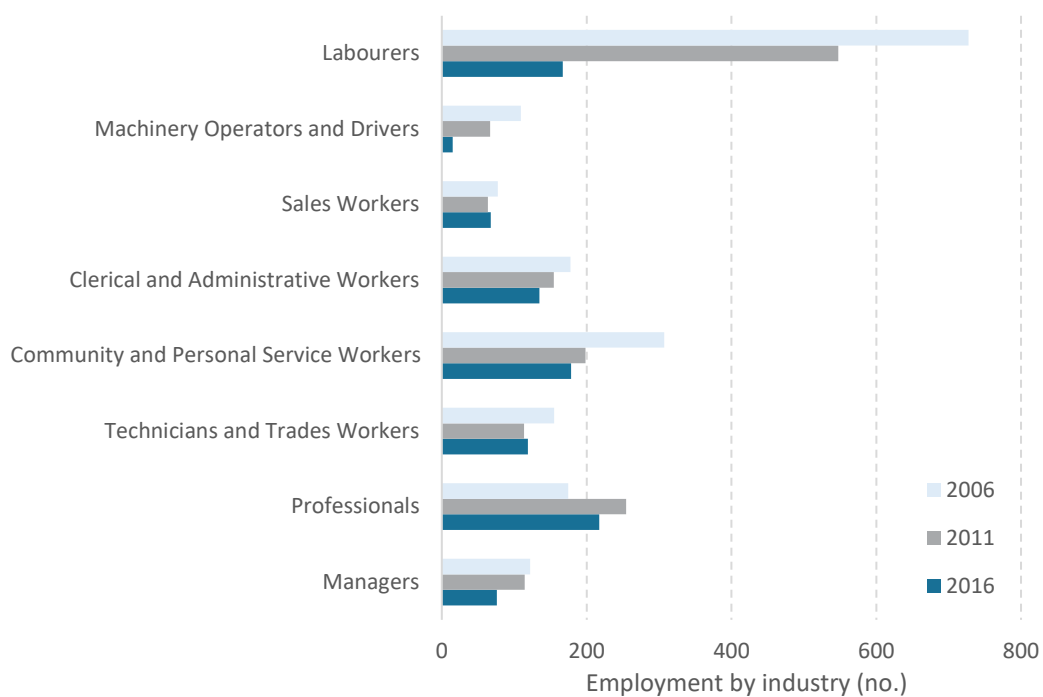
Figure 3.3. Employment by Industry, 2016



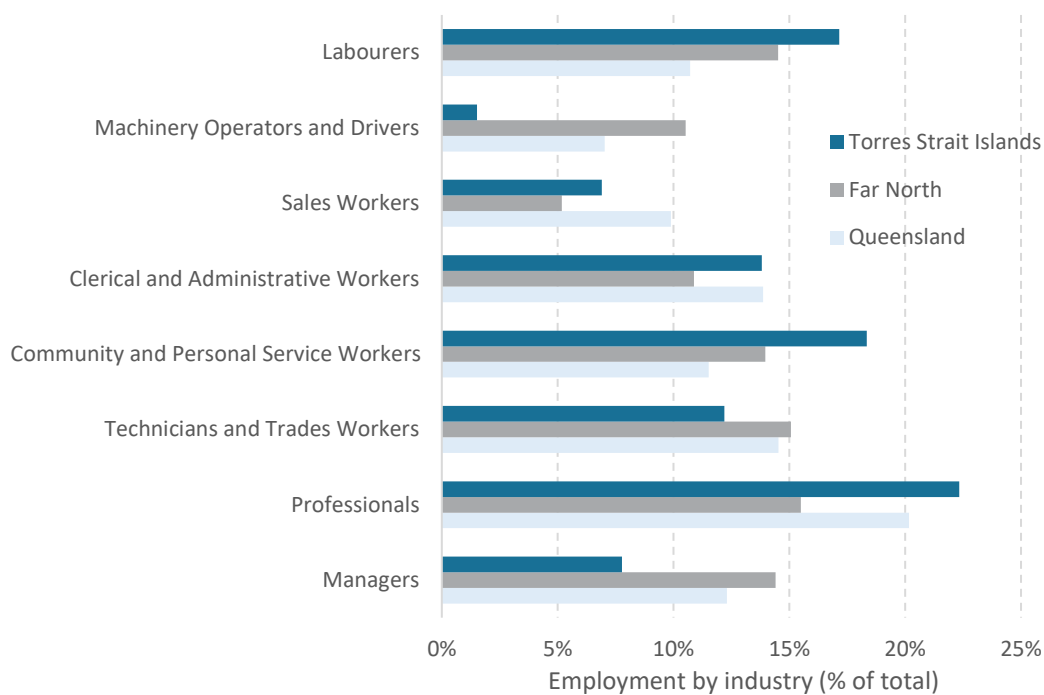
Source: ABS (2017).

3.3 Employment by Occupation

- The Torres Strait Island region saw a substantial decline in the number of persons employed as *labourers*, *community and personal service workers* and *machinery operators and drivers* over the decade to 2016.
- The only occupation to see an increase in employment over the decade to 2016 was for professionals (up 43 persons), although employment in this occupation has declined since 2011.
- Despite the falls in employment over the decade to 2016, the Torres Strait Island region still has a significantly larger proportion of its employment in the occupations of *labourers* (17.2%) and *community and personal service workers* (18.3%) than the Queensland average (10.7% and 11.5%, respectively).
- However, *machinery operators and drivers* comprise a much smaller proportion of the Torres Strait Island region's total employment (1.5%) than the comparison regions (10.5% in Far North and 7.0% in Queensland, respectively).

Figure 3.4. Employment by Occupation, Torres Strait Islands SA2

Source: ABS (2017).

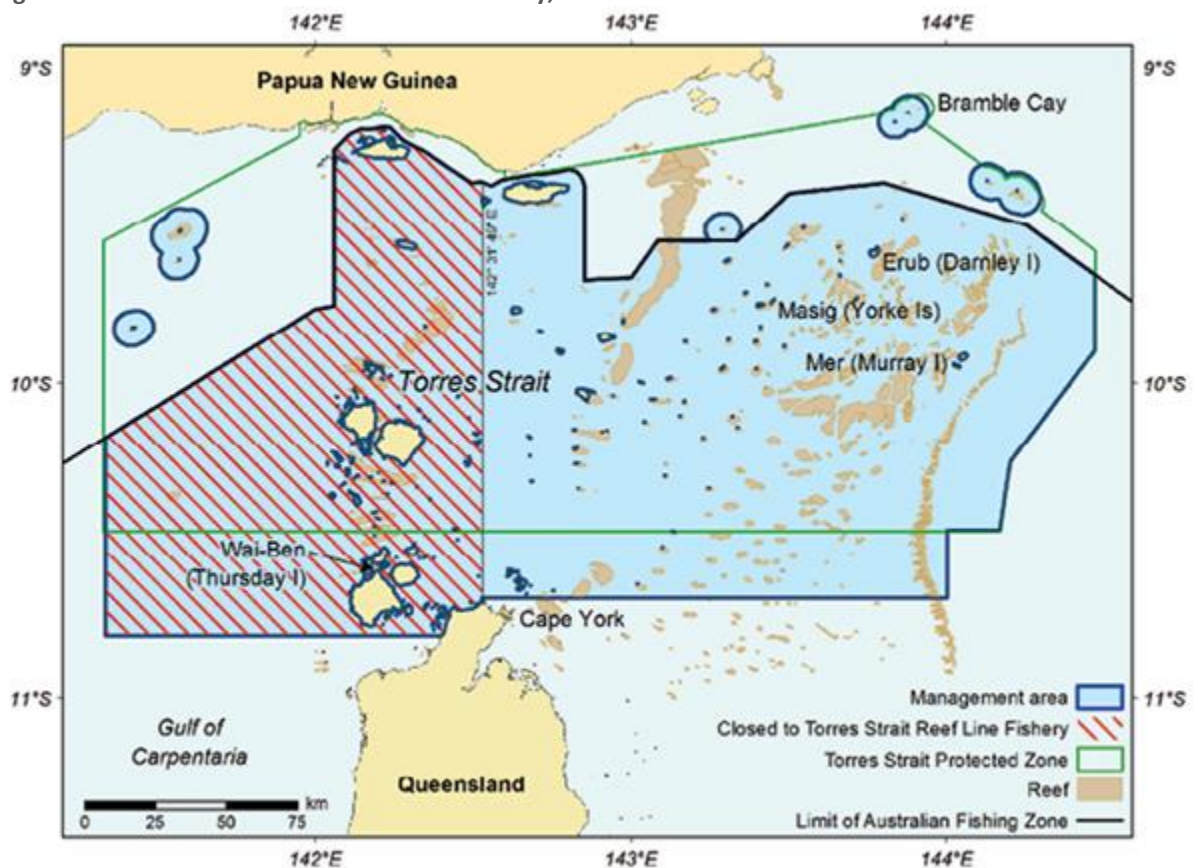
Figure 3.5. Employment by Occupation, 2016

Source: ABS (2017).

4. Fishing Profile

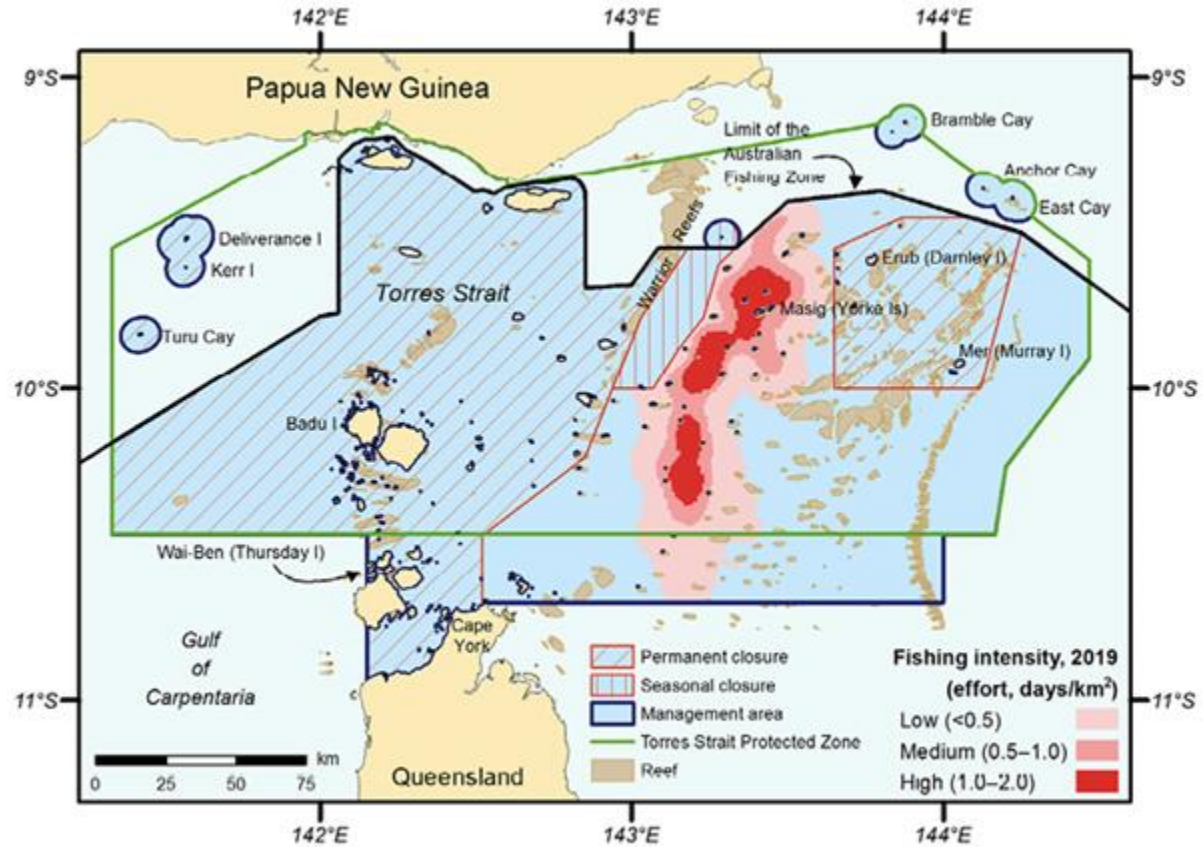
- The Torres Strait Island region is part of the Torres Strait Fishery, together with the Torres Strait Regional Authority area (representing the southern islands of the Torres Strait).
- Historically, spanish mackerel, coral trout and prawns (both tiger prawns and blue endeavour prawns) have been the local commercial catch.
- The volumes have been volatile due to license agreements and the state of the fleet engaging in the activity.
- The price per kg of fish has averaged around \$10 over the last three years, while the gross value of production for prawn trawlers was estimated to be \$400,944 in 2018-19.
- Despite the fishing activity in the region, there is virtually no benefit that is received by the Torres Strait Island region, as according to the 2016 Census, only four people were employed in the fishing industry.
- The Torres Strait fishing industry produces 4.2% of the prawns produced in Queensland and 0.9% of finfish in the State.

Figure 4.1. Area of the Torres Strait Finfish Fishery, 2019



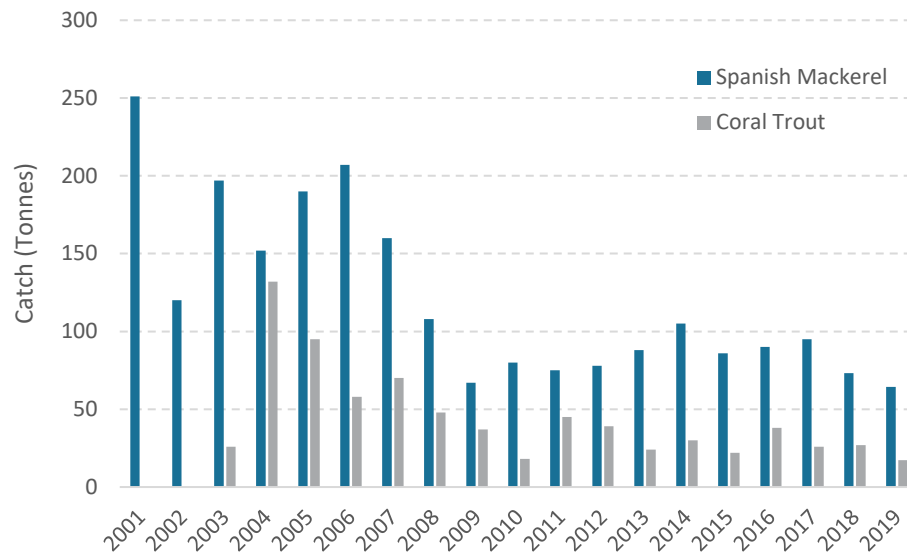
Source: Department of Agriculture (2020)

Figure 4.2. Fishing intensity in the Torres Strait Prawn Fishery, 2019



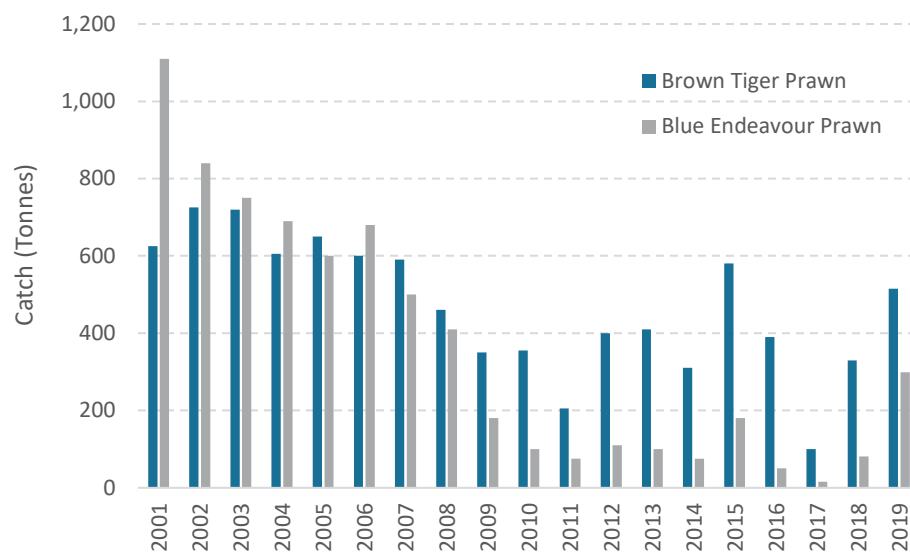
Source: Department of Agriculture (2020)

Figure 4.3. Finfish Catch, Torres Strait Fishery



Source: Department of Agriculture (2020)

Figure 4.4. Prawn Catch, Torres Strait Fishery



Source: Department of Agriculture (2020)

5. Tourism Profile

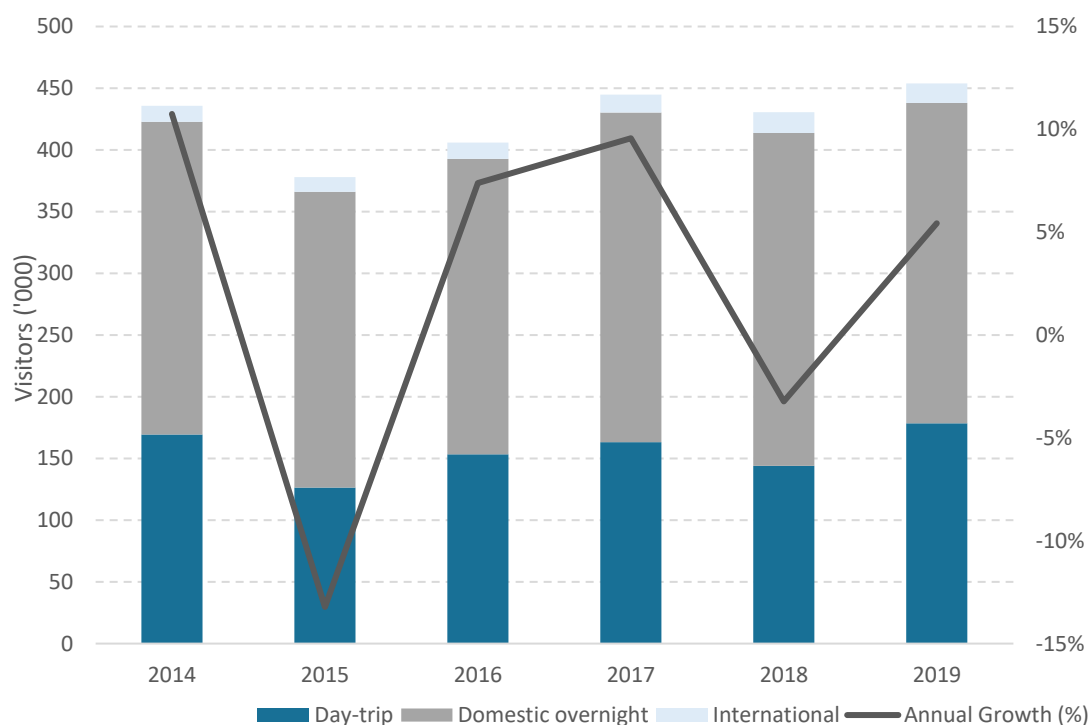
Limited Data Availability

The Tourism Research Australia (TRA) national and international visitor survey is the best source of visitor information in Australia and is used extensively by Commonwealth and State Government tourism agencies. However, there are limits on the analysis that can be performed using this data. There is an insufficient sample for the Torres Strait SA2, so only data for the Far North Region (i.e. Far North SA3 region) has been included in this section.

While this data does not provide any direct insights for the Torres Strait region, it does provide an understanding of the overall number and type of visitor in the broader Far North region, which would include the Torres Strait region. These visitors are already coming to the region so the data represents the existing market that is in proximity to the Torres Strait region.

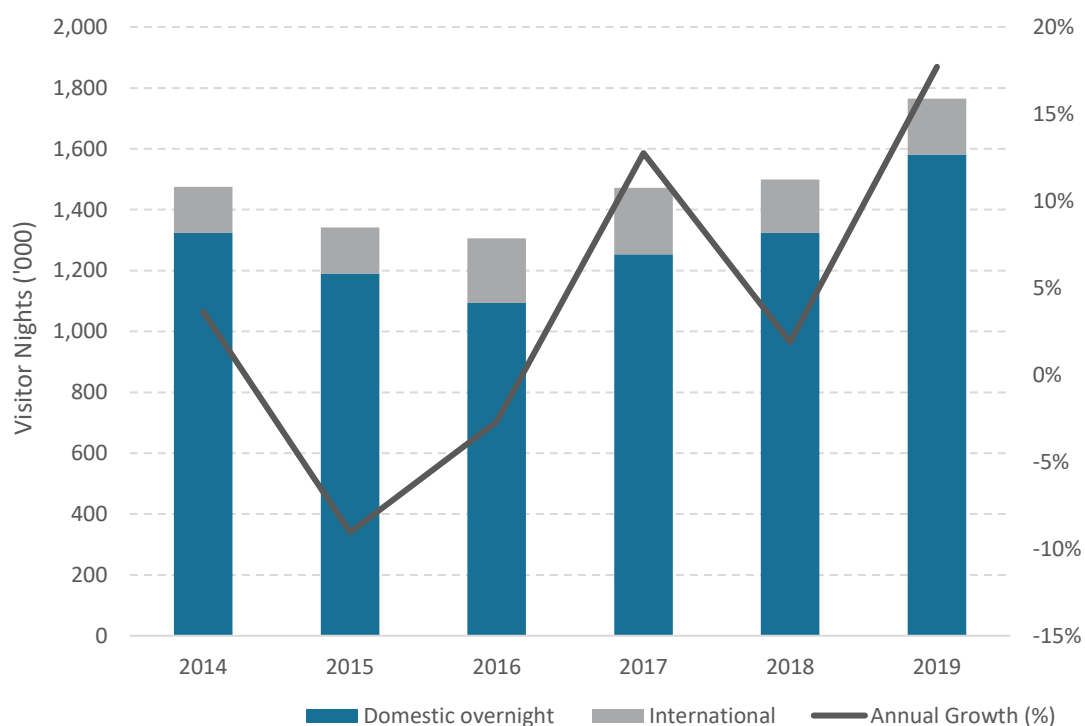
- Visitation to the region has been volatile, experiencing increases and decreases over time and across visitor types.
- The market is dominated by domestic overnight visitors (just under a third of all visitors), then day trip visitors (one third of all visitors), with international visitors making up roughly 3% of the market.
- In terms of visitor nights, domestic overnight visitors contribute 85% of all nights in the region and have grown steadily over the last three years, averaging over 13% per year.
- Leisure visitors make up roughly 60% of total visitors, followed by business travellers (25%), visiting friends and relatives (11%) and other reasons (4%).
- The majority of travellers (70%) to the Far North region actually come from within the region itself. This high level of intra-regional travel is somewhat typical of Northern Australia, however, the level of intra-regional travellers for the Far North region is still very high. Visitors from the rest of Queensland (15%) and other states (12%) make up the remainder, leaving just a minor contribution from overseas visitors.
- The top visitor activities in the Far North region include many social activities (i.e. eating out, visiting friends, going to pubs or visiting museums/art galleries) as well as nature-based activities (i.e. sightseeing, bushwalking, fishing, visiting national parks or going to the beach).
- Interestingly, visiting an Indigenous site/community or experiencing Indigenous art / craft and cultural displays did not rank highly amongst visitor activities in the region, which could be explained given the larger regional catchment and not a sufficient sample from visitors to the Torres Strait region.

Figure 5.1. Visitors, Far North Region

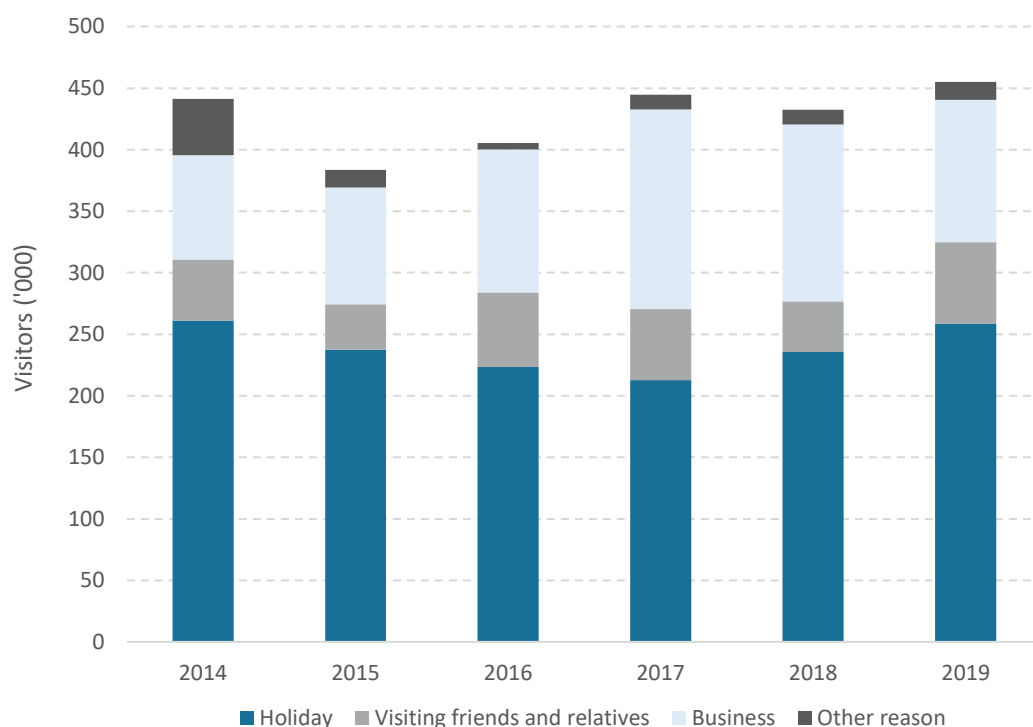


Note: Calendar years, ending December. 2-year running average used due to low sample size.
Source: TRA (2020).

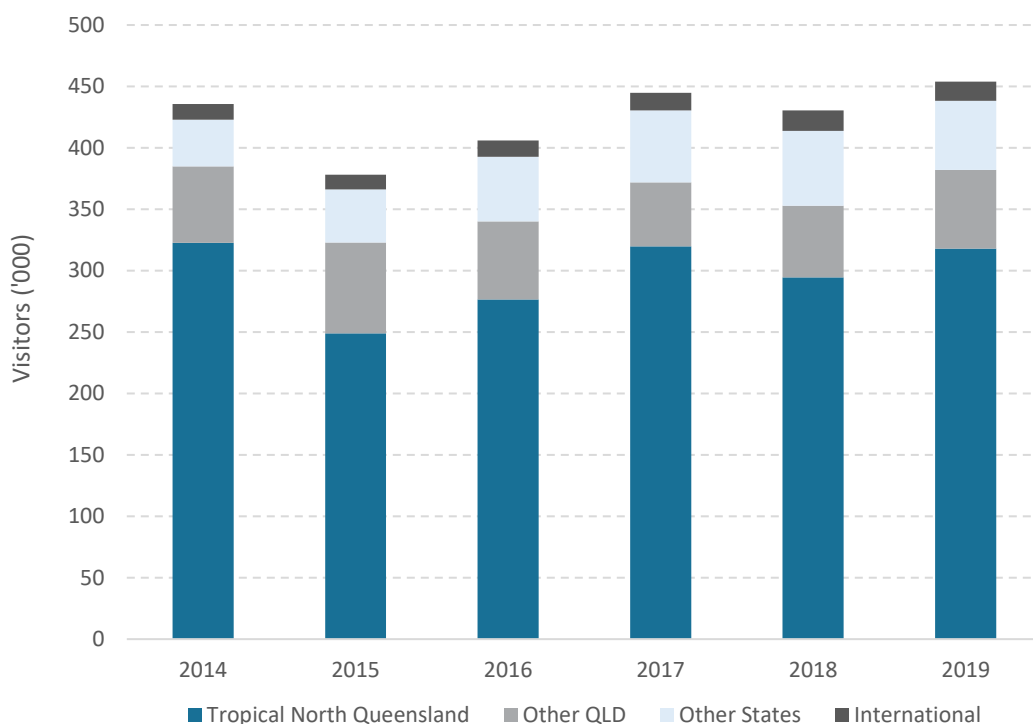
Figure 5.2. Visitor Nights, Far North Region



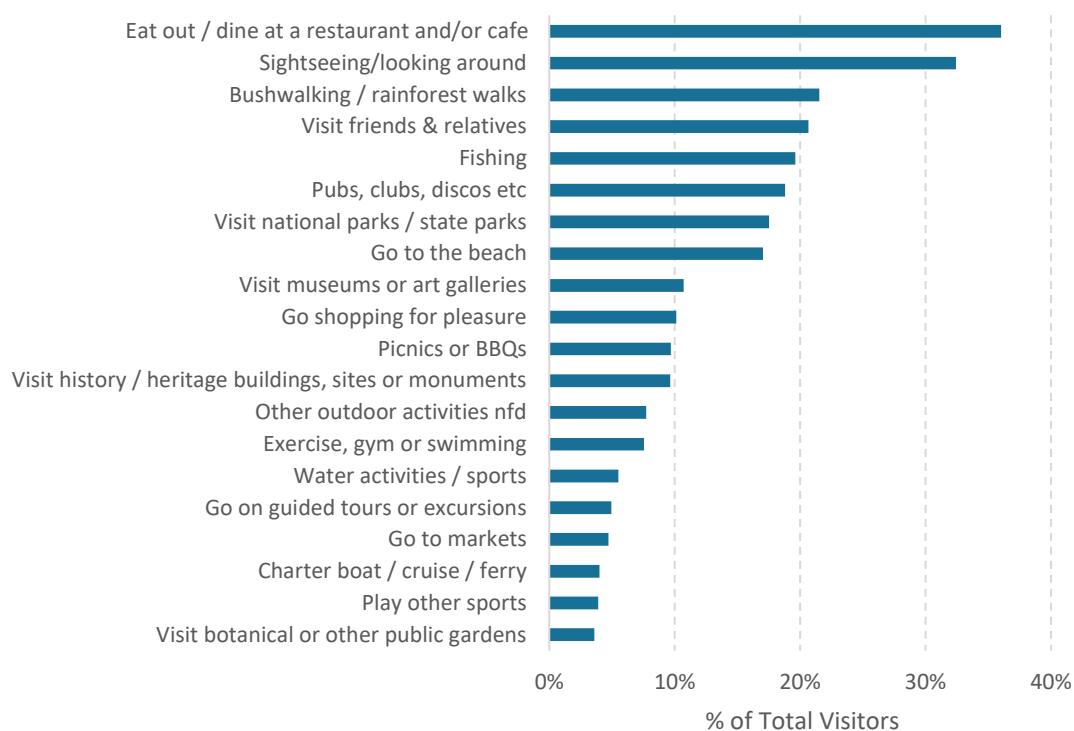
Note: Calendar years, ending December. 2-year running average used due to low sample size.
Source: TRA (2020).

Figure 5.3. Visitors, by Main Purpose of Visit, Far North Region

Note: Calendar years, ending December. 2-year running average used due to low sample size.
Source: TRA (2020).

Figure 5.4. Visitor Nights, by Main Purpose of Visit, Far North Region

Note: Calendar years, ending December. 2-year running average used due to low sample size.
Source: TRA (2020).

Figure 5.5. Top Visitor Activities, Far North Region

Note: 10 year average.

Source: TRA (2020).

6. Summary and Next Steps

The analysis shows that the economy of the Torres Strait Island region lacks depth and value. It is very reliant upon largely public sector and government driven industries, including public administration, health and education. The region is one of the most socio-economic disadvantaged areas in Australia with the demographics of the area characterised as lower skilled, lower levels of educational attainment and lower incomes.

Despite the existence of a fishing and tourism industry in the region, the Torres Strait Island region does not seem to benefit from them, with four people employed in fishing and three people employed in the accommodation and food service sector in 2016.

Given the size and scale of the area (i.e. it is a collection of micro economies), the likely solution to transitioning people out of a state of socio-economic disadvantage is through micro economic interventions.

The next step for this project is to engage with communities to identify their interest in terms of future potential business projects and to identify (if possible) individuals willing to pursue a specific project.

This evidence base will provide a background for the Business Enterprise Strategy and creates a baseline of data from which progress into the future can be measured.

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25 May 2020

Kylie Sturges
Enterprise Development Officer
Torres Strait Island Regional Council
PO Box 7336
Cairns, QLD 4870

Sent via email: Kylie.Sturges@tsirc.qld.gov.au

RE: Enterprise Development Strategy Support

Dear Kylie,

Lucid Economics Pty Ltd (Lucid Economics) is pleased to submit this fee proposal to assist you and your organisation create an Enterprise Development Strategy (EDS).

Background and Introduction

We understand that the Torres Strait Island Regional Council (TSIRC) is seeking to create an Enterprise Development Strategy to support future economic growth across its islands and for the communities on these islands. The Enterprise Development Strategy is highlighted in the 2019-20 Operational Plan and builds on past work conducted. We understand that this strategy will need to be diverse and applicable to all the communities across the TSIRC's geography.

The Enterprise Development Strategy will provide a strategic roadmap for Council's key partners and stakeholders aligned to our Communities aspirations for economic prosperity within our region. The framework will focus on TSIRC projects to be managed and led by an economic, social, cultural, or environmental mission consistent with a public or community benefit. The framework will provide a simple, adaptable, and coordinated approach that allows Council to deliver more for our Communities through the development of own-sourced/self-funding opportunities, and drive efficiencies in existing funding channels to create or maintain products and/or services in response to social or economic needs in the community, not met by the market. This framework will provide the overarching architecture for a social enterprise approach, when partnered with our existing project management, operating, fiscal and governance systems, will provide assurance that all projects operate sustainably and independently over long-term horizons.

A critical component of the EDS will be the outline of clear and consistent methodologies for benefit tracking, stakeholder feedback and analysis, success measurement and ultimately Community Liveability Scoring.

lucid: /'lu:sid/ *adjective* 1. expressed clearly; easy to understand. 2. bright or luminous.

The desired outcomes of the EDS are typically defined within two primary areas:

- Creating a model of sustainable enterprise for our Communities, through;
 - Employment opportunities
 - Skill development and/or attainment, leading to employment opportunities
 - Economic participation via business establishment
 - Economic participation via procurement opportunities with Council
- Creating a model of sustainable enterprise for Council, through Council owned assets and service revenue, to allow for own-sourced funding of essential services and programs.

This proposal provides an overview of our scope of works, past experience, project team and cost to complete this work.

Scope of Works

The following scope of works has been developed to deliver this project. Specifically, this scope of work will include:

1. Project Start-up

Goal: Start-up meeting (via telephone) to discuss the project and process.

Tasks:

- Start-up meeting (via Telephone) with you to review:
 - Background
 - Objectives
 - Methodology
 - Timing
 - Administrative requirements

Outcome/Deliverable: Start-up Report

2. Research & Analysis

Goal: Conduct research to build a robust economic foundation and inform the creation of the strategy.

Tasks:

- Review existing strategic documents and any other background studies
- Develop an economic profile, including:
 - Population (historic, current and future)
 - Size and structure of the economy:
 - Gross Regional Product, by industry
 - Employment, by industry
 - Business counts, by industry
 - Labour force and skills
 - Labour force and unemployment, over time
 - Education and skills
 - Personal and household income levels
 - Socio-Economic Indicators for Regions (SEIFA Index) scores and relative comparisons
- Develop a tourism profile, including:
 - Current and historical visitation trends, including:
 - Visitors/Nights by type
 - Visitors/Nights by purpose of visit
 - Visitors/Nights by source market
 - Visitors by activity engaged in

- Benchmark and compare visitation to whole Torres Strait and Tropical North Queensland
- Overview of local fishing industry (and relevant trends) for rock lobster, fin fish and prawns
- Overview of important national/global industry trends, including:
 - Tourism and visitation
 - Food and consumer habits
- Identification and review of key industries
- Analysis of other data (as available)

Outcome/Deliverable: Economic and Tourism Profile Report

This part of the process will provide an economic, tourism and industry overview report. The data contained in this report will be used for a number of purposes. We have worked in remote areas previously and understand the small scale nature of these areas and the goal to identify small business opportunities for future growth and employment. This document will provide a baseline overview that can be used as the basis for future business case development and funding submissions to pursue various opportunities (to be identified). Furthermore, the information can also be used to support funding applications regarding the need for future projects.

3. Engagement/Workshop

Goal: Engage with TSIRC and communities regarding future economic and enterprise opportunities. Conduct a workshop in Cairns in order to review the evidence base, engagement outcomes and identify an appropriate strategy moving forward.

Tasks:

- Engage with TSIRC and communities regarding:
 - Their aspirations for the area
 - Background information and potential business opportunities
 - Necessary infrastructure/investment
 - Necessary training and skills requirements
- Conduct a workshop in Cairns, including:
 - Review of economic, industry and tourism information
 - Review engagement findings
 - Identify key business opportunities
 - Identify clear goals of the strategy
 - Design a strategic framework to provide longer term direction for TSIRC regarding how it engages in economic development
 - Identify metrics for measuring and tracking progress
- Summarise all findings in an Engagement Summary

This part of the process will be pivotal in the identification of local business opportunities and creation of a meaningful EDS. This process seeks to engage with communities to identify their aspirations and interests, which will then be compared to the market conditions and the existing economic/industry context. Only through this engagement process can we ascertain community sentiment regarding future development opportunities.

Furthermore, a workshop with TSIRC will also be conducted in order to prioritise opportunities and establish an on-going strategic framework for the strategy. The workshop will provide an opportunity to identify and discuss clear goals of the strategy as well as put together a framework and action plan.

Outcome/Deliverable: Engagement Summary

4. Strategic Development

Goal: Deliver a draft and final strategy.

Tasks:

- Develop a strategic framework for the next 10 years
- Identify the business opportunities with the highest potential for success over the short-term
 - Including individual project plans
- Develop an annual action plan (aligned to the strategic framework)
- Submit draft strategy to client
- Review potential changes and amendments with the client
- Submit final strategy to client
- Prepare a graphically designed version of the strategy for promotion

Outcome/Deliverable: Draft and Final Strategy

The strategy will provide two specific outcomes: firstly, an overarching, long-term strategy for TSIRC to advance economic development across its communities and secondly, specific (and immediate) business development opportunities. While the business opportunities are important, they will align to a longer term strategy for the region (and the Council).

Experience

Economic Development Strategy

Lucid Economics is an expert in the creation of meaningful economic development strategies. Its project leader, Michael Campbell, has participated in numerous economic development strategy projects around the country over the last decade, including both capital city and regional locations. Strategies focus on embracing local competitive advantages and the 'stuff' that makes a community unique and harnessing these factors to focus on economic development opportunities and catalytic projects that will make a difference in the future and positively impact the community. From Michael's extensive practical experience in the US, Europe and Australia, all strategies focus on practical initiatives that will yield tangible results. We focus on initiatives and activities that get stuff done.

The following provides some highlights to Michael and the team's experience in Australia. All of these projects included detailed economic research and analysis (using the tools highlighted in the methodology) as well as consultation with local stakeholders.

Past Projects

Project	Description
Developing East Arnhem Limited Structure and Plan	<p>Lucid Economics worked with the NT Government and Rio Tinto Alcan in the establishment of Developing East Arnhem Ltd (DEAL), a public-private economic development partnership. Lucid Economics prepared an overview of potential structures and advised regarding the structure and initial work areas for DEAL. Lucid Economics also provided advice regarding the structure and administration of the Economic Development Fund that provides direct project funding to economic development opportunities.</p> <p>DEAL was the 2016 winner of the Economic Development Initiatives, Rural and Remote Areas Award at the EDA National Conference.</p>
Sunshine Coast Regional Economic Development Strategy	<p>Michael led the provision of numerous inputs into the Sunshine Coast Regional Economic Development Strategy, including:</p> <ul style="list-style-type: none"> • Overall peer review and comments • Future economic modelling • Establishment of KPIs • Investment attraction • Small business support <p>The final strategy was endorsed by Council in 2013. This strategy was a Finalist in the 2014 Economic Development Strategic Planning Award at the EDA National Conference.</p>
Moreton Bay Economic Development Strategy	<p>Michael developed an Economic Development Strategy and Program for the Moreton Bay Regional Council. A detailed Background Paper summarised detailed research and analysis into the Moreton Bay regional economy. Analysis included population/demographic, employment by industry, gross regional product, employment mapping as well as location quotients, strategic assets as well as cluster mapping.</p> <p>This analysis formed the basis for the Economic Development Strategy. Consultation was held with business and industry as well as local and state government stakeholders as well as local business organisations. The Economic Development Strategy provides long term guidance to Council regarding the future growth of the region. To implement the strategy, Michael also provided a detailed economic development program, which includes detailed tasks and activities to carry out the strategy. This program becomes a twelve-month operational plan for Council.</p>

Project	Description
Capricorn Coast Region Economic Development Strategy	On behalf of the Livingstone Shire Council, Lucid Economics prepared an Economic Development Strategy for the de-amalgamated Council. The process included detailed economic analysis as well as stakeholder consultation as well as numerous workshops with the elected members and leadership to create a strategy and plan to advance economic development in the region, leveraging the Shire's recent investments into the community, its natural competitive advantages and future opportunities for growth.
Gladstone Region Economic Development Strategy Update	Lucid Economics was engaged to conduct a detailed review of the Gladstone Region Economic Development Strategy. Primarily, the assessment required an updating of socio-economic statistics as well as a thorough stakeholder engagement process. Michael facilitated numerous workshops as well as conducted a variety of interviews with specific stakeholders. Michael worked collaboratively with the Steering Committee on the update of the document.
Maranoa Regional Economic Development Strategy	On behalf of the Maranoa Regional Council in Roma QLD, Michael developed the regional economic development strategy. This document will provide economic planning (and integration into Council planning) for the next 10-15 years. This project includes detailed examination of regional population, demographics, economic and business and industry data and information to identify specific and practical opportunities for economic development and employment generation. The project will deliver recommendations for specific program of annual activities (including KPIs and budgets) for economic development. This project provided a clear direction for Council in terms of economic development for the future and contribute to a sustainable future for local residents. Focuses of the EDS include developing tourism and leisure opportunities in the region.

Other economic development projects that Michael has either led or contributed to include:

- Logan Global Connections Strategy (QLD)
- Surat Basin Economic Development Strategy (QLD)
- Townsville Economic Development Strategy (QLD)
- Towards 2050 Rockhampton (QLD)
- Burdekin Economic Development Strategic Plan (QLD)
- G21 Economic Development Strategy (VIC)
- Maribyrnong Economic and Industrial Development Strategy (VIC)
- Mornington Peninsula Economic Development Strategy (VIC)
- Knox Regional Analysis and Economic Development Framework (VIC)
- Sunbury Economic Development Analysis (VIC)
- Knox Economic Futures (VIC)
- Economic Development Strategy for Casey-Cardinia Region (VIC)
- Armadale Economic Development Strategy (WA)
- Serpentine- Jarrahdale Economic Development Strategy (WA)

- Esperance Region Economic Development Strategy (WA)
- Perth and Peel Economic Development Strategy (WA)
- Capes Regional Economic Development Strategy (WA)
- City of Stirling Economic and Tourism Development Strategy (WA)
- Economic Development Plans for Margaret River, Collie and Manjimup (WA)
- Dubbo City Council Economic Development Strategy (NSW)
- Armidale Economic and Tourism Development Strategy (NSW)
- Narrabri Shire Council Economic Development Strategy (NSW)

Investment Attraction

Michael Campbell, Lucid Economics' Director, is a nationally recognised leader in investment attraction. Michael's consulting practice is bolstered by his work with corporate end users and property developers/investors where he provides analysis and advice in terms of investment, due diligence, feasibility and site selection.

Michael has a keen understanding and appreciation of the competitive environment across the Australian economic landscape. At the same time, Michael has developed an eye for potential investment opportunities, specifically in regional areas where many investors are quick to overlook good solid investment opportunities.

Below is a sample of investment attraction projects that Michael has worked on as well as various examples of his work with the private sector.

Over his career, Michael has advised clients on over \$1 billion worth of investment and as an economic developer, **Michael has secured 54 corporate projects, representing \$425 million in capital investment and 4,000 jobs.**

Past Projects

Project	Description
Sunshine Coast Investment Attraction (Qld)	<p>Michael developed an evidence based investment attraction framework to drive future investment and job growth on the Sunshine Coast. The study's objective was to recommend ways to move the Sunshine Coast's economy away from its traditional tourism and population driven sectors (e.g. retail and construction) to knowledge based, high value adding sectors. This study became a key input into the Sunshine Coast Economic Development Strategy and the Council's current investment incentive scheme.</p> <p>The Sunshine Coast Council won the 2018 Economic Development Marketing and Promotion Award at the National EDA Conference based on this work.</p>

Project	Description
Yatala Investment Attraction Strategy (Qld)	Michael conducted this project on behalf of the Gold Coast City Council. It involved a detailed analysis of the competitive advantages and industry growth opportunities in Southeast Queensland, the Gold Coast and specifically for the Yatala Enterprise Area (YEA), a 1,600 ha industrial development. An overall strategy and practical program (including suggested KPIs and proposed budget) were created based on the detailed analysis of the economy, competitive advantages of the Yatala area and specific growth opportunities for future investment attraction.
Ballarat West Employment Zone (BWEZ) Marketing Strategy (Vic)	Michael delivered a comprehensive marketing strategy, including the development of a new brand, for the Ballarat West Employment Zone, a 600 ha industrial precinct that will provide critical employment lands for the region into the future. The project will include confirmation of marketing messages and key target markets (both industry and geographic). A new brand (including style guide) will be developed as well as concepts for key marketing material. The strategy will provide specific and detailed advice regarding public relations, marketing, business development and investment facilitation.
Attracting Investment to the Casey Cardinia Region (Vic)	Michael led this project to evaluate the current economy in the Casey-Cardinia Growth Corridor and identify ways to attract employment and investment. The project included considerable research, analysis and consultation. The final outcomes included: <ul style="list-style-type: none"> • Background Report • Impact Assessment • Investment Attraction Framework • Policy and Infrastructure Report
Albury Nexus Investment Attraction Program (NSW)	Michael was part of a project team headed by EDAW/AECOM to develop a Master Plan for the establishment and development of a large scale heavy industrial estate (Nexus Albury) 10kms north of Albury. As part of the Master Plan, Michael developed an investment attraction program for Nexus Albury. The investment attraction program detailed the marketing material necessary to effectively promote the opportunities available at Nexus Albury. The program also included specific and practical activities to market the property to specific target audiences as well as actions to facilitate investment and new jobs into the region.

Project	Description
Gippsland Logistics Precinct Marketing Strategy and Program (Vic)	Michael led the development of a marketing strategy and program for the Gippsland Logistics Precinct. The project included a review of the precinct and the identification of its main competitive advantages. Michael then devised a marketing strategy for the future development of the precinct, targeting property developers, logistics operators and industrial companies. The strategy was augmented by a ready to implement marketing program, which also included graphically designed marketing material and print advertisements. In addition to the marketing material, the program incorporated public relations as well as a list of over a hundred prospective investors.
Penrith Business Development Program (NSW)	<p>Michael created a proactive business development program to promote Penrith as a business destination and develop prospective investors. A review of competitive advantages and strategic assets was undertaken to confirm targeted industry sectors. A detailed business development program was then created, which included market research, marketing, public relations and business development activities.</p> <p>Michael provided a detailed annual program of activities and tasks to identify and engage potential investors. A budget and key performance indicators (KPIs) were also provided.</p>

Private Sector Experience

The Lucid Economics team is fortunate to have considerable experience in advising a range of property investors across a wide range of property asset classes including industrial, tourism, residential, commercial, aged care/retirement living and mixed use.

We have become specialists in regards to providing advice and analysis to support new tourism accommodation developments, including luxury hotels, traditional hotels and serviced apartments, eco-lodges, caravan parks and a wide variety of tourist attractions. Equally, we have developed specialist capability in industrial development in the face of the considerable change that the industrial sector has undergone (and still is undergoing).

Our work often involves providing demand and needs assessments for various developments as well as conducting feasibility assessments, economic impact assessment and other studies required to inform the investment decision. This experience provides our team with insights regarding the commercial reality of property investment.

Lucid Economics regularly provides analysis and advice to a wide range property investors and developers, including:

- AMP Capital
- Tourism Asset Holding Ltd
- CSM Australia
- RDG (Ridong Group)
- Discovery Parks
- Australand
- Casey Capital
- Condon Investments
- Yindjibarndi Aboriginal Corporation
- Mirvac
- Stockland
- Delfin Lend Lease
- RAC WA
- GH Properties
- Aspen Parks
- Kakadu Tourism
- Stronghold Investments
- Winun Ngari Aboriginal Corporation

Economic and Industry Analysis

Lucid Economics prides itself on its economic analysis. For us, it's not just about rigorous research, analysis and modelling and certainly not about data for the sake of data or 'death by graphs'.

Economic analysis is about story-telling. We analyse the data to identify the most important and pertinent messages and seek to use the data and analysis to better understand an economy and where it might be headed or where it should be headed. At the same time, we use a range of tools including infographics, to make the analysis easy to understand. We know that this often complex data must be turned into a language that is easy for the Council and community to understand. We pride ourselves in being able to tell the economic story of the communities we work in.

Lucid Economics is fortunate to have over a decade of experience in profiling local governments and regions across Australia. Lucid Economics (and its key personnel) have profiled hundreds of areas across Australia, including from Broome and Derby in the North West to Gippsland and Lakes Entrance in the South East, from Esperance and Margaret River in the South West to Cairns and Townsville in the North East, from Darwin and much of the Territory in the North to the Great Ocean Road and Tasmania in the South (and most places in between). **Lucid Economics is a national leader in insightful and useful economic analysis and profiling.**

Sample Projects

Project	Description
Noosa Priority Industries Report	On behalf of Noosa Shire, Lucid Economics has provided an annual report on the identified priority industry sectors in the Noosa Shire over the last three years. This report captures key trends, industry values and provides commentary regarding the health of the local economy.
Sunshine Coast Economic Profile	On behalf of the Sunshine Coast Council, Lucid Economics has provided a detailed analysis of the economy as well as the identification of key trends, tracking key data points and emerging trends as well as providing commentary on the overall health of the local economy.
Upper Mt. Gravatt /Eight Mile Plains Global Precinct	Lucid Economics provided a detailed economic and industry analysis of this emerging precinct as part of Brisbane Marketing's Global Precincts project.
Gold Coast Mountain Bike Economic Assessment	On behalf of the Gold Coast City Council, Lucid Economics recently completed an economic assessment of the mountain biking industry on the Gold Coast including its tourism impact as well as local supply chains and relative economic contribution locally.

Project	Description
Industrial Land Analysis	On behalf of Mirvac, Lucid Economics provided background research and recommendations regarding the development of a 300 ha site south of Perth for future industrial development. The project included providing advice directly to the WA Planning Commissioner regarding rezoning the site.
Noosa Springs Hotel Demand Assessment	This project considered demand for a planned luxury hotel development at the Noosa Springs Golf Club. The assessment included a detailed supply audit and assessment as well as detailed analysis of demand for accommodation in the Noosa market. The research and analysis focused on the luxury end of the market and provided demand estimates (in terms of room nights sold and occupancy) as well as recommendations regarding achievable average daily rates (ADR).
Darwin Luxury Hotel	On behalf of the NT Government, a detailed market demand and feasibility model were developed for a luxury hotel in the Darwin CBD. The information formed part of an EOI process conducted by the NT Government, which eventually selected Landbridge as the preferred partner for the project. The analysis was also used to inform Government in negotiations and decision making as part of the EOI process.
Sekisui House Yaroomba Hotel Feasibility	As part of a consulting team, Lucid provided detailed advice regarding the Sunshine Coast market and feasibility of the planned 5-star luxury hotel and resort. Analysis included review of recent hotel trading statistics as well as strategic advice regarding improving the investment returns and feasibility of the luxury hotel component of the project.
Muchea Industrial Park Demand Analysis and Economic Impact	On behalf of the Shire of Chittering, Lucid Economics completed a detailed industrial land demand assessment for the Muchea Industrial Park, a 1,200 ha industrial precinct one hour north of Perth that has been earmarked for industrial development since 2009. Recently, NorthLink, a \$1.6 billion infrastructure project will directly connect the area to the Port of Fremantle and the core industrial precincts of Perth, unlocking the region's potential. The demand assessment and economic impact assessment will support future planning and development of the precinct.
Demand and Financial Due Diligence	On behalf of Kakadu Tourism, Lucid Economics conducted due diligence on an expansion of the Cooina Lodge. The assessment included a market assessment, competitor analysis financial feasibility analysis of various expansion scenarios, identifying investment return and other market features including market cannibalisation and market need.

Project	Description
Minta Farm Structure Plan Review	Lucid Economics provided a comprehensive review of the Minta Farm Structure Plan with a focus on the component for industrial and office lands as well as employment generation. We employed a demand model based on recent take-up of industrial land and office floorspace in the immediate region. The model was developed through close engagement with building owners, land owners, real estate professionals and developers. The model provides a 'real life' perspective on demand for industrial land and office space. Lucid Economics was required to appear and give expert witness testimony at a Panel Hearing on the Structure Plan. Based on this evidence, the industrial land component of the plan was retained.

Project Team

This project would be conducted by Michael Campbell with support from Tom Sully.

Michael Campbell: Project Leader

Qualifications: BA (History), BA (German Language), IMBA (Finance), MBA

Experience:

Michael is a founding director of Lucid Economics and has over 15 years of experience in economic development, tourism, property and industry/economic research that spans three continents.

Michael works with both public and private sector clients using economic and financial analysis to inform strategy development, investment decisions and government policy.

Michael brings many years of economic development and location analysis experience in the US, Europe and Australia. As a consultant, Michael focuses on economic development and tourism consulting for state and local governments as well as location analysis for corporate clients, advising growing companies where to locate their operations.

As an economic developer, **Michael has secured 54 corporate projects, representing \$425 million in capital investment and 4,000 jobs.** He has taken part in the development and implementation of numerous economic development strategies, investment attraction programs, and the development of community marketing campaigns, as well as engaged with hundreds of businesses about their expansion/relocation plans. Michael has built numerous quantitative and qualitative models to assist corporate management teams on location decisions for large capital budget projects. Michael's experience crosses over a wide variety of projects including advanced manufacturing, distribution, R&D, headquarter relocation, and back office functions.

Michael was one of the first in Australia to receive the ACEcD (Australian Certified Economic Developer) accreditation from Economic Development Australia (EDA). He is a regular presenter on economic development matters at major economic development conferences at the national, state and regional level. Michael is a trusted adviser to numerous state and local governments as well as regional economic development organisations in regards to economic development, investment attraction, tourism and planning. Michael has held senior positions previously with Invest Queensland and the Charlotte Regional Partnership (www.charlotteusa.com).

Michael will lead the project and be responsible for all project deliverables.

Tom Sully: Research and Analysis**Qualifications:** B Comm, Masters of Economics and Public Policy**Experience:**

Tom is an economist and skilled industry analyst. Tom has six years of practical experience working for both private and public sector firms, including working with Department of Treasury in NSW and QLD. During his career, Tom has regularly performed economic and industry research across Australia using a wide range of databases and sources including Australian Bureau of Statistics (ABS), Bureau of Resource and Energy Economics (BREE), Tourism Research Australia (TRA), Australia Bureau of Agricultural and Resource Economics and Sciences (ABARES), Real Estate Institute (REI) and others.

Tom regularly conducts economic impact analysis, cost-benefit analysis as well as a variety of economic and industry analysis to inform government policy in terms of economic development and tourism.

Tom has routinely performed market research for tourism, exploring a large set of tourism statistics in terms of visitors/visitor nights, source markets, activities, travelling groups, age demographics, etc in order to identify key tourism market segments. Tom also regularly analyses various economies (local, regional, state) as well as various industries, developing economic profiles for various economic projects.

Tom has assisted Michael with numerous economic development projects and worked closely with him over the last five years.

Tom will provide research and analysis support to Michael.

Project Costs & Timing

Lucid Economics can carry out this project for the fixed fee of **\$35,000 (ex GST)**. This price includes all time and expenses to conduct this project. We have assumed that all travel costs to the islands will be paid for by TSIRC and will include travel leaving from Cairns.

Project Phase	Fee
Research and Analysis	\$10,000
Engagement/Workshops	\$6,000
Draft Plan	\$5,000
Final Plan	\$8,000
Published Plan	\$3,000
Workshop Training	\$3,000
Total (ex GST)	\$35,000
GST	\$3,500
Total (incl GST)	\$38,500

An invoicing schedule will be discussed and confirmed at the start-up meeting.

Depending on the consultation phase, the project can be completed in approximately 3 months.

If you have any questions or wish to discuss this proposal, please don't hesitate to contact me directly. If you wish to proceed, please simply respond positively to the email address provided below.

With best regards,



Michael G. Campbell

Director

Michael.Campbell@LucidEconomics.com.au

Tel: 0409-349-256

Appendix A: Corporate Information

Corporate Profile

Lucid Economics is a boutique consultancy that works cooperatively with clients to solve their problems using economic and financial analysis. We advise both public and private sector clients across Australia, often providing insights and clarity to direct investment decisions, policy and strategy. Our practical approach and dedication are valued by our clients and often makes us 'just one of the team'.

Our team includes highly skilled and experienced experts with many years of practical experience. Beyond our own strengths, we often work together with a range of other complementary disciplines including town planners, engineers, architects, lawyers and a variety of specific industry experts. We remain dedicated to providing the highest quality advice and maintaining superior levels of customer service.

Insurance

Lucid Economics currently holds the following insurances and certificates of currency can be provided upon request.

Insurance

	Public Liability	Professional Indemnity
Insurer	Vero Insurance	Vero Insurance
Policy Number	LCP019862340	LPP104147730
Limit	\$10,000,000	\$5,000,000 \$10,000,000 Maximum Aggregate
Expiry	11/8/2020	11/8/2020



TORRES STRAIT ISLAND REGIONAL COUNCIL

COMMITTEE REPORT

COMMITTEE MEETING:	December 2021
DATE:	22 December 2021
ITEM:	Agenda Item for noting
SUBJECT:	Policy Matter – Council Engagement Framework
AUTHOR:	Megan Barrett – Interim Executive Director Corporate Services

Recommendation:

That the Economic Growth & Development Committee notes the recommendation to update the Council Engagement Framework.

Executive Summary:

In accordance with the *Local Government Act 2009*, Council is required to have a Community Engagement Policy. The current Community Engagement Framework is due for revision, to ensure it aligns with recently updated policies and guidelines and to more accurately reflect the TSIRC corporate identity and culture. The document should align with the current TSIRC Vision and Mission as a result of the review process. Photos and other imagery will be updated with care to capture current staff and stakeholders and to accommodate the passing of members of our communities.

Background:

The current Community Engagement Framework is a strong document, based on the principles of the IAP2 Community and Stakeholder Engagement recommendations. The majority of the guidance in the document remains relevant and contemporary. In order to bring the document up to date with current TSIRC policies, guidelines and aspirations, there will need to be a balance struck between contemporary best practice and Ailan Kustom, noting the particular importance of Ailan Kustom in the development and application of any engagement framework or guideline. Accordingly, it is proposed to provide a revised draft Engagement Framework to the following Committees for review at their first meetings in 2022:

- Culture, Arts, Land and Heritage Committee (to ensure parity with existing recent documents such as the Corporate Identity guideline)
- Economic Growth & Development Committee (to ensure the engagement strategy is appropriate and is used consistently)
- SARG (to secure support once the two Committees have reviewed the document before going to Council for approval).

Links to Strategic Plans:

This project strategically aligns to specific delivery objectives under the Prosperity, People, and Sustainability pillars of Council's Corporate Plan. Once approved, the document will be subject to review every two (2) years through Standing Committees, with a final recommendation to Council.

Sustainability:

The TSIRC Engagement Framework will be reviewed on an annual basis with the Culture, Arts, Land and Heritage – and Economic Growth & Development Standing Committees to ensure that they maintain relevance and meet the requirements of Council and community.

Statutory Requirements:

Local Government Act 2009

Local Government Regulation 2012

Conclusion:

That the Economic Growth & Development Committee notes the recommendation to update the Council Engagement Framework.

**Recommended:**

Megan Barrett

Interim Executive Director Corporate Services

Approved:

David Baldwin

A/Chief Executive Officer

Attachments:

Attachment 1: Current TSIRC Engagement framework



Torres Strait Island
REGIONAL COUNCIL

ENGAGEMENT FRAMEWORK



- EMPOWERING OUR PEOPLE IN OUR DECISION, IN OUR CULTURE, FOR OUR FUTURE -

Ngalpun yangu Kaaba woeydhay, a ngalpun muruygaw danalagan mabaygal kunakan palayk, bathayngaka.

| KALA LAGAU YA

Buaigiz kelar obaiswerare, merbi mir apuge mena obakedi, muige merbi areribi tonarge, ko merbi keub kerkerem.

| MERIAM MIR

Ngalpan moebaygal thoepoeriwoeyamoeyn, ngalpan ya kuduthoeraynu, ngalpan igililmaypa, sepa setha wara goeygil sey boey wagem.

| KALA KAWAY YA

Council's vision was created by the elected leaders of the Torres Strait and Northern Peninsula Area in 2008.

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SECTION 1 | The Framework



SECTION 1 | The Framework

The Engagement Framework is guided by Council's vision of 'Empowering our people, in our decision, in our culture, for our future'.

The purpose of the Engagement Framework is to:

- Connect our diverse workforce with our 15 remote communities and external stakeholders.
- Guide Council's work to ensure our vision is delivered.
- Support best practice in the services we deliver.
- Consolidate vast fields of research and experience so that it is relevant and accessible for people working in the Torres Strait Island region.
- Improve capacity building and skill sharing so that more professional opportunities in our communities become available.

Improving your engagement skills involves self-reflection, listening, and learning. This Framework provides tools to support these reflective processes and run successful engagement activities.

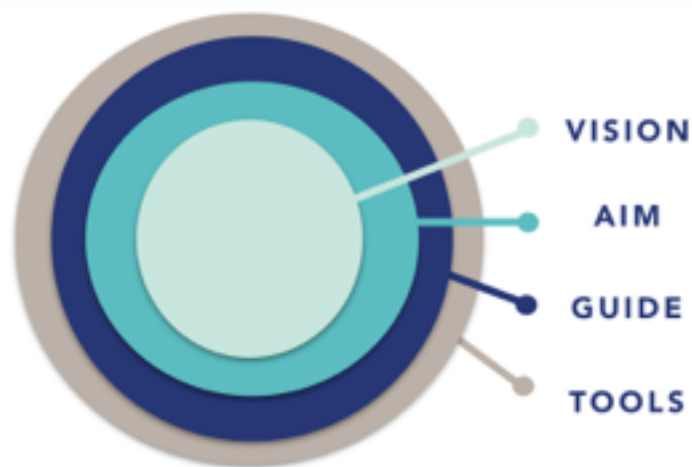
The Framework has three sections.

- Section 1 is a high-level overview of what engagement is and why we do it.
- Section 2 is an informative set of tools designed to guide and inform your project and service delivery.
- Section 3 includes a glossary and a list of additional resources for those who want to learn more.

Evidenced-based research and high-level advice from Torres Strait Islander people have shaped this document. Additional information has been sourced from government and non-government sectors, specifically those working with First Nations people both in Australia and internationally.

Council is required to develop and review a Community Engagement Policy under the Local Government Act 2009. Engagement and consultation are also requirements under a range of other State and Federal legislation and funding agreements.

The Framework



The Framework has been developed so that employees can operationalise Council's vision in its planning and day-to-day activities.

Vision: The purpose of a vision is to provide strategic direction for an organisation. Council's vision is *Empowering our people, in our decision, in our culture, for our future.*

Aim: The aim of the 'Engagement Framework' is to support Council's work, to action our vision.

Guide: Reflect TSIRC's values, policies, protocols and actions that support engagement.

Tools: Provide's practical tools to support effective engagement in our project and service delivery.

What is Engagement?

Engagement is about how we form relationships and networks to deliver better outcomes for our communities. Good engagement practice can connect people, and provide everyone with an equal chance to take part.

Theories and models of good engagement are derived from international development, community engagement, capacity building, stakeholder engagement and similar fields of practice.



Council operates across a diverse range of languages, dialects and cultures across our 15 island communities and through the bureaucratic environment of government. Government environments also contain their own culture and languages (terminology).

All good engagement aims to build relationships between our employees, the community and our external stakeholders. Effective engagement helps build clear communications and strong, respectful ongoing relationships.

There are three common foundations for effective engagement:

1. Knowledge - knowing what effective engagement is.
2. Skills - having the skills to put that knowledge into practice.
3. Resources - having the people, practical tools and time for effective engagement.



Why Engage?

Meaningful engagement aligns our actions with Council's vision and supports us to improve planning and adapt services which best meet the needs of our communities.

We engage everyday - with our workmates, community members, contractors, other organisations. Greeting someone at the front counter, phone calls, meetings, joint projects, casual conversations. All of these interactions involve connecting and engaging with people.

Evidence in the fields of public participation and sustainable development demonstrates that people tend to support policies and services that have been shaped by grassroots community input and participation. When Council planning, service delivery, community needs and expectations are well matched it can:

- Minimise resource wastage.
- Increase sustainable service use.
- Prioritise the most important services needed.

Good engagement means providing opportunities to collaborate. Being open to both leading and learning so that skills and knowledge are shared across departments and communities.

Ngalpun Idid and Strategic Planning

Since the inception of Torres Strait Island Regional Council in 2008, strategic foundations have been developed through the engagement of industry and community experts.

At the very heart of TSIRC planning is Ngalpun Idid | Cycle of Prosperity. Ngalpun Idid holds up our vision and has been developed as an overarching theme made up of three pillars:

- Art | Culture | People
- Environment
- Economic Development

The 'Engagement Framework' sits alongside Council's significant guiding documents including our **Five - Year Corporate Plan** and our **Annual Operational Plans**. These documents outline our vision, values and strategic direction into direct action and are used for planning and service delivery. The plans can be accessed through our website.

Our Region

Council service 15 separate communities across 42,000 square kilometres of water, each with its own unique cultural, linguistic and geographic identity.

Many challenges we face are unique to the region and impact our daily work across every area of Council Delivery.

These complexities require particular approaches to how we communicate, solve problems, make decisions, act and learn. The good news is there are simple tools and ways of approaching our work that can improve our project and service delivery outcomes.



Ngalpun Idid describes our aspirations and articulates very clearly our collective move as a nation of people towards achieving a more efficient and streamlined model of governance.

It is important that our community, employees, partner organisations and other key State and Commonwealth stakeholders have a clear view of our vision.

Ngalpun Idid outlines a future where Ailan Kastom is embraced and preserved for our children, whilst health and environmental management are top priorities for the wellbeing of our people. It outlines a strong strategic focus on sustainable economic and community growth.

Excerpts from the Mayoral Foreword of the 2009 - 2014 Corporate Plan

Getting the best outcomes

Complex environments such as ours have a number of important qualities to understand. Key factors to consider include:

History - The Torres Strait is a region of co-existing laws - one traditional, and one colonial in origin. Because of this there has been a difficult and complex history for our communities. *[see next section for further reading]*

Readiness - Readiness of people and resources has an enormous impact on project outcomes. If a community, its physical and resource conditions are not receptive or ready for a project, the likelihood of successful outcomes decreases dramatically.

Dynamic, adaptive & evolving - Conditions on the ground are always changing. When we engage it is important to be open, respond to change and have adaptation strategies so we can stay connected and achieve our goals.

Circular feedback - Communication and actions around an issue don't only occur in a straight line between the project and the community being engaged. Communication and actions occur across community, between communities and with stakeholders.

Regular cycles of communication, action, reflection and feedback are important to staying on track to projects outcomes. Skills in listening and interpreting complex information are essential to good cross-cultural communication.

Multiple influences - We are not the only influencer. Any action or communication has a ripple effect (good, bad or neutral) that impacts our outcomes.

It is important to get to know the environment you are working in so that you are 'tuned in' to the bigger picture.

History Matters

The Torres Strait is a region of co-existing laws – one traditional, and one colonial in origin. Traditional law, Zogo, is often referred to as ‘lore’ to distinguish it from the Western law of the Australian nation.

In 1872 the Torres Strait was annexed (occupied) by the State of Queensland and colonial rule of the Torres Strait commenced. From the early 1900’s conditions became particularly difficult with increasing colonial control of people’s rights and restrictions on their movements and actions. Government interventions included removing people to reserves and missions across Queensland.

Examples of government administration for Aboriginal and Torres Strait Islander people included evening curfews, government control of wages (now known as Stolen Wages) and getting permission for marriage. Some of these restrictions took place up until the 1970’s.

Many people still remember these days and have witnessed the impact on their families.

Despite this history of oppression, Torres Strait culture and lore has continued and is still held in high regard.

It is vital to understand and respect that the Torres Strait is a region of co-existing laws – traditional, and colonial. How Australian law and administration is conducted in the Torres Strait is a very sensitive experience for people.

It is important to be mindful of this context in everyday administration of our work to ensure that we are not engaging in ways that may be felt to be disrespectful, controlling or otherwise remind people of past bad experiences.

Ailan Kastom and Australian Law

It is essential that planned engagement by Council staff, consultants and partners is conducted with respect for Ailan Kastom.

‘Both ways’ is a working philosophy which equally balances respect and understanding of traditional Torres Strait law and custom, with Australian law. A

willingness to learn and engage in this way is essential to working in a culturally capable way.

Within the context of Lore and Law there are many ways that Council can engage with community members and stakeholders in activities and decision making processes.

Our World Views

Our world view shapes our perspective on life. It is our set of beliefs that influence the way we think, understand, act and see the world.

People within a culture often share common values and perspectives.

TSIRC and our stakeholders have an incredibly diverse range of cultural backgrounds and world views. This is what makes us so unique.

Recognising our own perspective on life is a first step to engaging well with others. To do this we need to step back and reflect on our own assumptions about 'how things work'.



Why does it matter?

Respecting what people value builds good engagement.

Understanding cultural differences helps build trust, mutual respect, good communication and lasting partnerships.

Finding commonalities with others (such as a shared love of cooking or fishing) is a good way to connect when we are from different cultures, and supports openness and building trust.

To engage well, we need to step out of our own comfort zone. Acknowledging other peoples' needs and priorities helps build partnerships. Be willing to learn, and apply newly developed skills and knowledge, even though it might feel 'new' and uncomfortable.

For people from a non-Indigenous background this may often involve:

- More attention and time to building ongoing relationships, including seeking cultural guidance.
- Stepping back a bit from the details and tasks.
- Re-focusing on the big picture and being more flexible about the process and details.
- Being willing to ask questions, listen and jointly develop work approaches with colleagues in a collaborative way.
- Understanding that our community colleagues are the best people to advise on the best way forward when engaging with communities.

"No one cares how much you know, until they know how much you care." Theodore Roosevelt

Protocols

Council and other stakeholders already have protocols in place which can guide planning, conduct and feedback for engagement.

Visitor Protocol

Registering your visit informs the Councillor and PBC Chair that you are planning to visit their community. The PBC are the group representing Traditional Owners. Everyone – whether staff, visitors, contractors, politicians – follows this protocol. All TSIRC employees are responsible for directing the people they are working with to register their visit through our website.

Communication Protocol

The Communication Guideline is a guide for communications between staff and elected Councillors.

Building Capacity

Building capacity is about empowering people and their communities to do their own work. It is *not* about doing things *for*, or doing things *to* people.

Capacity building supports people to develop, implement and sustain their own solutions to problems. It builds on people's strengths, providing support that helps people influence and control their physical, social, economic and cultural environments.

It is about much more than providing training, workshops and other discrete opportunities.

In organisations, capacity building is a structured process that is integral to how an organisation functions. It puts the principles of empowerment and cultural capability at the centre of all organisational processes. This builds a culturally capable, committed workforce that can support development and advancement of First Nations people.

Where engagement focuses on building capacity, it leaves a legacy in the form of knowledge, skills and resources that are useful beyond the life of the project



SECTION 2 | Engagement Tools



SECTION 2 | Engagement Tools

This section provides guidance and easy-to-use tools to support communication and engagement. This will support you to build good relationships and community buy-in of TSIRC projects.

Our Top 10!

Good engagement can be achieved by:

1. Appreciating, and gaining the cultural experience to respond to, Indigenous historical, cultural and social dynamics.
2. Valuing the cultural skills, contributions and knowledge of Aboriginal and Torres Strait Islander people and community organisations.
3. Identifying and acknowledging non-Indigenous cultural values and attitudes (particularly if you are a non-Indigenous person!)
4. Knowing why you are engaging, and how deep that engagement needs to be to suit your activity.
5. Understanding how your service, program or project is responding to the wellbeing of our people.
6. Building long-term relationships of trust, respect and honesty.
7. Providing information in plain language and giving people enough time to respond.
8. Supporting good governance and building capacity 'both-ways' in our communities and our governments.
9. Consulting through an *Ask and Listen* approach, rather than informing people of what you think is best.
10. **Be the leading change for our region!** Work in a way that empowers others.



Who can Support Engagement?

We all engage across our organisation, with community members, and with stakeholders as part of our daily work for Council.

All TSIRC employees are responsible for improving engagement in their own teams.

The Engagement Team is available for support and advice regarding engagement activities. If you want to talk through plans or ideas, or need assistance, contact us. If we are not the right people we may be able to refer the appropriate people who can help.

Building relationships across our organisation is very important to building our capacity as an organisation. Follow up on connections with colleagues who you feel comfortable with and seek their perspective.

Our website gives the contacts of our Cluster Divisional Managers and Divisional Managers who are a first point of contact when you are planning engagement with a community.

Types of Engagement

There are three key questions to consider before deciding how best to engage with your stakeholders.

1. What **social impact** will your policy, decision or activity have on the daily life and identity of people?
2. How **important** is the project in terms of strategic planning, community need and legal compliance?
3. What **resources** (human, time and financial) are available for the engagement activity?

On their own, information and consultation activities do not create effective engagement. However, they are important tools when used with other engagement activities that focus on building strong and respectful ongoing relationships.

Good Meetings make for Good Outcomes

Meeting structure

- Arrange prayer to open and close meetings and ensure that food is blessed before it is served.

Budget

- Fee for service when engaging PBCs.
- Catering.
- Travel of participants from other locations if attendance is mandatory or critical to outcomes.

Communication

- Use images and plain language.
- Listen and observe before, during and after meetings. Develop awareness of the context around your project/service.

Time and timing

- Give notice of meetings as early as possible - it shows respect for others commitments.
- Allow additional time before and after scheduled meetings so start/finish times can be flexible.
- Allow for multiple meetings over time - outcomes may not be possible from one meeting.
- A good meeting is one that achieves good outcomes - whether today, or in follow-up meetings or contacts.

Relationships

- Run meetings in partnership with the Councillor or a community elder. They can bring the meeting to order if needed.
- Spend time before a meeting building relationships. Slow, genuine and without pressure works best in getting to know people.
- Attend community events as much as possible and engage in protocols (such as prayers).
- Don't try to silence people when there is conflict [see *Staying on Track for more info*].

- Be humble and appreciative of people's time and attention.
- Always be respectful even when offended.
- Respectfully decline where your beliefs conflict with an activity (e.g. being vegetarian and being offered meat), without passing judgement.

How we can Engage and Communicate

	HOW TO DO IT	EXAMPLES
INFORM	<ul style="list-style-type: none"> • Provide information and public education. 	<ul style="list-style-type: none"> • Community Notices • Website & Social Media
CONSULT [ASK + LISTEN]	<ul style="list-style-type: none"> • Ask questions, listen to respond. • Support discussion and give feedback about outcomes. 	<ul style="list-style-type: none"> • Community meetings • Stakeholder Survey
INVOLVE	<ul style="list-style-type: none"> • Encourage active contribution by community members and stakeholders. 	<ul style="list-style-type: none"> • Community Events • Sports Activities
ENABLE	<ul style="list-style-type: none"> • Provide opportunities that increase people's confidence and leadership. 	<ul style="list-style-type: none"> • Women's leadership course
COLLABORATE	<ul style="list-style-type: none"> • Ensure there are equal partnerships in decision-making processes. • Provide adequate resources and information. 	<ul style="list-style-type: none"> • Cemetery relocation/ remediation • Public Art project

This table has been adapted by TSIRC from the IAP2 Spectrum for Public Participation © and provides practical guidance for engagement activities.



Types of Community Meetings

Meetings are a great way to get together and flesh out ideas and be informed of other people's viewpoints. TSIRC holds a variety of Community Meetings for different activities. The following information outlines which meetings are most suitable for topics being discussed.

Council Meeting

Council Meetings, or Ordinary Meetings, are hosted across our communities where all 15 elected Councillors, the Mayor and Executive staff discuss strategic business for the region.

Existing and potential stakeholders also attend to present Council business. To encourage good governance and transparent decision making processes community members are encouraged to attend the Council Meetings.

Community members can present a submission or 'deputation' on any pressing concerns. This can be done by contacting the CEO or the CEO's Executive Assistant (with two weeks' notice).

The updated Meeting Schedule is available on the homepage of our website.

Public meeting

A public meeting is **chaired by the Councillor** and is called to discuss **strategic matters** with community. Public meetings build community relations and ensure that our constituents are regularly informed of Council business and direction.

Public Meetings are where people can raise issues and engage in discussion and debate. These meetings take place as required.

Information session

Information sessions are **chaired by staff** and have a focused purpose, which is **to provide information** on TSIRC matters. Examples of an information session might be

a public health alert by an Environmental Health Worker, or communicating information on a stakeholder survey by the Divisional Manager.

Information sessions are ***focused on providing information to community and are not places of discussion and debate.***

Project meetings

Project meetings may be chaired by the Councillor, Mayor, Executive Manager and/or Functional Manager. Project meetings are sometimes co-facilitated by a consultant with expertise in the project area. The meetings are usually held in the early stages of a project, or when there are changes of direction in the project.

Depending on the nature of your project (big or small, short term or long term) you may use a wide range of strategies (e.g. consult, inform and collaborate) to engage with people during the life of the project.

Community stakeholder meetings

Stakeholder meetings are a great way for service providers to get together and share information about what's happening in their organisation.

Usually a representative from each organisation speaks on behalf of that organisation. Representatives are good at building relationships, talking positively about challenging issues and knowing what information is for sharing.

Stakeholder meetings provide great opportunities to build relationships, share informal discussion on business and identify partnerships. This style of meeting ensures service providers work together for their community, rather than in isolation.

Meetings, both formal and informal, use a variety of engagement activities to achieve best results, improve community and stakeholder relationships and deliver good quality services.

Staying on Track: Managing Discussion and Debate

This guide supports your meeting to stay on track and provides pointers to help reduce conflict.

Define boundaries

Right at the start of the meeting, set boundaries and clearly state the purpose of the meeting.

Be prepared before your meeting. Know when the next public meeting is, or who the appropriate senior team-member is (Councillor, Divisional Manager, Executive, etc) so that you can refer any questions to the appropriate meeting or person.

If people interrupt during the meeting, calmly repeat the purpose of the meeting. Part of good meeting management is to have short, clear statements rehearsed beforehand, and to re-use them as needed during the meeting.

Acknowledge unrelated comments and issues

A rehearsed phrase might be "Let me look into that for you. We can have a quick chat once we have finished this session" or "The best person to speak to about this matter is our Housing Coordinator, who will be able to seek further advice from their Manager." Make sure the request is actioned.

Don't be tempted to argue, debate or tell someone off for interrupting or diverting the discussion away from topic. As soon as you engage in that way you risk losing control of the meeting.

Continue to use clear, non-judgemental and positive language that describes what you are doing and why you are there.

If you have someone who is very distressed or fired up about an issue unrelated to your topic, it is important to acknowledge they are concerned by the issue and repeat the meeting boundaries (topic) as described above. Refer people to appropriate times, people and places to discuss their concerns, outside of the meeting you are hosting. Make sure they feel listened to and valued so it does not escalate.

Everyone has the right to feel safe at work and be spoken to in a respectful manner. If anyone is acting in a threatening manner you can ask to take a break and seek support as to what steps you should take next.



Capacity Building - Two Ways, Both Ways

Here are tips to maximise how your work can build capacity in others:

1. **Start from where people are at** and build foundations from that point.
2. **Build understanding of people's aspirations, passions, strengths and learning needs.** Willingness and capacity to engage with and understand people's needs are critical to helping people develop successfully towards their goals.
3. **Build a listening culture** where listening is equally or more valued than instructing. Listen to understand, don't just listen to respond.
4. **Look for a good fit** between people's passions and opportunities in the organisation, community or region.
5. **Conduct skills audits** to determine strengths and knowledge gaps so people can successfully and sustainably reach their goals.
6. **Facilitate access** to mentoring, training and resources that meet people's learning and development needs.
7. **Engage culturally capable people** in mentoring and training roles.
8. **Value people and relationship skills** in trainers and mentors. Technical knowledge can always be accessed as needed.

Guide to Writing in Plain English

This guide and the resources listed in Section 3 can help you develop plain English writing skills.

Plain English means writing clearly, so that more people can read it easily. This also means that more people get to have a say on what is being discussed.

Plain English writing includes:

1. Identify your audience and know your reader.
2. Use a friendly tone, and personal and direct language.
3. Simple short sentences (max 20 words).
4. Short paragraphs with one idea per paragraph.
5. Familiar, everyday words. [E.g. It's a 'spade', not a 'digging implement'].
6. Active voice [E.g. 'he threw the ball' *not* 'the ball was thrown by him'].
7. Provide clear definitions whenever technical terms must be used.
8. Good use of clear and relevant headings, bullet points, tables, images and white space. This helps break up complex ideas and too many words.
9. Break complex information into small pieces, plainly written.
10. Use pictures to communicate ideas and information.
11. Use the shortest word that does the job!

Plain language - a jargon-free zone

Every profession has its own jargon (or lingo). We get so used to hearing it, we forget that others might not understand it. Jargon prevents participation and clear communication in plain language, particularly in cross-cultural settings.



Tools & Tips

A good tool to check whether your writing is simple and direct is the online editing tool <http://www.hemingwayapp.com/> . The Hemingway Editor is free and easy to use and can help when your writing needs clarity.

Also, you can try reading your work out loud.

Writing in plain English does not 'dumb down' or simplify your ideas. It provides clarity so that it is accessible to more people. It shows that you clearly understand your topic.

Aim to engage your reader, not isolate your reader.

Values-driven Engagement

The following values guide how we engage. These principles help us:

- Improve service delivery;
- Identify and respond to changing local needs;
- Maintain an ongoing dialogue with our community members and stakeholders.

VALUES	WE WILL
Sharing	Share information about Council services, activities and decisions.
Communication	Use clear, straightforward language, short sentences and maximise visual and spoken communication.
Focus	Guide participation so that discussion stays on track. Acknowledge and commit to providing feedback on unrelated issues at a later date.
Clarity	Clearly communicate the reasons for engaging, and any opportunities which can influence decision making.
Respect	Use community engagement methods that respect people and Ailan Kastom.
Participation	Start engagement at the very start of the project and continue through to project end, including reporting/feedback.
Transparency	Adopt decision-making processes that are open and transparent.
Inclusiveness & fairness	Ensure engagement activities are inclusive and fair for everyone.
Openness	Be open to the views and opinions of all community members.
Feedback	Provide information and feedback about the process and outcomes of community engagement.

SECTION 3 | Learning Resources



SECTION 3 | Learning Resources

Glossary

'Both Ways' or 'Two Ways': Refers to shared learning between people of Western and Indigenous heritage where both approaches to life and learning are equally valued and all parties are open to learning from each other.

Capacity Building (or Building Capacity): An approach to social or professional development that focuses on understanding the obstacles to people, governments, and organisations realising their goals. Capacity building aims to increase the ability of individuals, organisations and societies to function, solve problems and set and achieve objectives in a sustainable manner.

Chief Protector: Between 1904 and 1939 the Office of the Chief Protector of Aboriginals in Queensland controlled virtually every aspect of the lives of Aboriginal and Torres Strait Islander people. Under the Chief Protector's control, the Protector took charge of a region with Supervisors living in communities to oversee the day-to-day management of people's lives.

Community Development: Community development is the process of working alongside individuals and groups to ensure they have the skills and support to bring about action and/or change.

Community Stakeholder: Community members - anyone living in a community.

Cross-Cultural: Interactions (relationships, communication, etc.) between two or more different cultures or cultural areas.

Cultural Capability: A combination of 'knowing', 'doing' and 'being' which makes a person capable of engaging across cultures in a way that is respectful and safe for the people of another culture.

Dominant Culture: A dominant culture is the most powerful, widespread, or influential within a social or political entity in which multiple cultures are present. In a society it refers to the established language, religion, values, rituals, and social customs which are often presumed to be the norm for the society as a whole.

First Nations: Refers to groups of peoples who are the original peoples of a place and who share the same language or language group and cultural practices and knowledge. The Torres Strait region for instance could be described as including several First Nation groups.

Indigenous: People are described as Indigenous when they are recognised to be the original inhabitants of a place. In Australia it is a term sometimes used to describe both Aboriginal and Torres Strait Islander peoples. It is important to be sensitive in its use so that the distinctive cultures and histories of both Aboriginal and Torres Strait Islander peoples remain acknowledged.

International Development: Broad term often linked with human development and international efforts to reduce poverty and inequality and improve health, education and job opportunities around the world.

Organisational Stakeholder: Organisational stakeholders are people in paid or elected roles in organisations that interact with TSIRC. Organisational stakeholders may affect, or be affected by, TSIRC's actions, such as receiving services, providing services, funding, partnership and working together.

Paternalism: Paternalism is the interference of a state or individual with another person or peoples, against their will. Paternalism is often defended or motivated by a claim that the person interfered with will be better off or protected from harm.

Strategic: High level planning and decision making about how resources are allocated. Strategic planning takes into account the uncertainty of current and future conditions and allows for this changeability in how plans may be implemented.

Resources & References

Best-practice resources

Cultural Capability: The Federal Government's Cultural Capability Framework for Commonwealth agencies. A clear and comprehensive guide to achieving cultural capability across an organisation: <http://www.apsc.gov.au/publications-and-media/current-publications/cultural-capability-framework>

Effective Engagement: National research that describes best practice for engaging Aboriginal and Torres Strait Islander communities: *Engaging with Indigenous Australia—exploring the conditions for effective relationships with Aboriginal and Torres Strait Islander communities*: <http://www.aihw.gov.au/uploadedFiles/ClosingTheGap/Content/Publications/2013/ctgc-ip5.pdf>

Building Economic Capacity:

The Federal Government's Indigenous Procurement Policy: <http://www.dpmc.gov.au/resource-centre/government/commonwealth-indigenous-procurement-policy>

Supply Nation is a non-profit organisation dedicated to facilitating access to markets for Indigenous businesses. Their website includes a valuable report, *"The Sleeping Giant. A Social Return on Investment Report on Supply Nation Certified Suppliers"*: <http://www.supplynation.org.au/>

Engagement Tools and Resources

- Community Tool Box website. A huge selection of community engagement and community development resources: <http://ctb.ku.edu/en>
- First Nations British Columbia (Canada) website. Includes a wide range of tools, papers and resources developed by and for Canadian First Nations peoples <http://fnbc.info/>
- Asset Based Community Development website. Outlines the strengths-based approach to community development and provides a range of resources <http://www.abcdinstitute.org/index.html>
- An Australian website which provides a range of articles, links and resources on engagement, capacity building and community development: <https://sustainingcommunity.wordpress.com/>
- Governance history of the Torres Strait: <http://www.tsirc.qld.gov.au/changing-region/governance-history>

Plain English Resources:

An online editing program which is great at helping you work your sentences down to simple and plain format <http://www.hemingwayapp.com/>

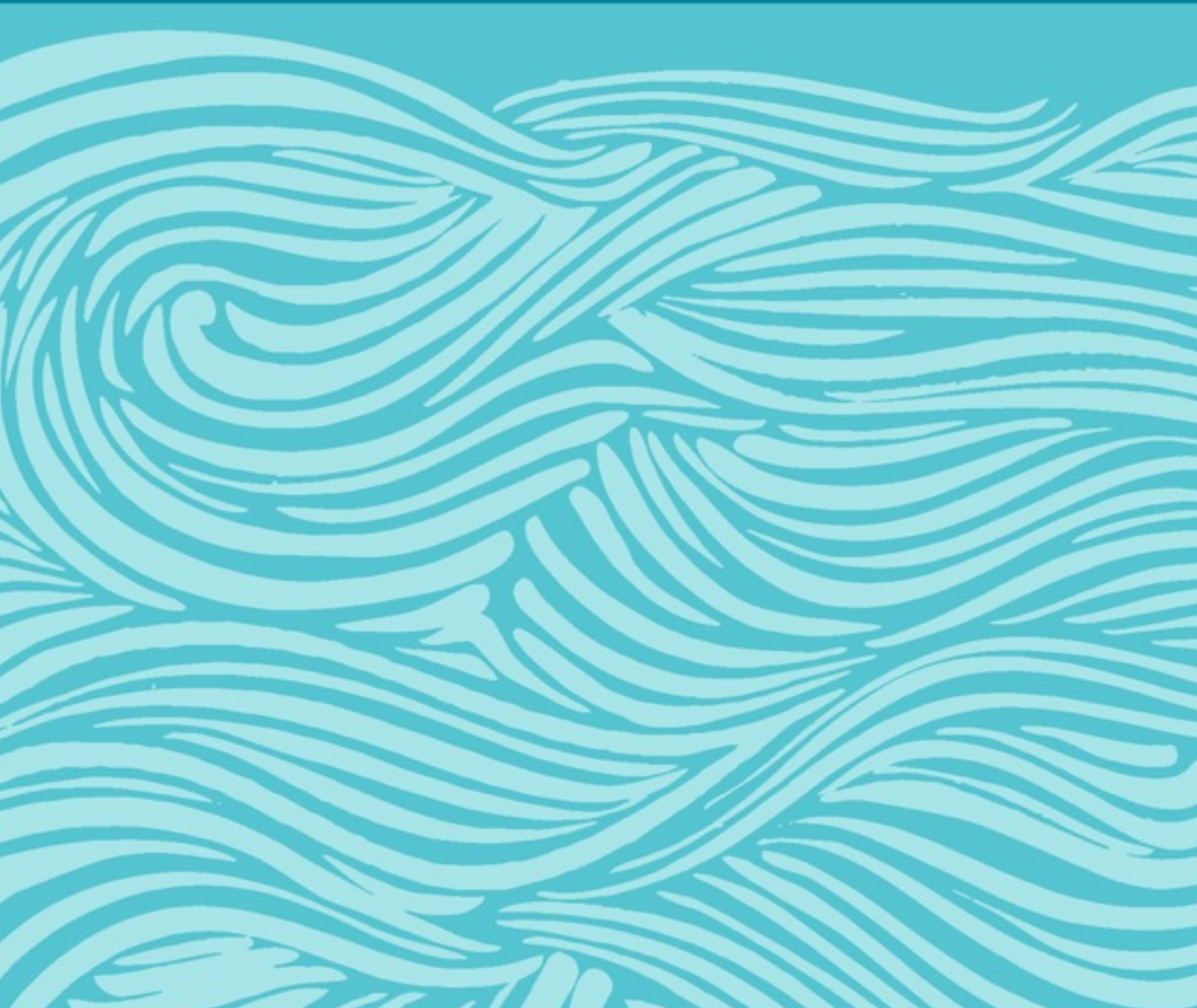
Useful plain language websites:

<http://centerforplainlanguage.org/5-steps-to-plain-language/>

<http://thecopycollective.com/copywriting-fundamentals-how-to-write-in-plain-english/>







TORRES STRAIT ISLAND REGIONAL COUNCIL

AGENDA REPORT

ECONOMIC GROWTH STANDING COMMITTEE MEETING

DATE: February 2021

ITEM:

SUBJECT: Draft Divestment Policy

AUTHOR: Julia Maurus, Manager Legal Services

RECOMMENDATION

That the Committee endorse the Divestment Policy for adoption by Council, as presented.

PURPOSE

The purpose of this report is to provide the Committee with an opportunity to consider the proposed Divestment Policy.

BACKGROUND

Since Local Government amalgamation in March 2008, it has been a desire of Council to divest local government-owned and –operated enterprises to community proprietors to assist in self-determination and economic development in the region, and for Council to concentrate on its core local government functions into the future.

The Enterprise Divestment Program (excluding bus services and fuel bowsers) currently stands as follows:

DIVESTED	14 (entity has land tenure OR land tenure not required) 8 (land tenure required/pending)
APPROVED	21 enterprises approved for divestment by Council 2 of which are on hold (Saibai Guesthouse, Saibai Variety Store)

ON HOLD	4 enterprises (Iama Kiosk, Iama Kodakal Lodge, Iama Sundowner Guesthouse, Ugar Ferry Service)
PENDING	4 enterprises not yet approved for divestment (St Pauls Nursery, Ugar Community Centre Kitchen, Warraber Guesthouse, Warraber Motel)
TOTAL	51 enterprises in Program

Included as **Attachment 1** is a list of the enterprises and the status of each. The list does not include enterprise divestment that has been cancelled, including seven (7) fuel bowzers.

There is a history of enterprise divestment negotiations not progressing for years following a Council resolution, while the approved applicant awaits capacity (e.g. funding) to take on the enterprise.

OFFICER COMMENT

The proposed Divestment Policy (**Attachment 2**) and covers:

- Types of enterprise divestment
- Key sectors and industry development opportunities
- Working with partners to facilitate development
- Divestment process
- Cost recovery policy

Council's Enterprise Development Officer, who attends TSRA's enterprise development working group, has suggested the following considerations, which may be appropriate to incorporate into the Divestment Policy or into the Enterprise Development Strategy that is being developed through Corporate Affairs:

- A business framework should be in place when infrastructure is divested and Council should include monitoring framework; ie – reporting requirements, asset management plans etc.
- Training and business support should be offered for a period of at least 12-24 months to ensure the success of the divestment.
- Look at lease-back arrangements: If someone would like to manage a TSIRC asset they can on a licence arrangement for the first 12 months to ensure they are successful and sustainable. If the first 12 months they provide monthly reporting, WHS updates etc. then they qualify and we then divest.

In the past, the practice has been to offer a peppercorn lease of stand-alone premises and the choice of two options:

1. The successful applicant purchases the premises from Council at the market price stated in Council's Asset Register; or
2. Council retains asset ownership and only leases the premises, rather than transferring the ownership of the premises.

Asset values tends to run into six or seven figures (\$100,000 to \$1,000,000). If it is in Council's financial interest to reduce its asset base, then Council may wish to consider options for divesting ownership of these enterprise divestment assets at less than market value.

Manager Legal Services recommends that the Divestment Policy and the enterprise divestment project be assigned to Enterprise Development & Delivery in Council's Corporate Affairs division. Legal Services is available to draft agreements and assist with any related legal issues as they arise.

CONSULTATION

Council workshop November 2020 – Council directed MLS to refer the draft Divestment Policy to the Economic Growth Standing Committee

LINKS WITH STRATEGIC PLANS

Corporate Plan 2020 to 2025

10.1 Facilitate the establishment of an Enterprise Development Strategy, identifying key sector opportunities.

10.2 Divestment of non-core council owned business.

STATUTORY REQUIREMENTS

Local Government Act 2009 (Qld)

Local Government Regulation 2012 (Qld)

FINANCE AND RISK

Capital Cost

NIL

Operating Cost

NIL

Risk Assessment

Failure of business enterprises under new management and closure.
Risk of negative perception if Council revokes a previous divestment offer.

Potential cost to Council if Council retains asset ownership.

SUSTAINABILITY

Reduction in non-core local government financial liability.

Financial sustainability of Council (cost recovery).

CONCLUSION

As presented.

David Baldwin

Acting Chief Executive Officer

Julia Maurus

Manager Legal Services

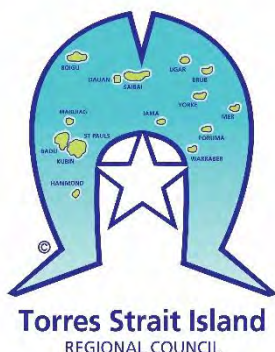
ATTACHMENTS:

1. Enterprise divestment list as at February 2021
2. Proposed Divestment Policy

List of Divestments								
Island	Enterprise	Asset number	Asset description	Divestment Status	Council resolution date	Trustee resolution date	Successful Tenderer	Status / Notes
Boigu	Accommodation Motel Guesthouse and ICC Demountables 2 x Guest Demountables	1002104 1000112 1000111 1000109 1000119 1000110	Contractor Accom - Lot 116 aka Lot 95B Airport Rd 2 Bedroom Lowset Donga - Lot 117 Airport Rd Contractors Accom - Lot 113 Airport Rd Guesthouse - Lot 113 Airport Rd Motel - Substructure - Lot 114 Airport Rd House - Contractors - Lot 95 Airport Rd	APPROVED - docs sent	April 2015	Pending	Malu Ki'ai (TSI) Corporation RNTBC or related party. Enterprise corporation: Mura Boegulgaw Aykuyk (Torres Strait Islander) Corporation	Documents sent 12 August 2016. Await response. NTO requested market price on 8 May 2017. JM emailed market price (from Asset Register) on 10 May 2017. TSRA's David Farrell emailed on 20 Oct 2017 requesting various docs for due diligence.
Boigu	Crab Farm *not a going concern*	1000113	Crab Farm (Crab Processing Plant) - Lot 124 (SLUP) Army Street aka Lot 119 (DOH) Army Street	APPROVED - docs sent	April 2015	Pending	Malu Ki'ai (TSI) Corporation RNTBC or related party. Enterprise corporation: Mura Boegulgaw Aykuyk (Torres Strait Islander)	Documents sent 12 August 2016. Await response. NTO requested market price on 8 May 2017. JM emailed market price (from Asset Register) on 10 May 2017. Trustee resolution required for Conditional Agreement to Lease. TSRA's David Farrell emailed on 20 Oct 2017 requesting various docs for due diligence.
Dauan	Guesthouse	1000168	Guesthouse - Lot 30 on SP270872 aka Lot 83 (SLUP) Main Road	APPROVED - docs sent	April 2015	Pending	Dauanalgalw (TSI) Corporation RNTBC or related party	Documents sent 12 August 2016. Await response. NTO requested market price on 8 May 2017. JM emailed market price (from Asset Register) on 10 May 2017. TSRA's David Farrell emailed on 20 Oct 2017 requesting various docs for due diligence.
Dauan	Kiosk *not a going concern*	1000128	Kiosk - Lot 39 on SP270872 aka Lot 64 (SLUP) Main Road	APPROVED - docs sent	April 2015	Pending	Dauanalgalw (TSI) Corporation RNTBC or related party	Documents sent 12 August 2016. Await response. NTO requested market price on 8 May 2017. JM emailed market price (from Asset Register) on 10 May 2017. Trustee resolution required for Conditional Agreement to Lease. TSRA's David Farrell emailed on 20 Oct 2017 requesting various docs for due diligence.
Erub	Daido Tavern (Canteen)	1000406	Lot 76 on SP270873 aka Lot 98 (SLUP) aka Lot 89 (DOH) Medige Village.	DIVESTED - ILUA and lease pending	November 2009	November 2009; August 2017 subject to prior community consultation, native title future	Ged Erub Trading Homeland Enterprise (TSI) Corp	DIVESTED - no lease in place. JM emailed Ged Erub's Peter Hansen on 21 Nov 2016 requesting proposed lease term and providing template lease and ILUA. Ged Erub advised 7 Feb 2017 that it is seeking a lease for as long as possible. Ged Erub submitted a lease EOI. JM emailed the EOI to the NTO on 8 May 2017 seeking the PBC's advice on the lease proposal. Community consultation required to progress with CATL.
Erub	(Fish) Freezer	1005469	Lot 74 on SP270873 aka Lot 102 (SLUP) Medige Village	APPROVED - docs sent	August 2016	Pending	Erub Fisheries Management Torres Strait Islander Corporation/EFMA (or related party)	Documents sent 1 February 2017 by email and post. Await response. Trustee resolution required for Conditional Agreement to Lease.
Erub	Ocean View Lodge Accommodation	1000371	Ocean View Lodge Accommodation (Ocean View 5 Star Lodge) - Lot 20 on SP270873 aka Lot 161 (DOH) Greenhill Village	APPROVED - docs sent	April 2015	Pending	Erubam Le Traditional Land and Sea Owners (TSI) Corporation RNTBC or related party	Documents sent 12 August 2016. Await response. NTO requested market price on 8 May 2017. JM emailed market price (from Asset Register) on 10 May 2017. TSRA's David Farrell emailed on 20 Oct 2017 requesting various docs for due diligence.
Hammond	Arts Centre Complex (including Nursery) *not a going concern*	1000164 1000163 1000162	Arts Centre Complex (Arts & Crafts Building) Lot 24 on SP248418 aka Lot 24 (SLUP) Mangoe Sow Cl. Arts and Crafts Shed and Awning Lot 25 on SP248418 aka Unnumbered Lot (SLUP) Mangoe Sow Cl. Nursery Pt Lot 26 on SP248418 aka Lot 26 (SLUP) Mangoe Sow Cl.	APPROVED - docs sent	August 2015	Pending	Kirirri Foundation	Documents sent 12 September 2016 by email and post. Await response. Trustee resolution required for Conditional Agreement to Lease.
Iama	Iama Kiosk	1000643	Lot 11 on SP270867 Lot 13 (SLUP) Mosby St, abuts the Sundowner Guest House.	ON HOLD UNTIL FURTHER NOTICE			Nil	July OM: Iama Kiosk divestment ON HOLD. Applicant Kerai Kepa advised by letter dated 31 July 2017. Applicant Phyllis Sampson advised by letter dated 2 February 2018. Cr Lui advised on 14 Aug 2018 that the freezer and two bain-maries can be sold, but the divestment remains on hold.
Iama	Kodakal Lodge	1000514	Lot 80 on SP270867 Kebisu St	ON HOLD UNTIL FURTHER NOTICE			Nil	July OM action item: guesthouse divestment ON HOLD until native title dispute finalised. Applicant Ralph Pearson-Bann and Dianne Lockyer advised by letter dated 31 July 2017.
Iama	Sundowner Guest House	1000643	Lot 11 on SP270867 Lot 13 (SLUP) Mosby St	ON HOLD UNTIL FURTHER NOTICE			Nil	July OM action item: guesthouse divestment ON HOLD until native title dispute finalised. Applicant Ralph Pearson-Bann and Dianne Lockyer advised by letter dated 31 July 2017. Applicant Phyllis Sampson advised by letter dated 2 February 2018.
Kubin	Horticulture *not a going concern*	No Asset #	Part of lot 5 on SP248095 Wagalgau Yabu. Near airstrip lagoon.	APPROVED - docs sent	July 2016	Pending	Mualgal (TSI) Corporation RNTBC or related party	Documents sent 22 August 2016. Await response. NTO requested market price on 8 May 2017. JM advised on 10 May 2017 that there is no price for this asset (no relevant asset). Trustee resolution required for Conditional Agreement to Lease. TSRA's David Farrell emailed on 20 Oct 2017 requesting various docs for due diligence.
Kubin	Arkal Kazwi Childcare Centre *not a going concern*	1000592	Arkal Kazwi Childcare Centre (Arkal Ipkazil Childrens Centre) - Lot 133 on SP271019 aka Lot 133 (SLUP) Ikilgau Yabu	APPROVED - docs sent	April 2015	Pending	Mualgal (TSI) Corporation RNTBC or related party	Documents sent 22 August 2016. Await response. NTO requested market price on 8 May 2017. JM emailed market price (from Asset Register) on 10 May 2017. Trustee resolution required for Conditional Agreement to Lease. TSRA's David Farrell emailed on 20 Oct 2017 requesting various docs for due diligence.
Kubin	Mrs Lizzie Nawia Motel	1000471	Mrs Lizzie Nawia Motel - Lot 41 on SP271019 aka Lot 41 (SLUP) Wagalgau Yabu	APPROVED - docs sent	April 2015	Pending	J&N Enterprises or related party	Documents posted 16 August 2016. NB update 28 March 2017: BSU invested funds into bringing the building up to standard, for the purpose of using this accommodation for NPARIH until 30 June 2018. Discussions with approved applicant have stalled.

Kubin	Mualgal Minnaral Artists' Collective *not a going concern*	1000486	Mualgal Minnaral Artists' Collective (Ngalmun Lagau Minnaral Arts Centre) - Lot 73 on SP271019 aka Lot 73 (SLUP) Ikilgau Yabu	APPROVED - docs sent	April 2015	Pending	Mualgal (TSI) Corporation RNTBC or related party	Documents sent 22 August 2016. Await advice from PBC as to who will take on the enterprise (PBC or Moa Arts). NTO requested market price on 8 May 2017. JM emailed market price (from Asset Register) on 10 May 2017. Trustee resolution required for Conditional Agreement to Lease. TSRA's David Farrell emailed on 20 Oct 2017 requesting various docs for due diligence.
Mabuiag	Guesthouse Motel	1000273	Guesthouse/Motel (Maitui Whap Snr. Motel) - Lot 16 (SLUP) Map Street	APPROVED - docs sent	April 2015	Pending	Goemulgaw (TSI) Corporation RNTBC or related party	Documents sent 14 July 2016. Await response. NTO requested market price on 8 May 2017. JM emailed market price (from Asset Register) on 10 May 2017. TSRA's David Farrell emailed on 20 Oct 2017 requesting various docs for due diligence.
Mabuiag	Kiosk *not a going concern, no goods*	1005387	Kiosk is within the Airstrip Terminal building at Lot 56 Warria St	APPROVED - docs sent	Feb-17	Pending	Brett Tyrrell or related party	Documents sent 20 March 2017. Six-month negotiation timeframe applies. Deadline 20 September 2017. Licence only because the kiosk is located within a Council building. Approved applicant raised issues regarding licence terms.
Mabuiag	Donga Accommodation	1000300	Donga Accommodation (Contractors Donga Accommodation x 4) - Lot 117 (SLUP) Warria Street	APPROVED - docs sent	April 2015	Pending	Goemulgaw (TSI) Corporation RNTBC or related party	Documents sent 14 July 2016. Await response. NTO requested market price on 8 May 2017. JM emailed market price (from Asset Register) on 10 May 2017. TSRA's David Farrell emailed on 20 Oct 2017 requesting various docs for due diligence.
Masig	Lowatta Lodge	1000562, 1000564, 1000566, 1000568, 1000570, 1000571, 1000572, 1000573	Lot 186 on SP277431 Dans Rd.	DIVESTED - ILUA and lease pending	June 2010	August 2017 subject to prior community consultation, native title future act validation, development approval and	Kailag Enterprises Ltd	Business Sale Contract was executed October 2012. Under special condition 3.1, a License to operate was granted by Council to Kailag effective 15 October 2012, pending satisfaction of various conditions which would see settlement of the transaction, namely entry into an ILUA and registration of a formal lease. Neither of these conditions has yet been satisfied. Council has not elected to terminate and take back the enterprise and premises and thus the license remains in effect. Awaiting ILUA and Lease. Kailag Enterprises submitted lease EOI form on 19 June 2017. JM forwarded lease EOI form to NTO & PBC on 21 June 2017. Await response from NTO/PBC. Community consultation required to progress with CATL.
Poruma	Poruma (Sawadgee Donga Accommodation) Lodge	1000308, 1000307, 1000306, 1000305, 1000304, 1000303	Poruma (Sawadgee Donga Accommodation) Lodge (Sawadgee Mudh Guesthouse): Common area; Kitchen area; Amenities; Units 1 to 5; Units 6 to 10; Units 11 to 15. Lot 11 on SP270862 aka Lot 216 (SLUP) Sawadgee Road.	APPROVED - docs sent	April 2015	Pending	Porumalgal (TSI) Corporation RNTBC or related party Enterprise corporation: Poruma Zagethau Lag Torres Strait Islander Corporation	Documents sent 29 March 2016. Await advice from Luke Hockey (TSRA). NTO requested market price on 8 May 2017. JM emailed market price (from Asset Register) on 10 May 2017. Trustee resolution required for Conditional Agreement to Lease. TSRA's David Farrell emailed on 20 Oct 2017 requesting various docs for due diligence. March 2019: Council resolution passed to finalise the divestment of the Sawadgee Donga Accommodation.
Poruma	Kiosk *not a going concern*	1005366	Kiosk (Lamont Kiosk) - Lot 8 (SLUP) Mimia Street	APPROVED - docs sent	April 2015	Pending	Porumalgal (TSI) Corporation RNTBC or related party Enterprise corporation: Poruma Zagethau Lag Torres Strait Islander Corporation	Documents sent 25 July 2016. Await advice from Luke Hockey (TSRA). NTO requested market price on 8 May 2017. JM emailed market price (from Asset Register) on 10 May 2017. Trustee resolution required for Conditional Agreement to Lease. TSRA's David Farrell emailed on 20 Oct 2017 requesting various docs for due diligence. March 2019: Council resolution passed to progress licensing of the Lamont Kiosk.
Saibai	Guesthouse	1000267, 1000268, 1000269, 1000638	2 B/R Transportable Lot 16 on SP248241 Main Rd. Accom Transportable Lot 16 on SP248241 Main Rd. 5 ensuite Lot 16 on SP248241 Main Rd. 4 x Transportables Lot 16 on SP248241 Main Rd.	ON HOLD UNTIL FURTHER NOTICE	November 2009	Pending	Saibai Development (TSI) Corp	Documents re-sent 5 August 2016. Await advice from Mariana Babia re tenderer capacity and lease/sublease proposal. Ms Babia advised 25 January 2017 that she would arrange a Corporation meeting and advise by next week. A/CEO instructed 28 March 2017 to maintain status quo for this divestment.
Saibai	Variety Store (includes a Gym)	1000265	Lot 34 on SP267944 aka combined Lots 302 & 303 (SLUP) School Rd.	ON HOLD UNTIL FURTHER NOTICE	November 2009	August 2013	Saibai Development (TSI) Corp	Documents re-sent 5 August 2016. Await advice from Mariana Babia re tenderer capacity and lease/sublease proposal. Ms Babia advised 25 January 2017 that she would arrange a Corporation meeting and advise by next week. A/CEO instructed 28 March 2017 to maintain status quo for this divestment.
Saibai	New Canteen	1000244	Pt Lot 44 on SP267944 aka Lot 16 (SLUP) School Rd.	DIVESTED - ILUA and lease pending	November 2009	November 2009	Saibai Development (TSI) Corp	DIVESTED. Bill of Sale dated 25 February 2010. Lease required. Standard Lease template sent 5 August 2016. Await advice from Mariana Babia. A/CEO instructed 28 March 2017 to maintain status quo for this divestment.
Saibai	Old Canteen	Disposed asset 1000247	Pt Lot 44 on SP267944 aka Lot 121 (SLUP) School Rd.	DIVESTED - ILUA and lease pending	November 2009	November 2009	Saibai Development (TSI) Corp	DIVESTED. Bill of Sale dated 25 February 2010. Lease required. Standard Lease template sent 5 August 2016. Await advice from Mariana Babia. A/CEO instructed 28 March 2017 to maintain status quo for this divestment.
St Pauls	Nursery	No Asset #	Pt Lot 37 on SP256048 Oza Bosun Road, St Pauls	PENDING				Advertised to May 2019.
St Pauls	Old Childcare Centre *not a going concern*	1000536	Lot 47 on SP256048 Levi St	APPROVED - docs sent	February 2017	August 2017 subject to prior community consultation	Isobel Stephen	Documents sent 10 March 2017. Community consultation required to progress with CATL. Approved applicant indicated she does not want to proceed - awaiting written confirmation.
St Pauls	St Pauls Lodge	1000444	Lot 176 on SP256048 Oza Bosun Rd	DIVESTED - ILUA and lease pending	September 2016	Pending	Susannah Sailor (or related party)	Business Sale Contract executed. Date of Contract is 14 August 2017. Under special condition 3.1, a License to operate has been granted by Council to Susannah Sailor from 14 August 2017, pending satisfaction of various conditions including ILUA and registration of lease.

St Pauls	St Pauls Block Plant *not a going concern*	No Asset #	Lot 83 on SP256048 Oza Bosun Rd	DIVESTED - ILUA and lease pending	February 2017	August 2017 subject to prior community consultation, native title future act validation, development approval and Ministerial consent (if required).	George Saveka (or related party)	Documents sent 10 March 2017. Licence Agreement in place 3 August 2017 to 30 June 2019. Sublicence permitted (see clause 4.8). Community consultation required to progress with CATL.
St Pauls	Mechanical Workshop *not a going concern*	1000440	Lot 62 on SP256048 Oza Bosun Rd	APPROVED - docs sent	March 2017	August 2017 subject to prior community consultation	Fred Erra Wapau (or related party)	Documents sent 8 June 2017. Negotiations ongoing as per Council direction in July 2018. Community consultation required to progress with CATL.
St Pauls	Main Road Contractors' Camp *not a going concern* Main Road's Camp Main Road's Camp Storage Shed	1000445 1000446	Lot 77 on SP256048 Oza Bosun Rd	DIVESTED - ILUA and lease pending	February 2017	August 2017 subject to prior community consultation, native title future act validation, development approval and Ministerial consent (if required).	George Saveka (or related party)	Documents sent 5 May 2017. Licence Agreement in place 5 Nov 2017 to 30 June 2019. Community consultation required to progress with CATL.
St Pauls	Nursery (known as Builders/plumbers store lot)	1000443	Lot 37 on SP256048 Oza Bosun Rd	PENDING				Apparently MyPathway had a hydroponic set up at this location. There appears to be the remains of the shaded-type structure there. VMR stores its rescue boat on site. Added to divestment list by Council resolution July 2018. Advertised to May 2019 - no EOIs received. Re
Ugar	Ugar Community Centre kitchen	TBC	TBC	APPROVED - documents pending	August 2019		Brother Bear Fisheries (or related party)	Licence agreement pending
Ugar	Freezer	1000354	Lot 28 on SP282706 aka Lot 26 (SLUP) Ned St	DIVESTED - ILUA and lease pending	May 2012	September 2015	Kos and Abob Fisheries (TSI) Corp	DIVESTED. Lease required. NNTT advised the area is outside the native title determination, so a Body Corporate ILUA cannot be registered. Awaiting advice from PBC and TSRA NTO regarding progressing this divestment.
Ugar	Ferry Service including trailer	1003565 1003840		ON HOLD UNTIL FURTHER NOTICE			Nil	On hold as directed by SARG (August 2016). Dania advised from Ordinary Meeting September 2016 that if Ugar Ferry is re-advertised that it must be conditional on maintainin a service for the Ugar community. A/CEO advised 17 May 2017 to put this divestment on hold until further notice, due to Ugar Safe Access funds for Council to re-establish the Ugar Ferry Service.
Warraber	Guest House Shelter at Guest House Store Shed at Guest House	1000492 1000404 1000405	Lot 52 on SP270859 aka Lot 21 (SLUP) Aikuru St	PENDING			Nil	March 2019 OM Council decided not to re-advertise due to condition of building.
Warraber	Motel (Resort reception) Resort 2 B/R Unit Cabin C Resort 1 B/R Cabin A Resort 1 B/R Cabin B Resort 3 x Gazebos	1000394 1000395 1000396 1000397 1000398	Lot 50 on SP270859 aka Lot 201 (SLUP) Dabus St	PENDING			Nil	March 2019 OM Council decided not to re-advertise due to condition of building.
Warraber	Kiosk (Saloma Kalkai House) *not a going concern*	1000428	Lot 95 on SP270859 aka Lot 52 (SLUP) Ganala St	APPROVED - docs sent	July 2017	Pending	Iris Billy (or related party)	Successful letter sent 31 July 2017. Draft documents to Iris Billy on 13 October 2017. Six-month negotiation timeframe applies. Deadline 13 April 2018.



DIVESTMENT POLICY

PO INSERT

Responsible Manager:	Chief Executive Officer
Head of Power:	<i>Local Government Act 2009 (Qld)</i> <i>Local Government Regulation 2012 (Qld)</i>
Authorised by:	Council resolution
Authorised on:	INSERT
Implemented from:	INSERT
Last Reviewed:	N/A
Review History:	N/A
Review Date:	30 June 2022
Corporate Plan:	Corporate Plan 2020 to 2025
	10.1 Facilitate the establishment of an Enterprise Development Strategy, identifying key sector opportunities.
	10.2 Divestment of non-core council owned business.

1. **POLICY STATEMENT**

Council is committed to:

- (a) advocating and fostering regional prosperity through enterprise development;
- (b) advocating for community and individual enterprise models and investment attraction;
- (c) facilitating the establishment of an Enterprise Development Strategy, identifying key sector opportunities;
- (d) advocating and facilitating key industry development;
- (e) working with key partners to facilitate pre-feasibility studies on key sectors and industry development opportunities within the region; and
- (f) divesting non-core council-owned business.

2. **SCOPE**

- (a) This Policy applies to all local government employees, Councillors, contractors and agents of Council.
- (b) This Policy applies to the following types of enterprise divestment:
 - i. A business currently operated by Council (a going concern) that is not part of Council's core business as a local government service provider.
 - ii. A business premises owned by Council that is not currently operational.
 - iii. Vacant premises owned by Council that could potentially be used as a business premises.

3. **KEY SECTORS AND INDUSTRY DEVELOPMENT OPPORTUNITIES**

Council considers the following to be the key sectors for enterprise divestment in the region:

- (a) Accommodation (operational lodges, motels, guesthouses and resorts)
- (b) Shops and hospitality: non-operational taverns, canteens, kiosks and variety stores
- (c) Seafood and garden industries: non-operational fish freezers, crab farms and nurseries
- (d) Construction industry: disused block plant and mechanical workshop
- (e) Community centres: disused childcare centres, gyms, radio stations and arts centres; vacant kitchen and office space in community centres

In December 2017, Council passed a resolution, following review and reconsideration, that Council intends to continue to operate its fuel bowers and depots into the foreseeable future rather than divesting these enterprises.

4. **WORKING WITH PARTNERS TO FACILITATE DIVESTMENT**

- (a) Council will work with regional funding bodies to facilitate enterprise development opportunities and the divestment of non-core council-owned business.

- (b) Organisations and individuals seeking to fund or develop enterprises within the region are encouraged to contact Council's Manager Enterprise Development & Delivery and Manager Legal Services to discuss feasibility, including:
 - i. Ownership of relevant buildings/assets;
 - ii. Operational matters for going concerns;
 - iii. Upfront and ongoing costs of running the enterprise;
 - iv. Approvals required to run the enterprise;
 - v. Approvals required for any proposed refurbishment or replacement of existing improvements on the land.

5. DIVESTMENT PROCESS

- (a) The register of enterprises available for divestment by Council is managed by Legal Services ("Enterprise Divestment Database").
- (b) An enterprise can be added to the Enterprise Divestment Database by nomination by the Divisional Councillor and endorsed at a Council Ordinary Meeting.
- (c) Council advertises for expressions of interest from organisations or individuals who are interested in taking up one of Council's enterprise divestment opportunities.
- (d) Expressions of interest are assessed and ranked against the following criteria:
 - i. Is the applicant based in the community? (50%)
 - ii. What is the applicant's capability to run a community-based enterprise? (25%)
(What skills, interests, experience and training does the applicant have that will help in running a community-based business?)
 - iii. What is the applicant's financial/resource capacity (staff, funding) to start up or take over a business? (25%)
- (e) Expressions of interest are presented to Council for consideration. Council may, by resolution, decide to accept an expression of interest.
- (f) After Council has considered expressions of interest, Council's Legal Services team will contact all applicants to advise of the outcome, and send to any approved applicant draft documentation to progress the divestment.
 - i. For businesses currently operated by Council, Council prepares a Business Sale Contract.

- ii. For enterprises operating inside part of a Council building, Council provides a renewable peppercorn licence.
 - iii. For stand-alone buildings/assets, Council prepares an agreement documenting the requirement for the approved applicant to obtain a lease of the land and buildings.
 - iv. For non-operational businesses, Council prepares a peppercorn Bill of Sale to transfer ownership of any business chattels inside the premises.
- (g) If a significant period of time lapses with no progress towards divestment, Council may decide to cancel the divestment to the approved applicant and re-advertise for expressions of interest.

6. COST RECOVERY

- (a) Council supports enterprise development by waiving commercial rent for new operators under the enterprise divestment program. However, due to its limited financial capacity and large asset base, Council is unable to fund enterprise divestment. Council therefore manages the enterprise divestment program on a cost-recovery basis.
- (b) Divestment on an “as is, where is” basis. This means that Council remains owner of the premises and, where Council is the trustee of the relevant land, offers to grant a lease of the buildings/assets to the business operator. The lease states that all maintenance and upgrades are the sole responsibility of the business operator for the term of the lease.
- (c) Council continues to insure all buildings/assets owned by Council.
- (d) The business operator can ask Council's permission to make improvements to the building/assets. The business operator is then responsible for insuring its improvements.
- (e) Business operators are given the option to purchase the relevant buildings/assets of Council at the value specified in Council's Asset Register. Otherwise, Council provides a Licence to Operate (under a Business Sale Contract) or a Conditional Agreement to Lease at a peppercorn rate (\$1.00 per year), pending native title future act validation and lease registration.
- (f) Under a Conditional Agreement to Lease or a Business Sale Contract (licence to operate), the business operator is required to pay outgoings, rates and charges and is responsible for repairs, maintenance and upgrades. The business owner is required to have public liability insurance for the business' activities, and is responsible for insuring its improvements to the buildings/assets.

- (g) Once a lease is registered with Council as the trustee lessor, the rent is a peppercorn (\$1.00 per year). The business operator continues to be responsible for outgoings, rates and charges, repairs and maintenance, upgrades, public liability insurance, and insurance for improvements.
- (h) For enterprises operating inside part of a Council building, Council provides a renewable peppercorn licence (\$1.00 per year). The business operator is only charged for outgoings if utilities are separately metered. The business operator is not charged rates or charges and is not responsible for capital repairs and maintenance but is required to have public liability insurance for the business' activities.

In summary:

- (i) For stand-alone buildings/assets, Council places the responsibility on business operators to repair and maintain the building, and requires operators to pay outgoings, rates and charges.
- (j) For businesses operating in part of a Council building, the licensee is only charged for outgoings if utilities are separately metered. The business operator is not charged rates or charges and is not responsible for capital repairs and maintenance.

7. **PROCEDURE**

This Policy shall be achieved with reference to the following:

- Queensland Government *Leasing Torres Strait Islander DOGIT Land: Manual for Trustees* and *Leasing Aboriginal DOGIT Land: Manual for Trustees*
- PO19-PR1 Native Title and Cultural Heritage Procedure
- PO19-PR2 Leasing Procedure
- Enterprise Development Strategy

AUTHORISATION

This document was duly authorised by Council as the Torres Strait Island Regional Council Divestment Policy (PO **INSERT**) on **DATE**, and shall hereby supersede any previous policies of the same intent.

David Baldwin

Date:

Acting Chief Executive Officer

Kathy Cochran

From: Julia Maurus
Sent: Wednesday, 3 February 2021 8:56 PM
To: Kathy Cochran; Ilario Sabatino
Cc: Hollie Faithfull; Peter Krebs; Ursula Nai
Subject: Report to Economic Growth Standing Committee - Divestment Policy
Attachments: 2021.02.03 February 2021 EGSC Agenda Report - Divestment Policy.docx;
2021.02.03 February 2021 EGSC Agenda Report - Divestment Policy - Attachment
1.pdf; 2021.02.03 February 2021 EGSC Agenda Report - Divestment Policy -
Attachment 2.docx

Hi Kathy and Ilario,

The enterprise divestment project and the draft Divestment Policy were discussed briefly at the November Council workshop and it was decided to refer the discussion to the Economic Growth Standing Committee.

Please see **attached** report to the Economic Growth Standing Committee.

I recommend that the Divestment Policy and the enterprise divestment project be assigned to Enterprise Development & Delivery in Council's Corporate Affairs division. Legal Services is available to draft agreements and assist with any related legal issues as they arise.

Regards,

Julia Maurus | Manager, Legal Services (P/T Tuesday - Wednesday)

Torres Strait Island Regional Council



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From: Ursula Nai <Ursula.Nai@tsirc.qld.gov.au>

Sent: Tuesday, 17 November 2020 12:39 PM

To: Mette Nordling <Mette.Nordling@tsirc.qld.gov.au>; Luke Ranga <luke.ranga@tsirc.qld.gov.au>; Rachel Pierce <Rachel.Pierce@tsirc.qld.gov.au>; Peter Jacques <Peter.Jacques@tsirc.qld.gov.au>; Terri Jacklin <Terri.Jacklin@tsirc.qld.gov.au>; Peter Krebs <Peter.Krebs@tsirc.qld.gov.au>; Julia Maurus <Julia.Maurus@tsirc.qld.gov.au>

Cc: Nicola Daniels <Nicola.Daniels@tsirc.qld.gov.au>; David Baldwin <David.Baldwin@tsirc.qld.gov.au>; Ilario Sabatino <Ilario.Sabatino@tsirc.qld.gov.au>; Hollie Faithfull <Hollie.Faithfull@tsirc.qld.gov.au>

Subject: Executive Support to Standing Committees

Good Afternoon All

The Executive Support to the Standing Committees has been finalized and endorsed at the last SARG Meeting. Please refer below:

Standing Committee	Executive Support
SARG	ACEO
Governance and Leadership Committee	COO
Housing and Safe and Healthy Communities Committee	CE
Climate Change Adaptation and Environment Committee	CE
Economic Growth Committee	CFO
Cultural Arts, Land and Heritage Committee	COO

All communication requiring Councillors input/feedback must first go through the Executive Officer. Executive Officer will liaise directly with committee members.

Mette- Please let me know some dates next week when you are free so that I can book a meeting with the Executive Officers and yourself to discuss creating a framework to implement this.

Kind regards

Ursula Nai | Senior Executive Assistant to Mayor and CEO

Torres Strait Island Regional Council



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TORRES STRAIT ISLAND REGIONAL COUNCIL

ECONOMIC GROWTH COMMITTEE REPORT

COMMITTEE MEETING:	January 2021
DATE:	
ITEM:	Agenda Item for Economic Growth Committee
SUBJECT:	Risk Management
AUTHOR:	Nerida Carr, Manager of Risk and Ethics

Recommendations:

- That the Economic Growth Committee note the information contained in this brief, and consider a full review of one identified risk per meeting, in conjunction with the relevant management.

Executive Summary:

This report outlines Council's Risk Management processes and identified Risks associated with the Economic Growth Committee's portfolio areas.

Background:

In the 2020-2025 Corporate Plan, Council committed to "continuously develop and evolve our enterprise risk management and business continuity planning". The Elected members confirmed this with the adoption of the first Risk Management Policy in July 2020, and the Enterprise Risk Management Guidelines in April 2021.

Risk is inherent in all of Council's activities. Operational risks are managed by the CEO, Management, Supervisors and Staff. Elected Members have oversight functions for the Executive's management of Strategic risks:

- Those that directly impact Council's identified strategic goals
- Risks external to the organization that are serious enough to change the strategic direction of objectives
- Tend to have a larger and more widespread impact than the other types of risk that were traditionally focussed on, such as operations, finance and compliance
- Very few of the consequences will be contained in just one functional area of Council
- Their controls are shared across the organization

Comment:

Council's risks are listed and monitored in a software system called "Risk Ware". Each risk is "owned" by a member of the Executive Management Team, who may assign other managers or officers action items associated with monitoring, controls, and tasks for improvements. Both the Executive Management Team and Functional Managers have been involved in developing the Risk Register, and Risk reports are routinely provided to the Audit Committee and Auditors. Council's Audit Committee, an Advisory Committee of the Council, has the specific responsibilities of:

- Review and assessment of the risks to which Council's operations are exposed;
- Assessment of and recommendations for the enhancement of the internal control measures adopted by Council for managing the risks;
- Supporting Councillors to discharge their risk management responsibilities; and
- Reviewing risk reporting and making recommendations to the Council in respect of key risk issues arising during the Committee's deliberations.

At each Audit Committee meeting, a Manager (on a rotational basis) is required to give an update on progress for a specific risk relevant to their area of operations.

In addition to Strategic Risks, Operational Risks have been identified which are related to the Economic Growth Committee's portfolio areas. These are listed in the Risk Register as:


- Risk 7 – IT/Data capability insufficient to maintain required bandwidth resulting in inability to complete simple tasks
- Risk 75 – Procurement guidelines for goods and services not consistently applied

Details follow, with these definitions to guide:

Risk Level

Level	Description
Low	Manage by routine procedures at local management level
Medium	Management responsibility must be specified and response procedures monitored
High	Senior management attention needed and management responsibility specified
Extreme	Immediate action required and must be managed by senior management with a detailed plan

Trend Definitions

 : Trend Steady - No movement since last review

Links to Strategic Plans:

The above process refers to the strategic pillar of Sustainability: We manage Council affairs responsibly to the benefit of our communities.

Statutory Requirements:

Local Government Act 2009

Local Government Regulation 2012

Conclusion:

This report for the Economic Growth Committee is to update on the current processes, and inform the Committee on options for Risk Management reporting at future quarterly meetings.

Recommended:


Megan Barrett

Interim Executive Director Corporate Services

Approved:

Dawson Sailor

Acting Chief Executive Officer

7	RISK OWNER		TREND	GROSS		CURRENT		NET	
	Warren Jenkins Manager Information Technology			High		Medium		Medium	
RISK IDENTIFIED ON	LAST REVIEWED ON	NEXT SCHEDULED REVIEW		Consequence	Likelihood	Consequence	Likelihood	Consequence	Likelihood
01/07/2018	26/07/2021	26/01/2022		Major	Certain	Moderate	Possible	Moderate	Possible

RISK DESCRIPTION


IT / Data capability insufficient to maintain required bandwidth resulting in inability to complete simple tasks

IMPACTED CATEGORY

Reputation & Political

RISK SOURCE/CAUSAL FACTOR(S)	EXISTING CONTROL(S)
<p>a) IT infrastructure insufficient b) Legacy of separate systems c) Unexpected system outage(s) / service interruption</p> <p>09/07/21: Further discussions taking place with Telstra and third party Telstra partner Pinnacle IT around implementing possible SDWAN solution. This will provide increased bandwidth and more redundancy. Further to this, potential for upgrade of bandwidth following Telstra's review of equipment in the TSI region.</p>	<p>Control: a) Protocols to manage data transfer (timing and amount). b) Reviewed problem areas for signals and made changes. c) Implementation of UPS on switches to reduce impact of minor outages. d) IT department & CIO (including proactive monitoring of network and systems). e) Some SLAs / contractual arrangements with service providers (2016 - improved during last 12 months). f) Provision of satellite phones, including monthly testing including use of external aerial and power supply for satellite phones.</p> <p>2016 g) Dedicated hosting environment h) Backup (off-site and on-site)</p> <p>a) HF communications.</p> <p>2016 b) Tech1 specialist IT training to provide internal enquiry assistance (commencing shortly). C) Video conference facilities</p> <p>09/07/21: Procured two new NAS devices at Cairns Office for additional storage backups with faster Read/Write times. Data also backed up off site. Control Effectiveness: 3 - Partially Effective</p>

BUSINESS FUNCTION AFFECTED BY RISK	PRIMARY AFFECTED RISK CATEGORY
Data & Systems Management	Data Management
TREATMENT PLAN TO ADDRESS THIS RISK	
Treatment Option: 3. Minimise Risk Based on Treatment	
<p>Cause: a) IT infrastructure insufficient b) Legacy of separate systems c) Unexpected system outage(s) / service interruption</p> <p>09/07/21: Further discussions taking place with Telstra and third party Telstra partner Pinnacle IT around implementing possible SDWAN solution. This will provide increased bandwidth and more redundancy. Further to this, potential for upgrade of bandwidth following Telstra's review of equipment in the TSI region.</p>	<p>Treatment: Current ICT review by Crowe Horwarth</p> <p>Crowe Horwarth review to be revisited in July 2019 to review recommendations that have been put in place.</p> <p>09/07/21: Further discussions taking place with Telstra and third party Telstra partner Pinnacle IT around implementing possible SDWAN solution. This will provide increased bandwidth and more redundancy. Further to this, potential for upgrade of bandwidth following Telstra's review of equipment in the TSI region. Treatment Owner: Warren Jenkins Manager Information Technology Due Date: 28/02/2021</p>

75	RISK OWNER		TREND	GROSS		CURRENT		NET	
	Hollie Faithfull Executive Director Financial Services			High		Medium		Medium	
RISK IDENTIFIED ON	LAST REVIEWED ON	NEXT SCHEDULED REVIEW		Consequence	Likelihood	Consequence	Likelihood	Consequence	Likelihood
16/05/2018	26/07/2021	26/01/2022		Major	Likely	Moderate	Possible	Moderate	Possible

RISK DESCRIPTION

Procurement Procedure guidelines for procurement of goods and services are not consistently applied.

IMPACTED CATEGORY

Finance and Economic, Reputation & Political

RISK SOURCE/CAUSAL FACTOR(S)

Failure to adhere to sound contracting principles:

- a. value for money
- b. open and effective competition
- c. development of competitive local business and industry
- d. environmental protection
- e. ethical behaviour and fair dealing

EXISTING CONTROL(S)

Control: a) Procurement Policy
b) Procurement Procedure
Control Effectiveness: 2 - Substantially Effective

BUSINESS FUNCTION AFFECTED BY RISK

Operational Management

PRIMARY AFFECTED RISK CATEGORY

Operational Management

TREATMENT PLAN TO ADDRESS THIS RISK

Treatment Option: 3. Minimise Risk Based on Treatment

Cause: Failure to adhere to sound contracting principles:

- a. value for money

Treatment: a) Implement an appropriate Internal Audit program to ensure procedures and policies are being adhered to.

- b. open and effective competition
- c. development of competitive local business and industry
- d. environmental protection
- e. ethical behaviour and fair dealing

Annual Internal Audit Plan endorsed each year by Audit Committee

Internal Audit review finalised June 2021. Recommendations to be implemented.

Training to be provided to staff regarding procurement ie Take 5

Reporting has been developed to monitor non compliance

Treatment Owner: Hollie Faithfull Executive Director Financial Services

Due Date: 30/09/2021