



## NOTICE OF COUNCIL MEETING

In accordance with Section 254C of the *Local Government Regulation 2012* this notice is to advise that the Trustee Council and Ordinary Council Meetings for the month of December 2024 will be held virtually by Microsoft (TEAMS) as follows:

**Wednesday, 11 December 2024**

(Trustee Meeting – 9.00am to 10.30am)

(Ordinary Meeting – 10.30am to 5.00pm)

**Microsoft (TEAMS) | Meeting ID: 489 019 723 71 | Passcode: QutKVv**

The attendance of each Councillor is requested.

Members of the public can obtain a copy of agenda papers for both meetings (excluding Closed Business papers) by contacting the TSIRC Secretariat at the following email address:

[secretariat@tsirc.qld.gov.au](mailto:secretariat@tsirc.qld.gov.au)

Please note that this meeting is live streamed on Council's YouTube Channel.

James William  
Chief Executive Officer

6 December 2024



# ORDINARY MEETING 11 DECEMBER 2024

# AGENDA

**Time:** 10.30am to 5.00pm

**Venue:** [Microsoft \(TEAMS\)](#) | [Meeting ID: 489 019 723 71](#) | [Passcode: QutKVv](#)

## ORDER OF BUSINESS

10.30am

- A. WELCOME & QUORUM CONFIRMATION | ACKNOWLEDGEMENTS | OPENING PRAYER | OBSERVANCES
- B. APOLOGIES
- C. CONFLICT OF INTEREST DECLARATIONS
- D. LIVE STREAM. *This meeting is live streamed on Council's YouTube Channel.*

### 1. CONFIRMATION OF MINUTES (15 NOVEMBER 2024)

- 1.1. Action Items Update

### 2. MAYORAL REPORT

### 3. CHIEF EXECUTIVE OFFICER REPORT

- 3.1. CEO Monthly Report (December 2024)
- 3.2. TSIRC Advocacy Framework
- 3.3. TSIRC Community Advocacy Statements
- 3.4. Organisational Sustainability Update – *verbal update by Mr Anthony Ottaway (Consultant)*

### OFFICER REPORTS FOR DECISION

### 4. BUILDING SERVICES DIRECTORATE / COMMUNITY SERVICES DIRECTORATE

- 4.1 TSIRC Social Housing Strategy 2024

### 5. COMMUNITY SERVICES DIRECTORATE

Nil.

### 6. CORPORATE SERVICES DIRECTORATE

- 6.1 Community Grants Program Allocation (November 2024)
- 6.2 Funding Acquisition Report (November 2024)
- 6.3 Policy Review - Community Grants Policy
- 6.4 Policy Review - Investigations Policy
- 6.5 Artificial Intelligence (AI) Use Policy
- 6.6 Policy Review – Risk Management Policy & Enterprise Risk Management Guidelines

### 7. ENGINEERING SERVICES DIRECTORATE

- 7.1 Zenadth Kes Coastal Hazard Adaptation Strategy (CHAS)



TBC	<p><b>8. FINANCIAL SERVICES DIRECTORATE</b></p> <p>8.1 Financial Dashboard Report (November 2024)</p> <p>8.2 Policy Matter – Update to Financial and Contractual Delegations</p> <p>8.3 Debt Policy Review</p> <p>8.4 Minutes of Audit Committee Meetings – 15 August 2024, 27 September 2024 and 11 October 2024</p> <p>8.5 Auditor-General’s Observation Report on the Audit of the 2023–24 TSIRC Financial Statements</p> <p><b>9. RESOLUTION TO CLOSE THE MEETING TO THE PUBLIC</b></p> <p><b>10. BUILDING SERVICES DIRECTORATE</b></p> <p>10.1. Warraber Resort Upgrade</p> <p><i>[Reason for Closed Discussion: these matters involve negotiations relating to a commercial matter involving the local government for which a public discussion would be likely to prejudice the interests of the local government].</i></p> <p><b>11. COMMUNITY SERVICES DIRECTORATE / BUILDING SERVICES DIRECTORATE</b></p> <p>11.1. QuickStarts Island Extension Program</p> <p><i>[Reason for Closed Discussion: these matters involve negotiations relating to a commercial matter involving the local government for which a public discussion would be likely to prejudice the interests of the local government].</i></p> <p><b>12. CHIEF EXECUTIVE OFFICER</b></p> <p>12.1. TAP Update – verbal update by Mr Scott Mason (CEO LG Services Group)</p> <p><i>[Reason for Closed Discussion: these matters may directly affect the health and safety of an individual or a group of individuals].</i></p> <p><b>13. ENGINEERING SERVICES DIRECTORATE</b></p> <p>13.1. Information Report – Capital Works</p> <p><i>[Reason for this matter to be discussed in Closed Business: This matter contains information on negotiations relating to a commercial matter involving the local government for which a public discussion would be likely to prejudice the interests of the local government”.]</i></p> <p><b>14. FINANCIAL SERVICES DIRECTORATE</b></p> <p>14.1. Strategic Investment Plan – 5-Year Capital Plan</p> <p><b>15. RESOLUTION TO RETURN THE MEETING TO OPEN DISCUSSION</b></p> <p><b>16. CONSIDERATION OF MATTERS DISCUSSED IN CLOSED SESSION</b></p> <p><b>17. MATTERS ARISING</b></p> <p><b>18. INFORMATION REPORTS</b></p> <p>18.1. BUILDING SERVICES – Building Services Report (November 2024)</p> <p>18.2. COMMUNITY SERVICES - Community Services (November 2024)</p> <p>18.3. CORPORATE SERVICES - Corporate Services Information Report (November 2024)</p> <p>18.4. ENGINEERING SERVICES – Engineering Operations</p> <p>18.5. ENGINEERING SERVICES – Water and Wastewater</p> <p><b>19. NEXT MEETING – 29 January 2025 (Microsoft Teams)</b></p> <p><b>20. CLOSE OF MEETING &amp; PRAYER</b></p>
	5.00pm



## ORDINARY MEETING 11 DECEMBER 2024

Agenda Item

1

**DIRECTORATE:** *Corporate Services*

**AUTHOR:** *Executive Director Corporate Services*

### CONFIRMATION OF MINUTES (15 NOVEMBER 2024)

#### **OFFICER RECOMMENDATION:**

Council confirms the Minutes of the Ordinary Meeting held on 15 November 2024.

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#### **EXECUTIVE SUMMARY:**

Section 254F(4) of the *Local Government Regulations 2012* requires that at each local government meeting, the minutes of the previous meeting must be confirmed by the councillors or committee members present.

#### **Interested Parties/Consultation:**

N/A

#### **Background / Previous Council Consideration:**

The previous monthly Ordinary Council meeting was held on 15 November 2024.

Section 254(6) of the *Local Government Regulation 2012* requires that a copy of the minutes of each local government must be made publicly available by 5pm on the tenth day after the meeting is held. To meet these compliance requirements, a copy of the draft Minutes from the last meeting were circulated to the Executive Leadership Team for input prior to being posted on the Council website.

Following confirmation of the Minutes by Council, the confirmed Minutes will replace the draft Minutes on the Council website.

**COMPLIANCE / CONSIDERATIONS:**

<b>Statutory:</b>	Section 254F(4) of the <i>Local Government Regulation 2012</i>
<b>Budgetary:</b>	N/A
<b>Policy:</b>	N/A
<b>Legal:</b>	N/A
<b>Risk:</b>	Council breach of its Statutory requirements above.
<b>Links to Strategic Plans:</b>	TSIRC Corporate Plan 2020–2025 ( <i>Bisnis Plan</i> )  Delivery Pillar One – People ( <i>Bisnis – Pipol</i> )  Outcome 4: We are a transparent, open and engaging council.  ➤ 4.2 Evolve Council’s communication channels and community’s access to information.
<b>Masig Statement:</b>	N/A
<b>Standing Committee Consultation:</b>	N/A
<b>Timelines:</b>	Standard Procedure at each Monthly Council Meeting

**Other Comments:**

Nil.

**Recommended:**

*S. Andres*  
Susanne Andres  
Executive Director Corporate Services

**Approved:**

  
James William  
Chief Executive Officer

**ATTACHMENTS:**

Draft Minutes of the Ordinary Council Meeting held on 15 November 2024.



ORDINARY MEETING  
15 NOVEMBER 2024

# MINUTES

**Time:** 9.36am

**Venue:** Bolands Centre Offices & Conference Centre, 14 Spence Street, Cairns

*Meeting ID: 438 700 254 554 | Passcode: QDN5qk*

**PRESENT:**

**Mayor**

Division 1 – Boigu  
Division 2 – Dauan  
Division 3 – Saibai  
Division 5 – Badu / **Deputy Mayor**  
Division 8 – Kirirri (Hammond Island)  
Division 9 – Iama  
Division 10 – Warraber  
Division 11 – Poruma  
Division 12 – Masig  
Division 13 – Ugar  
Division 14 – Erub  
Division 15 – Mer

Cr Phillemon Mosby  
Cr Dimas Toby – *joined meeting at 10.05am*  
Cr Torenzo Elisala  
Cr Chelsea Aniba  
Cr Ranetta Wosomo  
Cr Seriako Dorante  
Cr Aggie Hankin  
Cr Kabay Tamu  
Cr Francis Pearson  
Cr Ted Mosby  
Cr Rocky Stephen  
Cr Nixon Mye  
Cr Bob Kaigey

**APOLOGIES:**

Division 4 – Mabuiag  
Division 7 – Wug (St. Pauls), Mua Island

Cr Keith Fell – *Prior commitments*  
Cr John Levi – *Sorry Business*

**ABSENT:**

Division 6 – Arkai (Kubin), Mua Island

Cr Iona Manas

**OFFICERS:**

Chief Executive Officer  
Executive Director Building Services  
Executive Director Community Services  
Executive Director Corporate Services  
Executive Director Engineering Services  
Executive Director Financial Services  
DOGIT Transfer, Land Tenure and Native Title Advisor  
Executive Assistant to the CEO  
TSIRC Secretariat  
TSIRC Secretariat Support

Mr James William  
Mr Wayne Green  
Mr Dawson Sailor  
Ms Susanne Andres  
Mr David Baldwin  
Ms Hollie Faithfull  
Ms Joanne Bryant  
Ms Jessica Conway  
Mr Darryl Brooks  
Ms Julie Marino

**A. WELCOME & QUORUM CONFIRMATION | ACKNOWLEDGEMENTS | OPENING PRAYER | OBSERVANCES**

At 9.36am, the Mayor welcomed Councillors to the Ordinary Council meeting for the month of November 2024, noting that a quorum of members were present.

The Mayor made the following acknowledgements:

- Our Heavenly Father for His awesome wisdom, knowledge, understanding, favour and blessings upon our lives, our families, our people – especially our Elders and our children, our region and our Council;
- The Traditional Custodians throughout the length and breadth of Zenadth Kes and Gimuy in Cairns where Council has been meeting for the past two weeks.

**B. NOTING OF APOLOGIES**

#C24-28/2024-11/B

CR ELISALA / CR TAMU

**Council accepts the following apologies for the November 2024 Ordinary Council Meeting:**

Division	Councillor/Reason
Division 4 – Mabuiag	Cr Keith Fell – <i>Prior commitments</i>
Division 7 – Wug	Cr John Levi – <i>Sorry Business</i>

**CARRIED UNANIMOUSLY**

**C. CONFLICT OF INTEREST DECLARATIONS**

The Mayor called for Councillors to declare any COI matters. No declarations were made. The Mayor also requested that if there are any legal matters involving Councillors, then Councillors should advise the Mayor as soon as possible.

**D. LIVE STREAM**

The Mayor advised Council that this meeting is being LIVE STREAMED on Council's YouTube Channel and welcomed members of the general public who may be viewing proceedings.

**1. CONFIRMATION OF MINUTES (15 OCTOBER 2024)**

#C24-28/2024-11/1

CR PEARSON / CR MOSBY

**Council confirms the Minutes of the Ordinary Meeting held on 15 October 2024.**

**CARRIED UNANIMOUSLY**

**1.1. ACTION ITEMS UPDATE**

The Chief Executive Officer (Mr James William) spoke to this item. Items noted as 'completed' during this update will be deleted from future reports. The update was noted by Council.

**2. MAYORAL REPORT**

The Mayor spoke to his report. The report was noted by Council.

The Mayor also encouraged Councillors to utilise information contained in the monthly Mayor and CEO reports to Council for their regular Divisional community meetings.

### 3. CHIEF EXECUTIVE OFFICER REPORT

#### 3.1. CEO Monthly Report (November 2024)

The Chief Executive Officer (Mr James William) spoke to his report. The report was noted by Council.

**Action:**

The Chief Executive Officer to organise for a Council Communique to be distributed following each Monthly Council Meeting.

#### 3.2. Adoption of Regional Infrastructure Advisory Committee (RIAC) Terms of Reference (TOR)

- *Prior to commencement of discussion, Cr Dimas Toby asked if Councillors were required to make any Conflict of Interest declarations in relation to this matter. There was general agreement amongst Council that such declarations were not required.*
- *Additional in-Council point also added to the officer's recommendation.*

#C24-28/2024-10/3.2

CR HANKIN / CR MYE

**Council:**

1. adopts the Regional Infrastructure Advisory Committee (RIAC) Terms of Reference (TOR) as attached to the report;
2. appoints the Deputy Mayor as proxy to the RIAC for such occasions when the Mayor is unable to attend a meeting; and
3. requests the Chief Executive Officer to advise the Torres Strait Regional Authority (TSRA) of this decision prior to the TSRA Board Meeting on 19–20 November 2024.

**CARRIED UNANIMOUSLY**

- *Meeting suspended for morning tea break from 10.30am to 10.40am.*

### 4. BUILDING SERVICES DIRECTORATE

Nil.

### 5. COMMUNITY SERVICES DIRECTORATE

#### 5.1. TSIRC Representation on the Animal Management Taskforce

#C24-28/2024-11/5.1

CR PEARSON / CR TAMU

Council approves the appointment of the Housing, Families and Safe & Healthy Communities Advisory Committee Chairperson as Council's representative on the Queensland Department of Agriculture and Fisheries' Animal Management Taskforce.

**CARRIED UNANIMOUSLY**

**6. CORPORATE SERVICES DIRECTORATE**

**6.1. Community Grants Program Allocation (October 2024)**

#C24-28/2024-11/6.1

1. Council resolves to allocate Community Grants Program funding to the following applicant in accordance with the *Community Grants Policy*:

- CG2025-049 – SIMON NAAWI, YORKE for \$897.00, exclusive of GST;

**MOVED/SECONDED: CR TAMU / CR STEPHEN**

**CARRIED UNANIMOUSLY**

2. Council resolves to not allocate Community Grants Program funding to the following applicant in accordance with the *Community Grants Policy*:

- CG2025-051 – WHITE DOVE MINISTRY, SAIBAI

**MOVED/SECONDED: CR PEARSON / CR HANKIN**

**CARRIED UNANIMOUSLY**

3. Council resolves to not allocate Community Grants Program funding to the following applicant in accordance with the *Community Grants Policy*:

- CG2025-054 – GOSHEN MINISTRY INT, MER

**MOVED/SECONDED: CR TOBY / CR KAIGEY**

**CARRIED UNANIMOUSLY**

4. Council resolves to allocate Community Grants Program funding to the following applicant in accordance with the *Community Grants Policy*:

- CG2025-055 – LETIA WAIA, SAIBAI for \$2,000.00, exclusive of GST;

**MOVED/SECONDED: CR ANIBA / CR ELISALA**

**CARRIED UNANIMOUSLY**

5. Council notes the following:

- (a) zero (0) Community Grants applications were declined due to unavailable funds;
- (b) six (6) Community Grants applications were deemed ineligible for funding;
- (c) zero (0) conflict of interests (COI) were declared;
- (d) the grant applications processed out-of-cycle and funeral donations provided in October 2024.

**MOVED/SECONDED: CR TOBY / CR MYE**

**CARRIED UNANIMOUSLY**

**6.2. Funding Acquisition Report (October 2024)**

#C24-28/2024-11/6.2

CR ELISALA / CR PEARSON

Council notes the report and its content.

**CARRIED UNANIMOUSLY**

**6.3. Policy Review – Media Policy**

#C24-28/2024-11/6.3

CR ELISALA / CR WOSOMO

Council resolves to:

1. Adopt the Torres Strait Island Regional Council Media Policy; and
2. Delegate authority to the Chief Executive Officer in accordance with the *Local Government Act 2009* to exercise the functions and powers assigned to the Chief Executive Officer under the new policy, including the power to make any further minor administrative amendments to the policy as they arise.

**CARRIED UNANIMOUSLY**

**6.4. 1<sup>st</sup> Quarter Report – Economic Growth Committee**

#C24-28/2024-11/6.4

Noted by Council.

**6.5. TSIRC 2023-24 Annual Report**

#C24-28/2024-11/6.5

CR HANKIN / CR WOSOMO

Council:

1. Adopts the Annual Report for the period 1 July 2023 to 30 June 2024 for the Torres Strait Island Regional Council in accordance with the requirements of the *Local Government Act 2009*; and
2. Delegates authority to the Chief Executive Officer in accordance with the *Local Government Act 2009* to make minor administrative amendments and finalise all matters associated with publishing this

**CARRIED UNANIMOUSLY**

**Action:**

1. Advice to be provided to Divisions on how to understand the annual report.
2. Minor typo corrections to be made for the 2023-24 TSIRC Annual Report (i.e. "Cr Kabay's request" instead of "Cr Kabay Tamu's request", pp.18 and 26).

**6.6. Operational Plan 2024-25 – Q1 Progress Report**

#C24-28/2024-11/6.6

CR KAIGEY / CR WOSOMO



Council receives and notes the progress report on the implementation of the 2024–25 Operational Plan for the period 1 July 2024 to 30 September 2024 (Q1).

**CARRIED UNANIMOUSLY**

**Action:**

A simplified outcome report on the Corporate Plan to be prepared for each Division at the end of the financial year.

**7. ENGINEERING SERVICES DIRECTORATE**

Nil.

**8. FINANCIAL SERVICES DIRECTORATE**

**8.1. Financial Dashboard Report (October 2024)**

#C24-28/2024-11/8.1

CR ANIBA / CR T. MOSBY

Council receives and endorses the monthly financial statements attached to the officer's report for the 2024-25 year to date, for the period ended 31 October 2024, as required under Section 204 of the *Local Government Regulation 2012*.

**CARRIED UNANIMOUSLY**

**Action:**

1. Executive Director Financial Services to organise training for Councillors to better understand the monthly financial statements and financial reporting generally.
2. List of successful/unsuccessful grants applied for to be developed for each Division.

**8.2. Contractual Matter – Large Procurement Contracts Awarded Under Delegation**

#C24-28/2024-11/8.2

CR PEARSON / CR STEPHEN

Council notes the report.

**CARRIED UNANIMOUSLY**

**8.3. 2023-24 Financial Statements**

#C24-28/2024-11/8.3

CR ELISALA / CR T. MOSBY

Council receives and adopts the 2023/2024 Torres Strait Island Regional Council Financial Statements.

**CARRIED UNANIMOUSLY**

**Action:**

1. Breakdown requested on TSIRC funding expenditure for each TSIRC Division.
2. Councillors to be provided details on Community Funds for their respective Divisions.

➤ *Cr Toby left the meeting and returned at 12.12pm.*

**9. RESOLUTION TO CLOSE THE MEETING TO THE PUBLIC**

#C24-28/2024-11/9

CR ELISALA / CR PEARSON

The Council resolves to close the meeting to the public pursuant to section 254J of the *Local Government Regulation 2012* to allow the Council to discuss items listed on the agenda for closed discussion and for the reasons outlined under those items.

**CARRIED UNANIMOUSLY**

**10. BUILDING SERVICES DIRECTORATE**

Nil.

**11. COMMUNITY SERVICES DIRECTORATE**

Nil.

**12. CORPORATE SERVICES DIRECTORATE****12.1. Green Fleet Procurement 2024-25**

*[Reasons for this matter to be discussed in Closed Business: This report is presented in the closed meeting of the Council under section 254J of the Local Government Regulation 2012, to discuss matters of the following nature:*

*(g) negotiations relating to a commercial matter involving the local government for which a public discussion would be likely to prejudice the interests or the local government.]*

#C24-28/2024-11/12.1

CR ANIBA / CR PEARSON

**Council:**

1. **Notes this report;**
2. **Retrospectively awards the purchase of 21 items of Green Fleet to QMAC Machinery for \$599,681.71 (exclusive of GST) under a Local Buy agreement (contract LB282) as per Attachment 1 to this report; and**
3. **Delegates power to the Chief Executive Officer, pursuant to section 257 of the *Local Government Act 2009* to negotiate, finalise and execute any and all matters associated with or in relation to this purchase, including without limitation any options and/or variations as per Council's Procurement and Ethical Sourcing Policy.**

**CARRIED UNANIMOUSLY**

**13. ENGINEERING SERVICES DIRECTORATE**

**13.1 Funding Matter – TSIRC.0035.2324P.REC Disaster Recovery Funding Arrangement (DRFA)**

*[Reason for this matter to be discussed in Closed Business: This matter contains information on negotiations relating to a commercial matter involving the local government for which a public discussion would be likely to prejudice the interests of the local government".]*

#C24-28/2024-10/13.1

CR HANKIN / CR TAMU

**Council resolves to:**

- 1. Enter into the proposed funding agreement for TSIRC.0035.2324P.REC for Disaster Recovery Funding Arrangement (DRFA) & Reconstruction of Essential Public Assets (REPA), administered by Queensland Reconstruction Authority (QRA) in relation to Council's submission of TSIRC.0035.2324P.REC for a grant sum of up to \$3,625,476.84 (Excl. GST); and**
- 2. Pursuant to Section 257 of the *Local Government Act 2009*, to delegate to the Chief Executive Officer:**
  - (i) power to make, amend or discharge the Funding Agreement; and**
  - (ii) power to negotiate, finalise and execute any and all matters associated with or in relation to this project and funding agreement including without limitation any options and/or variations.**

**CARRIED UNANIMOUSLY**

**13.2 Information Report – Capital Works**

*[Reason for this matter to be discussed in Closed Business: This matter contains information on negotiations relating to a commercial matter involving the local government for which a public discussion would be likely to prejudice the interests of the local government".]*

#C24-28/2024-11/13.2

CR WOSOMO / CR ELISALA

**Council resolves to note this report.**

**CARRIED UNANIMOUSLY**

**13.3 Engineering Services On-Call Roster – TSIRC Annual Closedown 2024-25**

*[Reason for this matter to be discussed in Closed Business: In accordance with section 254J of the Local Government Regulation 2012, it is recommended that this matter be considered by Council in Closed Business as it is "a matter the local government is required to keep confidential under a law of, or formal arrangement with, the Commonwealth or a State".]*

Noted by Council.

**14. FINANCIAL SERVICES DIRECTORATE**

Nil.

**15. RESOLUTION TO RETURN THE MEETING TO OPEN DISCUSSION**

#C24-28/2024-11/15

CR TAMU / CR STEPHEN

**The Council resolves to move out of closed discussions pursuant to Section 254I of the *Local Government Regulation 2012*.**

**CARRIED UNANIMOUSLY**

**16. CONSIDERATION OF MATTERS DISCUSSED IN CLOSED SESSION**

Council formally resolved on the decisions taken in relation to Agenda Items 10-14 above.

**17. MATTERS ARISING**

**(a) Technology Matters – TSIRC Footprint**

Cr Kabay Tamu recommended that the recent Telstra incident on Warraber highlighted the urgent need for advocating for updated and more reliable internet communications technology throughout the region.

**(b) Dauan Community – Cancellation of October 2024 Council Meetings**

Cr Torenzo Elisala relayed to Council the disappointment felt by the Dauan Community when a decision was taken by Council not to convene its October 2024 Meetings on Dauan, as the community was by that stage well advanced in preparations ahead of the meeting.

Council noted the community's sentiments on this matter and the Mayor indicated that he would personally write to the Dauan Community to express his apologies on behalf of Council. In noting that the Dauan Community was well advanced in preparing on-ground for the Council meeting (including catering orders such as food and accommodation), Council agreed that its standard financial donation to the Host Community for on-Island Council Meetings be approved for the Dauan Community.

**Action:**

1. Chief Executive Officer to authorise the payment of Council's standard financial donation to the Dauan Community as a result of Council's cancellation of the October 2024 Trustee and Ordinary Council Meetings on Dauan.
2. Chief Executive Officer to draft Mayoral correspondence to the Dauan Community in relation to Council's decision not to convene its October 2024 Trustee and Ordinary Council Meetings on Dauan.

**(c) TSIRC Advisory Committee Support**

At the request of Cr Chelsea Aniba, the Mayor sought the support of TSIRC Executives to work with their respective Advisory Committee Chairs to ensure that Advisory Committee meetings are held in accordance with their Council-endorsed Terms of Reference.

**(d) Mayor – Reminder of the Five (5) Main Recommendations/Outcomes from the Torres Strait and NPA Joint Leaders' Forum at the November 2024 Council Workshop**

The Mayor reminded Council of the five (5) main recommendations and outcomes from the Torres Strait and NPA Joint Leaders' Forum at the November 2024 Council Workshop as being:

Recommendation 1 – Independent Audit & Analysis

That the Joint Leaders Forum support an Independent Audit and Analysis of Government and Government Funded Services Delivered to the Torres Strait and NPA Region.

Recommendation 2 – Torres Strait & NPA Regional Conference/Summit

That the Joint Leaders Forum endorse to establish an annual Torres Strait & NPA Regional Conference/Summit coinciding with the Regional Report Card on 23rd August each year, held in the Region over four days with the first day distilling the Report Card and subsequent days determining action over relevant sector reports, jointly funded by State and Federal governments. The fourth day to be the community day to engage, inform and keep the community (people) we serve updated on the progress.

Recommendation 3 – Top 4 Regional Priorities

That the Joint Leaders Forum Formalise Top 4 Regional Priorities (short-term 6months) to present to the new Crisafulli Government and Opposition Leader.

Recommendations 4 – Leadership Recognition

That the Joint Leaders Forum acknowledges the enormous contribution and legacy of Napau Pedro Stephen AM, retiring Chair of TSRA, longest serving Mayor of Torres Shire Council and one of the longest serving Mayors of Queensland local government. A warrior for the communities of the Torres Strait and Northern Peninsula region, his advocacy for regional autonomy and preservation of kinship and culture has been unwavering. Courageous, persistent and visionary, the Leaders have determined that to mark Napau Pedro Stephen's lifelong leadership of Aboriginal and Torres Strait Islander peoples, a leadership scholarship in his name is supported and each member of the Joint Leaders Forum will ensure support from their councils and entities for this initiative. The Joint Leaders forum places on the public record our enduring appreciation for his lifelong service and for his visionary leadership.

Recommendation 5

Regional Autonomy Reform Committee will consist of 3 x LG's and TSRA under the TSRA Board to drive the Regional Autonomy agenda.

**18. INFORMATION REPORTS**

- 13.4 BUILDING SERVICES – Building Services Report (October 2024)**
- 13.5 COMMUNITY SERVICES - Community Services (October 2024)**
- 13.6 CORPORATE SERVICES - Corporate Services Information Report (October 2024)**
- 13.7 ENGINEERING SERVICES – Engineering Operations**
- 13.8 ENGINEERING SERVICES – Water and Wastewater**

Council noted the reports.

**19. NEXT MEETING – 11 DECEMBER 2024 (Microsoft TEAMS)**

Noted by Council.

**20. CLOSE OF MEETING & PRAYER**

The Mayor thanked Councillors, Executives and staff for their contributions and hard work over the previous two weeks in relation to the November 2024 Council Workshop and formally closed the meeting at 12.30pm. Cr Francis Pearson delivered the closing prayer.

MINUTES CONFIRMED – 11 December 2024

.....  
Cr Phillemon Mosby  
Mayor  
Torres Strait Island Regional Council  
Date: 11 December 2024

.....  
James William  
Chief Executive Officer  
Torres Strait Island Regional Council  
Date: 11 December 2024

DRAFT



## ORDINARY COUNCIL MEETING ACTION ITEMS

(Updated as at 3 Dec 2024)

Agenda Item

1.1

Agenda Item	Action	Action Area	Current Status
Nov 2024 Mtg  AI 3.1 CEO Monthly Report	The Chief Executive Officer to organise for a Council Communique to be distributed following each Monthly Council Meeting.	CEO / ED Corporate Services	Preparation underway to commence post-meeting media release from December onwards
Nov 2024 Mtg  AI 6.5 2023-24 Annual Report	<ol style="list-style-type: none"><li>1. Advice to be provided to Divisions on how to understand the annual report.</li><li>2. Minor typo corrections to be made for the 2023-24 TSIRC Annual Report (i.e. "Cr Kabay's request" instead of "Cr Kabay Tamu's request", pp.18 and 26).</li></ol>	ED Corporate Services	<ol style="list-style-type: none"><li>1. A supporting fact sheet will be issued when the printed annual reports are distributed</li><li>2. Corrections have been completed – <b>close action item</b></li></ol>
Nov 2024 Mtg  AI 6.6 Operational Plan 2024-25 – Q1 Progress Report	A simplified outcome report on the Corporate Plan to be prepared for each Division at the end of the financial year.	ED Corporate Services	Not yet due
Nov 2024 Mtg  AI 8.1 Financial Dashboard Report (Oct 2024)	<ol style="list-style-type: none"><li>1. Executive Director Financial Services to organise training for Councillors to better understand the monthly financial statements and financial reporting generally.</li><li>2. List of successful/unsuccessful grants applied for to be developed for each Division.</li></ol>	ED Financial Services  ED Corporate Services	Will be actioned when resourcing available

<p>Nov 2024 Mtg</p> <p>AI 8.3</p> <p>2023–24 Financial Statements</p>	<ol style="list-style-type: none"> <li>1. Breakdown requested on TSIRC funding expenditure for each TSIRC Division.</li> <li>2. Councillors to be provided details on Community Funds for their respective Divisions.</li> </ol>	ED Financial Services	
<p>Nov 2024 Mtg</p> <p>AI 17</p> <p>Matters Arising</p>	<p><b>Dauan Community – Cancellation of October 2024 Council Meetings</b></p> <ol style="list-style-type: none"> <li>1. Chief Executive Officer to authorise the payment of Council’s standard financial donation to the Dauan Community as a result of Council’s cancellation of the October 2024 Trustee and Ordinary Council Meetings on Dauan.</li> <li>2. Chief Executive Officer to draft Mayoral correspondence to the Dauan Community in relation to Council’s decision not to convene its October 2024 Trustee and Ordinary Council Meetings on Dauan.</li> </ol>	CEO	
<p>October 2024 Mtg</p> <p>AI 17</p> <p>Matters Arising</p>	<p><b>Masig Statement Taskforce for Each Division</b></p> <p>Mayor’s Office and the Executive Director Community Services to liaise and discuss Cr Kaigey’s request for a community meeting on Mer to be held prior to the November 2024 Council Workshop.</p>	Mayor’s Office/ED Community Services	<p>To be completed.</p> <p>Update: did not occur. Attempts in October to set up meeting between CEO, Mayor and Cr Kaigey have been unsuccessful due to other priorities. Potential to occur in the new year considering timeframes now and requests to meet PBC and Community.</p>
<p>September 2024 Mtg</p> <p>AI 3.2</p> <p>MOU – TSIRC &amp; TSRA</p>	<p>Chief Executive Officer to ensure that the Masig Statement is formally incorporated into the MOU between TSRA and TSIRC.</p>	CEO	<p>Completed – close action item</p>



<p>September 2024 Mtg</p> <p>AI 13.2</p> <p>Info Report – Capital Works</p>	<p><u>Inundation of Homes on Mer as a result of Coastal Erosion (Cr Kaigey)</u></p> <p>Chief Executive Officer to organise a meeting of the Community Services and the Engineering Services Teams to do a Rapid Assessment of the impacted area and pursue urgent action from the Queensland and Australian Governments around these emergent issues. [The Head of Engineering Services advises that a Seawalls specialist coastal engineer has been engaged to do an assessment on the coastal erosion to inform how best to address the matter at an operational level to inform when seeking an appropriate level of funding to address the situation].</p>	<p>CEO / ED Community Services / ED Engineering Services</p>	<p>CEO has visited the site.</p> <p>Occupancy relocation is being discussed with PBC and Housing formally. Also, BSU Executive leading conversation with Dept of Housing re Building, post-State Election advocacy is required for financial support demolition of 4x impacted properties.</p> <p>CEO approved for Engineering to coordinate order of sandbags and Geofabric delivered to Mer for localized arrangement and solutions as interim measure and requested by Cr Kaigey. Matter was also raised by CEO and Deputy Mayor at meet with Dept of Housing Deputy Director-General in November. Letters outlining this and other matters were sent to the Dept to advocate funding.</p>
<p>September 2024 Mtg</p> <p>AI 17</p> <p>Matters Arising</p>	<p><b>MOU between TSIRC and GBK</b></p> <p>Mayor to forward to the CALH Advisory Committee Chair (Cr Aniba) information regarding aspirations to be captured in a MOU between TSIRC and GBK.</p>	<p>Mayor / Cr Aniba and ED Corporate Services</p>	<p>Committee has been attempting to meet and will submit advice <b>as soon as practical</b>. MoU postponed until after individual PBC consultation has been undertaken</p>
<p>July 2024 Mtg</p> <p>AI 13.2</p> <p>Information Report – Capital Works</p>	<p>Cr Toby requested an update in relation to the Boigu Road. The Executive Director Engineering Services to follow-up and advise out of session.</p>	<p>Executive Director Engineering Services</p>	<p>In progress. Work was done as part of the Top Western 'QRA Scope of Works'. Most recent wet season events currently being picked up/scoped by QRA and will form part of the likely Jasper Funding Round outcome.</p>

<p>July 2024 Mtg</p> <p>AI 17(a)</p> <p>Funding for Dialysis Unit on Badu</p>	<p>Executive Director Community Services to provide background information in relation to Commonwealth Government funding for the unit.</p> <p>➤ <i>Mayor strongly requests that consideration be given to financial costs to Council for this project (and other projects across the TSIRC footprint) to be implemented on-ground (i.e. water and infrastructure, etc).</i></p>	<p>CEO / Executive Director Community Services / Cr Wosomo</p>	<p>In progress. TCHHS CEO Mr Rex O'Rourke on leave, however his office is sending information to TSIRC CEO and ED Community Services (no info received as at 21/8/24). Early advice is that TSIRC will be formally approached in writing on this matter after a consultation process by TCHHS in October 2024. Cr Wosomo to advise outcome of the community consultation</p> <p><i>As part of TSIRC's advocacy to Governments and other parties, it must be a mandatory requirement for consultation to be undertaken with TSIRC in relation to construction works on Divisions, as these will have on-ground impacts in relation to water and infrastructure capacities.</i></p> <p><b>No update for December OM</b></p>
<p>Mer Housing</p> <p>July 2024 Mtg</p> <p>AI 17(c)</p>	<p>Executive Director Community Services to provide advice on options for families effected by upcoming demolition (alternatives to demolition due to shortage of housing).</p>	<p>Executive Director Community Services</p>	<p>Remains in progress. Both properties are not occupied, occupants staying with relatives. Housing will liaise with Cr Kaigey and PBC to address overcrowding and vacant homes. Demolition of asset is not expected for a while. Ongoing. Housing is organizing with PBC on options considering land sensitivity.</p> <p><b>No update for December OM</b></p>
<p>May 2024 Mtg</p> <p>AI 5.3</p>	<p>Council to explore opportunities internal to purchase gas with rental credits etc; and AfterPay facility <i>(ED Community Services to follow-up).</i></p>	<p>ED Community Services</p>	<p>Ongoing. Option will be explored once other priority matters including Rental Debt Management approach is proposed for CEO's approval.</p>

2024/25 Fees and Charges			No update for December OM.
Apr 2024 Mtg  AI 2.1  Community Grants Program Allocation (Apr 2024)	Council's Community Grants Policy to be reviewed as part of the May 2024 Council Workshop agenda.	ED Corporate Services	Delivered at November workshop, policy submitted to Council for adoption in December - <b>close action item</b>
Jan 2024 Mtg  AI 21  Fuel & Fleet Update	Executive Director Corporate Services to brief Council on contingency fuel supplies across the TSIRC footprint.	ED Corporate Services	Generators delivered and ready for emergency use.  Funding not yet secured for the installation at Saibai.  Mer, Ugar and Hammond installations will happen when the fuel facilities are installed.  <b>Close action item</b>
Oct 2023 Mtg  AI 31 (c)  Business Arising (from Information Reports)	<u>Ugar Dredging Matters (Cr Rocky Stephen)</u>  November 2023 Council Workshop to consider options to address issues in relation to dredging matters for standard Ugar access.	ED Engineering Services	Ongoing. Off-shore disposal option being pursued and in discussions with consultant and contractors. Final report being finalised and likely by end August 2024.  No funding available and likelihood of funds being available is an Advocacy action – subject to Council determined priorities. Likely requirement is \$40m-\$60m.  Offshore disposal report has been issued to Engineering Services and is to be communicated to Cr Stephen once further reviewed.

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**Torres Strait Island**  
REGIONAL COUNCIL

# **MAYORAL MONTHLY REPORT**

**PERIOD: NOVEMBER |  
DECEMBER 2024.**



# MAYOR ENGAGEMENTS

## VERBAL UPDATE

### November 2024

- 21 Nov | 3 x Local Governments Signs TSRA Memorandum of Understanding | Thursday Island
- 22 November | Celebrate TSRA Chair Leadership | Thursday Island
- 28 November | Kubota Event | Cairns.

### December 2024

- 2 December | Biosecurity | Nancy Mosby –Kirk, George Nona | Masig Statement “Look, Listen & Adapt” | Pearls Building Thursday Island.
- 2 December | Queensland Police Services (QPS) | Senior Sergeant Cory Stevens | Topic: Blue Security & Safe Region | Thursday Island.
- 3 December | TCHHS Marita Sagigi | Topic: Upcoming Health Forum | Thursday Island
- 3 December | DSDSATSIP Moses Nelliman | Topic: TS & NPA ROC | Thursday Island.

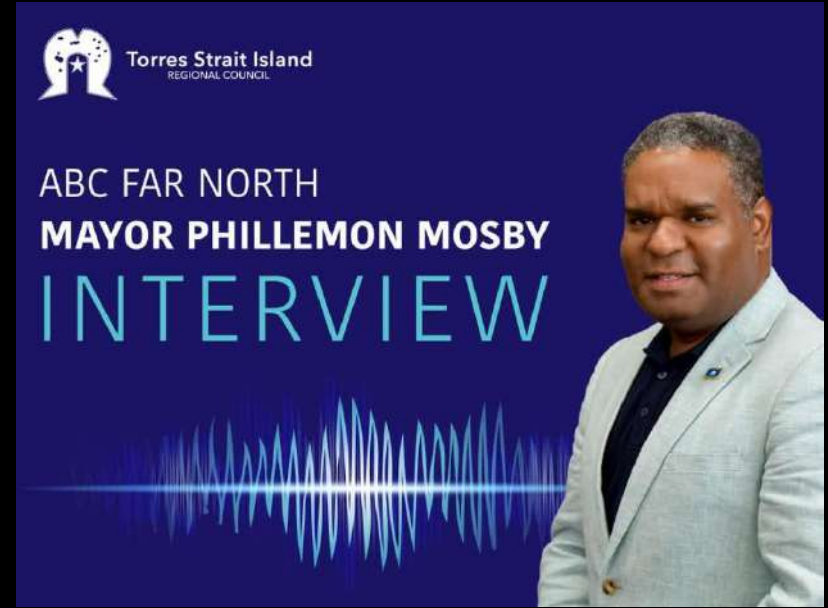
### December 2024

- 3 December | Democracy Matters | Sandy Killick | Topic: Masig Statement | MS Teams.
- 3 December | Australian Defence Force (ABF) | Topic: Blue Security & Safe Region | Thursday Island.
- 4 December | TSRA Chair Pedro Stephen & TSC Mayor Elsie Seriat | Topic: Actions from Regional Leaders Forum | Thursday Island.
- 5 December | Australian Defence Force | Army Aboriginal Community Assistance Program | Coconut Island
- 5 December | First Nations Mayors | Topic: Queensland Police Services (QPS) | MS Teams.
- 6 December | DFAT TJ Oberleuter | Topic: 40 Year Treaty Celebration | MS Teams.
- 6 December | TSIMA

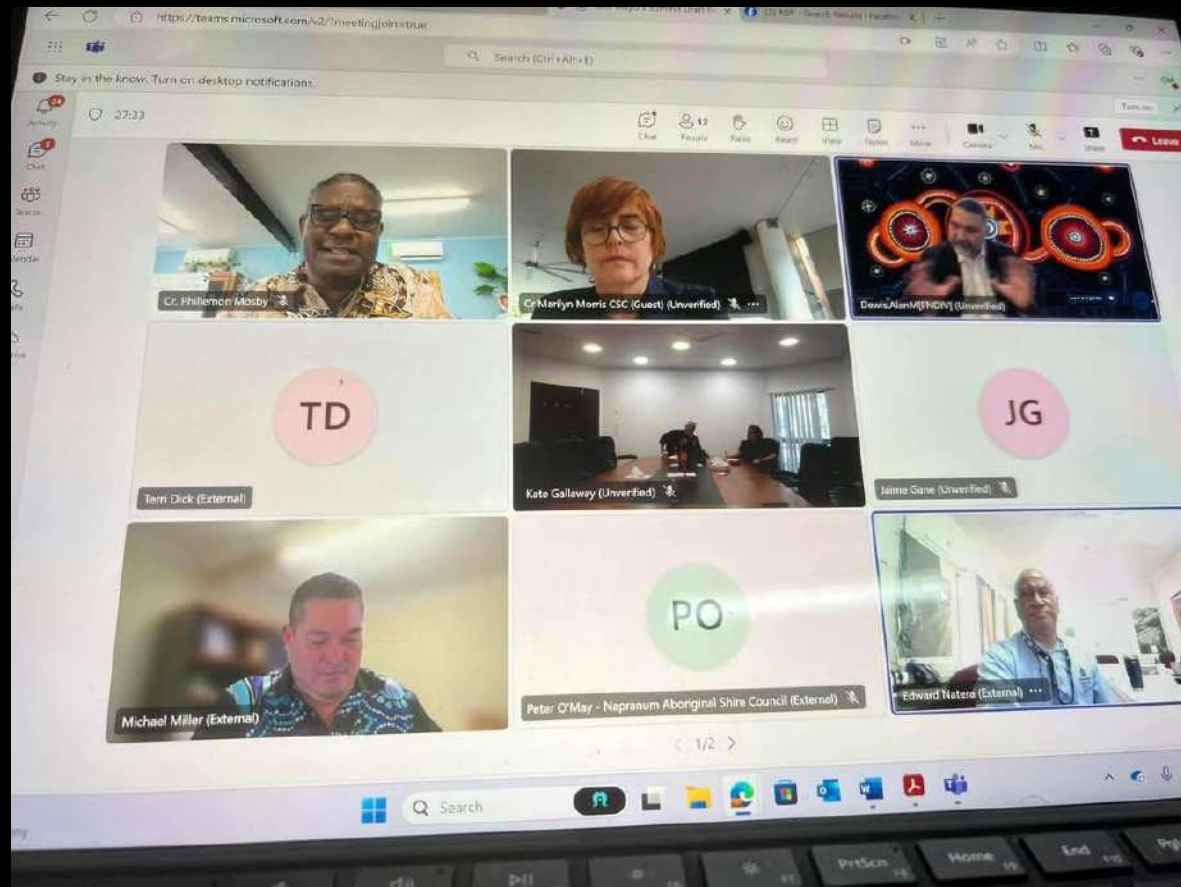














## ORDINARY MEETING

11 DECEMBER 2024

Agenda Item

3.1

*Office of the Chief Executive Officer*

*AUTHOR: Chief Executive Officer*

### CHIEF EXECUTIVE OFFICER REPORT

#### OFFICER RECOMMENDATION:

**That Council notes the Chief Executive Officer Report for December 2024.**

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#### Executive Summary:

The Chief Executive Officer's monthly report summarises key operational activities undertaken since the previous Council meeting, including any key media activities.

#### 1. Highlights

- ED BSU / Community Services meet with several Councillors to discuss land availability and new housing. This is in line with the 10-year plan to be submitted to Housing.
- Progressed native title processes for the new jetties on Boigu, Saibai and Dauan, including issuing of notices under section 24KA of the Native Title Act.
- Finalisation of Strategic Investment Plan (SIP) – 5 Year Capital Plan

#### 2. Media Coverage

- Nil

#### 3. Building Services

##### Highlights

- New vehicles are arriving and being stored at Elphinstone to be fitted out.
- Revenue continues to improve ensuring we are delivering improved liveability standards.
- ED BSU / Community Services meet with several Councillors to discuss land availability and new housing. This is in line with the 10-year plan to be submitted to Housing.

##### Key focus areas for the month ahead:

- Submit the "Social Housing Strategic Plan 2024" to funding partners (Dept of Housing)
- Commence meetings with PBC's to partner to deliver the Capital Investment Housing Program
- Work with funding partners (Health & Housing) to progress with Stage 2 of the Healthy Homes Program at Badu
- Progress with the automation of IT streamlining to address back log of invoices

#### 4. Community Services

##### Highlights:

##### Housing

- Collaborate with BSU and JSP Consulting to deliver QuickStart Program (Extension and plug-ins)
- Partnership with BSU on 10year Capital Housing Program. Includes meeting with Dept of Housing DDG and General Manager.

- Commence conversations with Councillors which are high priority needs in partnership with BSU Executive.
- Housing ownership matters and ongoing liaison with PBCs for Mer and Badu
- Ongoing debt management matters – addressing the low-level debts quickly and actioning non-rental payment with QCAT.

#### Environment & Health

- Supporting acting Manager Rowena Johnson (Ewan Gunn on leave) as part of succession planning.
- Ongoing partnership with Qld Health on Divisions impacted by COVID-19; and continuation of community awareness.
- Following Snr EHW recruitment, finalise recruitment for EHWs on Masig, St Paul, Warraber and Kubin.

#### Health & Wellbeing

- Finalise agreement for Digital Inclusion rollout across our 10 existing IKCs. Launch of Deadly Digital attended by Mayor Mosby and Executive on behalf of CEO
- Bi-annual workshop for IKC Coordinators held in Cairns. Included Panel discussion attended by Executive Director, and demonstration of program and equipment for Digital Inclusion.
- An objective of TSIRCs Domestic Violence Action Plan, deliver Peacekeeper training on Dauan with facilitator which will prepare participants with mediation skills and tips to have difficult conversation particularly around Domestic Violence.

#### Key focus areas for the month ahead:

- Revisit Asbestos proposal and approach.
- Identify opportunity for increase of revenue with relevant team.
- Finalise Planning 25/26 Operational Plan and funding.
- Commence planning with People & Wellbeing on initial TAP items i.e. Divisional Admin training and structure.

## **5. Corporate Services**

#### Highlights:

- TSRA verbal notification that subsidy for Hammond Island Ferry was approved.
- Progressed native title processes for the new jetties on Boigu, Saibai and Dauan, including issuing of notices under section 24KA of the Native Title Act.
- Coin design review with the Mint regarding the flag commemorative \$2 coin.
- Summer edition of Strait Talk issued.
- Nine items of green fleet delivered to Sea swift for shipping to division, two garbage trucks delivered to Hamond and Mer.
- Employee skills audit undertaken by Learning and Development with responses being reviewed to establish the Training Needs Analysis.

#### Key focus areas for the month ahead:

- Finalisation of Alternative and Improved Transport Feasibility Study for Dauan and Ugar.
- Continued community consultations around Trustee Policy and Corporate Plan.
- Print and distribution of the 2023-24 Annual Report.
- Three garbage trucks to be finalised and delivered to Mabuiag, Warraber and Masig
- Ongoing work to build staff awareness of Work Health and Safety and appropriate management and storage of chemicals.

- Review and implementation of IT Security recommendations from JLT Public Sector Top Cyber-Security Controls review and Cyber-Testing Exercise.

## 6. Engineering Services

### Highlights:

- Water Security as of 15 November – subject to change.
- Marine Jetties – Dauan, Boigu and Saibai.
- Road – Badu Design works, Erub and Mabuiag Road Construction works.
- Civil – CHAS expected to be endorsed Dec/Jan.

### Key focus areas for the month ahead:

- Masig Seawalls.
- Erub and St Pauls Reservoir Renewals.
- Saibai Road Construction.
- Water Network upgrade – Badu.
- TSIRC (Eng Dept) discussion with COEX and Edmund Tamwoy about potential collaboration to introduce Containers Refunds and Collection across divisions. Briefing was provided by COEX and Edmund at the recent Environment Committee held on the 2 December 2024.
- State TMR and QRA reps visited Saibai and Boigu to view road works project being undertaken on Saibai and possible works on Boigu that has current funding for design, visited on 2 December 2024 with Adeah Kabai and Peter Price.
- First round of community consultations for upcoming jetty projects on Dauan, Saibai and Boigu now undertaken – attended by David Baldwin and Adeah Kabai with quite good community attendance and input.



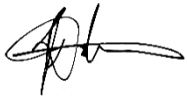
## 7. Financial Services

### Highlights:

- Finalisation of Strategic Investment Plan (SIP) – 5 Year Capital Plan.
- Workshop with Asset Class Managers to review draft Asset Management Plans.
- Project data workshop completed with Asset Class Managers for Comprehensive Valuation.
- Examination of Sea Swift operations on Badu by Manager, Procurement and Contract to inform logistics improvement project.
- Presentations at Council's November Workshops. Presentations included 24/25 Budget Review, Asset Management Plans, Strategic Investment Plan and Organisational Sustainability.

Key focus areas for the month ahead:

- Recruitment of key positions.
- Negotiation of Sea Swift freight shipping contract.
- Continue the development of procurement framework.
- Continuation of Month-end process and reporting improvement project.
- Report to CEO re Badu logistics improvement project findings / recommendations.
- Asset Management plans signoff by Asset Class Mangers and ELT.
- Badu Childcare consultant's report to be reviewed and discussed with the federal education funding department.



James William  
Chief Executive Officer



**DIRECTORATE:** *Office of the CEO*

**AUTHOR:** *Chief Executive Officer*

## **TSIRC ADVOCACY FRAMEWORK**

### **OFFICER RECOMMENDATION:**

#### **Council:**

- **agrees to review and provide feedback on Council's Advocacy Framework;**
- **endorses the Advocacy Framework for implementation into Council operations; and**
- **determine whether the Framework is to be included in Council meeting papers.**

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### **EXECUTIVE SUMMARY:**

An Advocacy Capability Plan was initiated by Council to improve Council's overall approach to advocacy, driver accountability and outcomes such as an increase in funding to improve Council's revenue position and overall financial sustainability.

Part of the capability plan was to develop an Advocacy Framework that provides Council with the 'how' we are going to advocate. This framework will cover off on the various approaches to advocacy, covering how we will advocate our Top 11 strategic priorities as well as our operational advocacy. This will identify roles and responsibilities, treatment strategies for emerging issues and the tools and resources available to progress our advocacy agenda. This framework is not a static document, it will continue to be developed and changed over time.

### **Interested Parties/Consultation:**

- TSIRC Executive Team

### **Background / Previous Standing Committee Consideration:**

In the August 2024 meeting, SARG determined that Council's Advocacy Policy should be supported by an Advocacy Framework to strengthen and formalise Council's approach to advocacy. The Advocacy Policy was drafted and submitted for the October 2024 Council Meeting. The policy was unanimously resolved and adopted at that same meeting.

The Framework has now been developed to outline the process by which Council undertakes its advocacy activities, aligned to our aspirational vision of 'Advancing our unique region to be Sustainable, Prosperous and Liveable for all of our Communities', which aligns to the Masig Statement.

The framework has been developed to ensure that our advocacy efforts generate support for projects and policies that deliver the social, health, cultural, infrastructure, education and transport outcomes that our community needs and deserves.

The framework provides a method for assessing advocacy issues and opportunities in a way that is community-driven, evidence based, realistic, and demonstrates consideration for the long-term risk and sustainability of Council, and most importantly our community's health, wellbeing and resilience.

Importantly, the framework is aligned to the three core principles adopted in the Advocacy Policy, evidence-based, transparent and pro-active.

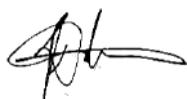
#### **COMPLIANCE / CONSIDERATIONS:**

<b>Statutory:</b>	<ul style="list-style-type: none"><li>• N/A</li></ul>
<b>Budgetary:</b>	Advocacy Manager role will have a direct budget impact that needs to be considered.
<b>Policy:</b>	TSIRC Advocacy Policy
<b>Legal:</b>	N/A
<b>Risk / Risk Mitigation:</b>	
<b>Links to Strategic Plans:</b>	TSIRC Corporate Plan <ul style="list-style-type: none"><li>• People Bisnis - Pipol</li><li>• Sustainability Bisnis - Mekem las long</li><li>• Prosperity Bisnis – Pruitpul</li></ul>
<b>Masig Statement:</b>	Aligns to the Masig Statement
<b>Advisory Committee Consultation:</b>	N/A
<b>Timelines:</b>	

#### **Other Comments:**

N/A

#### **Recommended & Approved:**



James William  
Chief Executive Officer

#### **ATTACHMENTS:**

A – Draft Advocacy Framework



# Advocacy Framework

## Purpose

The purpose of this Framework is to outline the process by which Torres Strait Island Regional Council (Council) undertakes its advocacy activities, aligned to our aspirational vision of 'Advancing our unique region to be Sustainable, Prosperous and Liveable for all of our Communities', which aligns to the Masig statement.

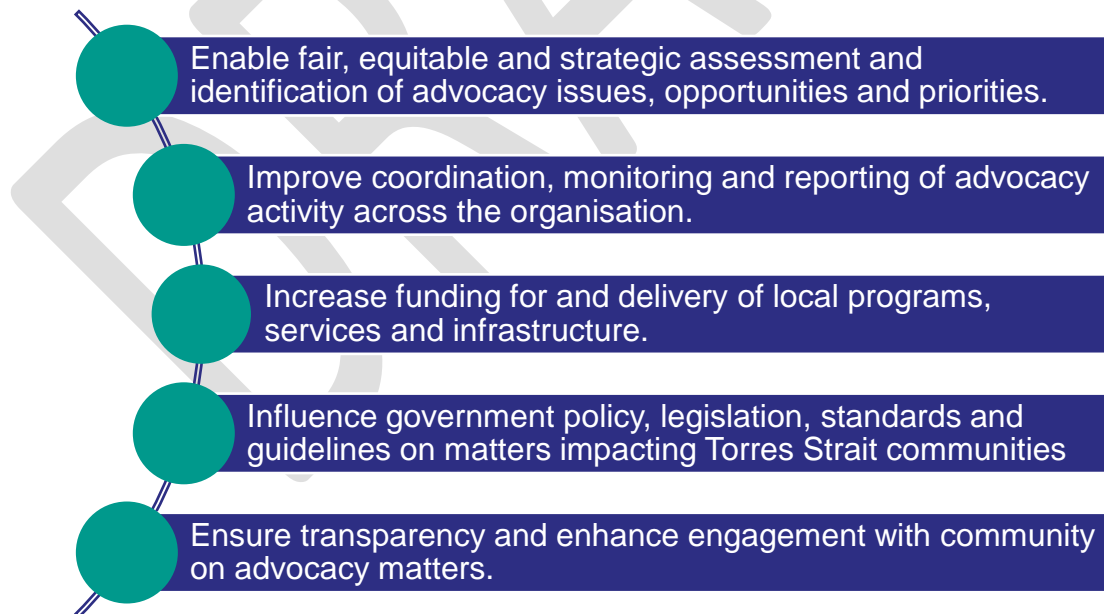
The framework has been developed to ensure that our advocacy efforts generate support for projects and policies that deliver the social, health, cultural, infrastructure, education and transport outcomes that our community needs and deserves.

The framework provides a method for assessing advocacy issues and opportunities in a way that is community-driven, evidence based, realistic, and demonstrates consideration for the long-term risk and sustainability of Council, and most importantly our community's health, wellbeing and resilience.

The Framework intends to ensure the Local Government Principles are considered and adhered to when making decisions about advocacy efforts, whilst being leveraged to influence and inform decision makers.

## Objective

The objective of the Framework is to enable council to strengthen the planning, coordination and efficiency of our advocacy efforts, in order to maximise opportunities for success and to deliver the best possible outcomes for our communities within the Torres Strait. This is achieved through the following goals.



## Principles

This framework is aligned to the principles set out in Council's Advocacy Policy, detailed below.

- Evidence-based - Council will only discuss and agree to advocacy priorities following extensive research and analysis of the issue/s.



- Transparency - Council will inform the community on agreed advocacy priorities to raise awareness of local issues.
- Pro-active - Council is taking a pro-active approach to influence policy making on behalf of the community.

Practically, these three core elements can be reflected by supporting behaviours, ensuring we uphold and adhere to these guiding principles in all our advocacy activities.



## How we advocate

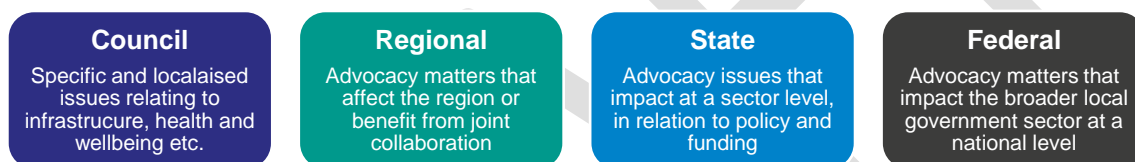
Broadly, there are several ways on how we advocate to achieve outcomes for council and the communities we represent. These include but are not limited to the following activities:

- Making representations to State and Federal Ministers, local Members of Parliament (MPs), government agencies, and election candidates.
- Promoting local services and programs requiring external funding through election periods, budget processes, grant funding rounds etc.
- Collecting and identifying local level data to articulate service provision and infrastructure gaps.
- Seek the provision of State and Federal programs locally e.g. mental health services and community health programs.
- Seek external funding opportunities to fast-track delivery of community outcomes.
- Facilitate community engagement activities to better understand what is important to our local communities.

- Build relationships and develop partnerships with other public, private and non-for-profit organisations and stakeholders to deliver priority projects and initiatives.
- Participate in joint advocacy campaigns with strategically aligned partners, including peak bodies, regional organisations and those councils that have similar challenges and/or geographical context.
- Make submissions to inquiries and other forums to influence policy, legislation, standards and guidelines e.g. Council submission into the Federal Governments inquiry into Local Government Sustainability.
- Development of advocacy campaigns and communications materials to support our efforts.
- Elevate our advocacy priorities and amplify the concerns of our community through the media and other channels.

### Networks and levels of engagement

Council advocates individually as a council, as well as through joint advocacy at a regional i.e. Far North Queensland Region of Councils (FNQROC), state i.e. Local Government Association of Queensland (LGAQ) and national i.e. Australian Local Government Association (ALGA) level. Council also undertakes joint advocacy through organisations with common interests and priorities i.e. Torres Cape Indigenous Council Alliance (TCICA).



Individual advocacy enables Council to represent issues of concern that are specific to our region and community, as well as positioning ourselves effectively in a competitive funding environment. There can be instances where an issue impacts councils at a regional or state level, but council determines to advocate independently due to the competitive nature of certain funding rounds. Noting this, council may also participate in the broader advocacy campaign of that issue, to both leverage the voice of the many as well as amplify the message using impact statements, stories and case studies specific to the Torres Strait.

Joint advocacy involves developing relationships and building partnerships around a shared concern, common interest or opportunity, enabling the delivery of a stronger message, potential access to a bigger pool of advocacy resources and subject matter experts, and improves cut-through with key decision-makers.

- At a regional level this generally means working collaboratively with councils situated in FNQ through TCICA, FNQROC along with the LGAQs Indigenous Leaders Forum (ILF) which is focused specifically on strengthening the advocacy position of First Nations councils across the state. This enables TSIRC to increase its advocacy output through a broader network, creating effective and efficient advocacy campaigns on agreed regional positions and priorities.
- At a state level, advocacy is typically aimed at the Queensland State Government and TSIRC is generally providing a supporting advocacy role through the membership with LGAQ. This will be through providing impact statements, case studies, testimonials, support letters and working collaboratively with the state on the broader advocacy agenda for local government. Examples of advocacy at a state level include waste management, water security, housing etc.

- At a national level, advocacy campaigns typically are those that are influencing the federal government in relation to legislative and funding challenges. Formed alliances and advocacy opportunities at a national level support outcomes and investment in national policy and infrastructure.

*The state and national campaign restoring Federal Assistance Grants to 1% of total taxation revenue is an example of a state and regional led advocacy campaign, whilst being a strategic advocacy priority for the Torres Strait (Priority 5). In general, council will provide a 'supporting advocacy role' through providing case studies and examples of cost shifting and impacts to community. Noting this, the allocation methodology is led by the state and council is typically competing with Queensland councils for a larger share of the funds, and therefore needing to advocate as an individual council in conjunction with the broader campaign.*

Generally, with joint advocacy, efforts are led by the peak bodies or regional organisations and council will play a supporting role. However, Council may also choose to establish and lead joint advocacy on issues of interest, such as Priority 6 Regional Governance, where several councils hold mutual concern and are not adequately supported by an existing peak body or other joint advocacy effort.

The decision to advocate individually or collectively through coalitions should consider:

- the relevance of the issue or opportunity at regional, state or federal levels
- the alignment of priorities with prospective partners and allies
- efficiency and effectiveness (influence and resources of advocacy partners)
- increased political interest through an activated broad base of local governments
- The below illustrates our advocacy partners at a local, regional, state and federal level (this list is not exhaustive). These partners can also be targets of advocacy campaigns, depending on the issue.

Local	Regional	State	Federal
<ul style="list-style-type: none"> <li>• Local businesses</li> <li>• Residents and community groups</li> <li>• Prescribed Body Corporates (PBCs)</li> <li>• Mura Kosker Sorority Ltd</li> <li>• Meriba Ged Ngapun Mab</li> <li>• GBK</li> <li>• Various Community groups – ie Youth; Women; Men; Elder Group; Church; Sporting Teams</li> </ul>	<ul style="list-style-type: none"> <li>• Torres Cape Indigenous Council Alliance</li> <li>• Far North Qld Region Of Councils</li> <li>• Education Qld – Tagai Campus</li> <li>• Qld Health – Tropical Public Health Unit</li> <li>• Qld Health – Torres &amp; Cape Health Hospital Services</li> <li>• Torres Shire Council</li> <li>• Northern Peninsula Area Regional Council</li> </ul>	<ul style="list-style-type: none"> <li>• Local MPs, Minister and Premier</li> <li>• Local Government Association of Qld</li> <li>• Indigenous Leaders Forum</li> <li>• Transport Main Roads</li> <li>• Dept. Local Government</li> <li>• Dept. Environment &amp; Science</li> <li>• Qld Reconstruction Authority</li> <li>• Qld Treasury Corporation</li> <li>• Qld Investment Corporation</li> <li>• Dept. of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts.</li> <li>• Health &amp; Wellbeing Qld</li> <li>• Dept of State Library Qld</li> <li>• Dept of Tourism Innovation &amp; Sport</li> <li>• Dept of Agriculture, Fisheries and Forestry</li> <li>• Qld Biosecurity</li> <li>• Dept. of Housing</li> </ul>	<ul style="list-style-type: none"> <li>• Local MPs, Minister and Prime Minister</li> <li>• Torres Strait Regional Authority</li> <li>• Australian Local Government Association</li> <li>• National Disaster &amp; Recovery Agency</li> <li>• National Indigenous Australians Agency</li> <li>• Dept. of Home Affairs</li> <li>• Dept. of Defence</li> <li>• Australian Army</li> <li>• Dept of Communities, Housing and Digital Economy</li> <li>• DATSIPD</li> <li>• Australia Border Force</li> <li>• Dept of Education (Commonwealth)</li> <li>• Dept of Health (Commonwealth)</li> <li>• Australia Post</li> <li>• Services Australia</li> </ul>

## Roles and responsibilities

There are four essential tools used when undertaking effective advocacy. These are leveraged and work together in a coordinated manner to plan, deliver, evaluate and refresh our advocacy priorities, approaches and tactics. It is important to understand the role and responsibilities of each part of the organisation in relation to advocacy.

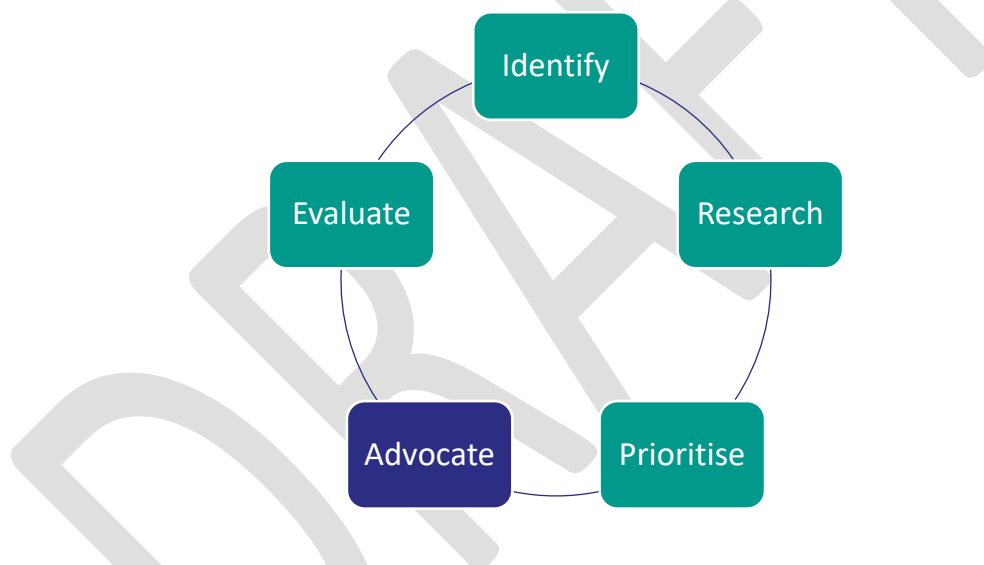
	Role	Responsibility
<b>Research &amp; Policy Development</b>	<ul style="list-style-type: none"> <li>Planning for the long-term need and impact on community and environment</li> <li>Building an evidence base of what is needed and the potential outcomes</li> <li>Assessing the state &amp; federal political landscapes</li> </ul>	<b>Coordination &amp; facilitation</b> <ul style="list-style-type: none"> <li>ELT member aligned to the advocacy priority</li> <li>Advocacy Manager</li> </ul> <b>Subject matter expertise</b> <ul style="list-style-type: none"> <li>Managers</li> <li>Council officers</li> </ul>
<b>Community &amp; Partner Engagement</b>	<ul style="list-style-type: none"> <li>Understanding community sentiment</li> <li>Community engagement, activation and campaign collaboration with key stakeholders</li> <li>Developing partnerships with aligned organisations, sharing of resources and information</li> </ul>	<b>Planning &amp; facilitation</b> <ul style="list-style-type: none"> <li>Council officers</li> <li>Advocacy Manager</li> </ul> <b>Engagement</b> <ul style="list-style-type: none"> <li>Mayor, Councillors &amp; CEO</li> <li>ELT</li> <li>Advocacy Manager</li> <li>Council Officers</li> </ul>
<b>Government Relations</b>	<ul style="list-style-type: none"> <li>Key decision-makers and government engagement</li> <li>Understanding priorities and concerns of both sides</li> <li>Building productive and strong relationships over the long term</li> </ul>	<b>Ministers, Shadow Ministers &amp; Director Generals</b> <ul style="list-style-type: none"> <li>Mayor, Councillors &amp; CEO</li> <li>ELT</li> <li>Advocacy Manager</li> </ul> <b>Government agencies</b> <ul style="list-style-type: none"> <li>CEO/ELT</li> <li>Advocacy Manager</li> <li>Managers</li> <li>Council officers</li> </ul>
<b>Media &amp; Communications</b>	<ul style="list-style-type: none"> <li>Building &amp; delivering communication campaigns</li> <li>Amplifying messaging through media channels</li> <li>Monitoring and influencing public conversation</li> <li>Managing brand and reputation</li> </ul>	<b>Planning &amp; facilitation</b> <ul style="list-style-type: none"> <li>Communications</li> <li>Advocacy Manager</li> </ul> <b>Spokespeople</b> <ul style="list-style-type: none"> <li>Mayor, Councillors &amp; CEO</li> </ul>

## Our approach to advocacy

Advocacy is a changing landscape, and therefore our approach needs to be strategic, agile and responsive due to the largely political nature of parties that we are advocating to. Our approach needs to:

1. not only have a voice, but a voice with impact where it is most needed.
2. work collaboratively with all levels of Government as well as local community groups and representative bodies.
3. recognise where the elected leadership of Council can offer the most significant advantages and recognise instances where involvement from other organisations might provide greater benefits. In these instances, our role may shift towards supporting and collaborating with these entities.

Our approach to setting advocacy priorities, regardless of category, will follow the advocacy cycle of; **Identify, Research, Prioritise, Advocate, Evaluate**. This will allow us to set key directions that will influence and direct our approach to advocacy, while strengthening our effectiveness at a community and organisation level. Our strategy is underpinned by our 5 Year Corporate Plan and annual Advocacy Action Plan. This ensures that community and key stakeholders are at the heart of our advocacy.



Advocacy has been defined into the following two categories.

### 1. Strategic Advocacy

These are our overarching strategic priorities that form council's main advocacy agenda. Twice yearly, during formal councillor workshops, our advocacy agenda will be discussed and prioritised. The Advocacy Process Cycle is followed and top strategic priorities are identified and developed into Council's annual Advocacy Action Plan.

### 2. Operational Advocacy

There are two types of operational advocacy, these are 'New and Emerging Issues and Opportunities' and 'Out of Session and/or Urgent Advocacy Requests'.

#### a) New and emerging issues and opportunities

At any time, an advocacy opportunity or issue can be identified by various stakeholders including community members, elected representatives, council officers, external agencies

such as a government department and other related stakeholders including organisations such as FNQROC, TCICA or another local government.

These matters will follow the Advocacy Process Cycle, however they are to be tabled with the Strategic Action Reference Group (SARG) following the 'Identify' stage, prior to any significant resource output is expanded as an initial Stage gate 1 decision making point. This ensures that operationally council are working cohesively with councils' strategic vision and does not unintentionally deviate time and resources into activities not endorsed by council.



The 'identify' stage will include providing a preliminary New/Emerging Advocacy Quick Request Form (Annex A) which addresses the initial advocacy assessment criteria. This report will be prepared by the relevant business unit, aligned to the advocacy item and submitted to the CEO for inclusion on the SARG agenda.

When these matters are discussed at SARG, a decision will be made whether to continue to pursue, through the research stage and can be put on the upcoming councillor workshop agenda for further discussion and decision. If the matter is deemed to need advocacy support sooner, SARG can determine whether the matter should go before a council meeting for resolution or whether a special meeting is needed for determination (depending on urgency).

#### **b) Out of session and urgent advocacy requests**

On occasion there will be matters that arise that are generally operational and simple advocacy requests or requiring an urgent response. Typically, these advocacy requests need council to providing a supporting role, as opposed to a leading role. Examples of these types of advocacy matters may include;

- Letters of support for community or local representative groups that are needed within a tight deadline.
- Advocacy support to a representative organisation such as TCICA, LGAQ, FNQROC etc where the matter is deemed urgent and an immediate response is required by council.

In this instance that these types of matters meet the below criteria, the CEO can authorise minor advocacy support in conjunction with the Mayor, with all councillors to be notified via email at earliest convenience. This could be in the form of letters of support, video testimonial or approved quotes by council.

1. The request directly aligns to Council's 5 Year Corporate Plan and annual Advocacy Action Plan.
2. The request does not require any unbudgeted funds or resources to support the matter.

*These types of requests require the New/Emerging Advocacy Quick Request Form (Annex A) to be completed.*

## TSIRC Advocacy Process Cycle

### Advocacy Identification



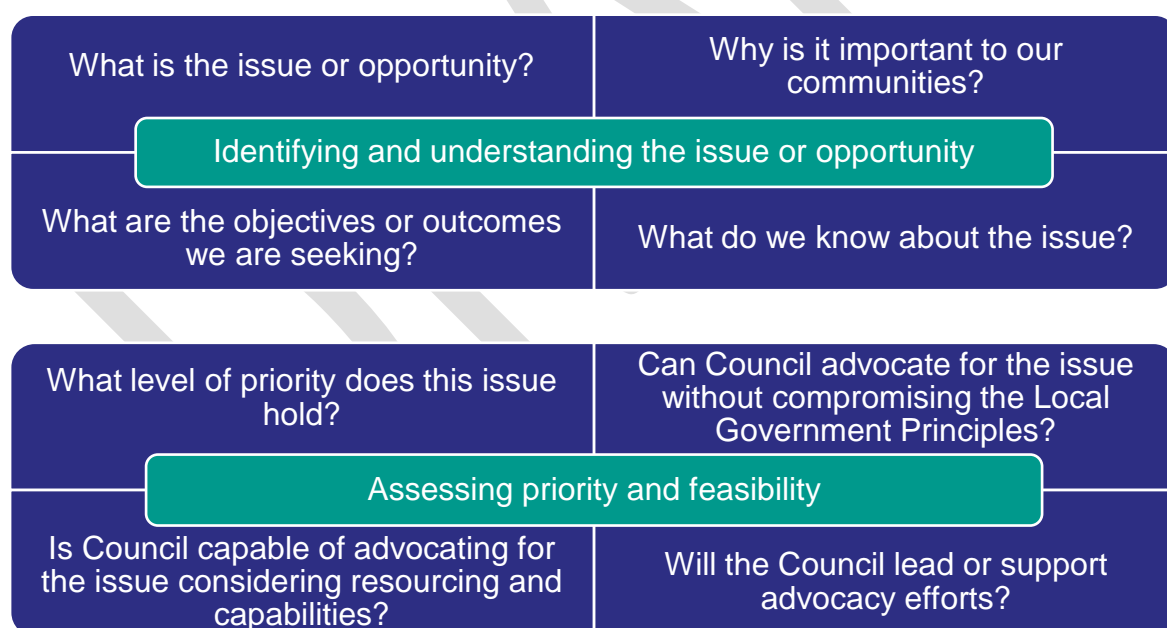
In this step, the issues that need to be advocated to different levels of government or other stakeholders will be identified. The identification process involves identifying current and emerging opportunities, trends and issues.

In determining if Council should establish an advocacy position on a particular issue (and its relative priority), a range of matters will be considered including how significant the impact of the issue is on the community, the impact and integration of a proposed advocacy position on existing policy, positions and Advocacy Action Plan, and the relevance of the issue to Council's Corporate Plan and other strategic plans.

There are two main themes in the identifying stage;

- Identifying and understanding the issue or opportunity
- Assessing priority and feasibility

The following questions help in evaluating and determining the appropriateness, importance, and feasibility of advocacy efforts by Council. The questions guide the process by identifying and understanding the issue or opportunity and assessing priority and feasibility. This ensures a thorough and strategic approach to advocacy, aligning efforts with Council's advocacy principles and capacity to support, while addressing community needs.



For the matter to be progressed, New/Emerging Advocacy Quick Request Form (Annex A) will need to be completed and submitted to the CEO to be tabled at SARG, as part of the normal meeting cycle.



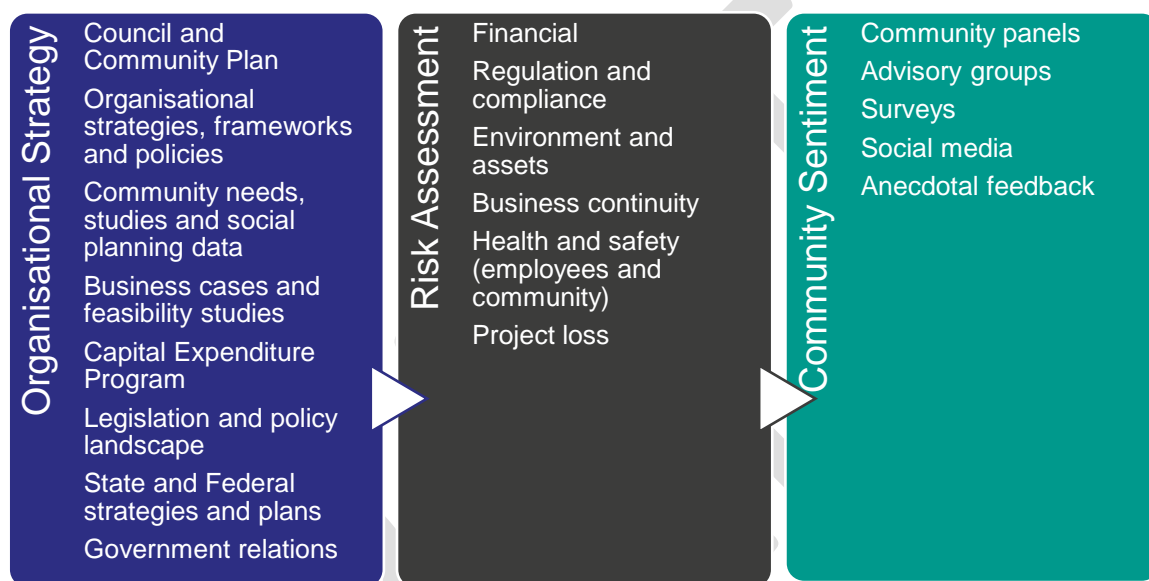
## Advocacy Research



Our advocacy priorities are informed by a range of factors, including our existing strategies and the evidence and data underpinning them.

Following endorsement by SARG to progress an advocacy matter, the Corporate Services division will undertake a comprehensive assessment and prepare a draft advocacy position paper.

There are several strategic inputs that should be considered when undertaking an assessment on an advocacy matter. These include;



Depending on the complexity, the assessment may result in a detailed business case, which may include feasibility, investment logic mapping, options analysis, community impact statements, community consultation, surveys, financial considerations, risk assessments etc.

Based on the assessment, Council Officers will draft an advocacy position paper and a recommendation on the Council's advocacy position will be made. The draft advocacy position paper will include a holistic consideration of the issue, including implications for Council, and as a minimum should clearly articulate:

- The issue/problem/opportunity and its relevance to the Torres Strait Islands communities
- The proposed solution/action required (based on the evidence) and how that addresses the issue/problem/opportunity
- The third party (Federal Government, Queensland Government, Other) Council is seeking support from, and the particular action sought (policy, investment or service)
- The level of Council support to be provided as part of the overall investment or services delivery

This paper would be tabled at a council meeting for discussion and resolution and could be determined to be debated at the next Councillor Workshop session.



## Advocacy Prioritisation



Advocacy priorities expressly state our primary ‘ask’, the key ‘requests and demands’ that we will voice to government for the duration of councillors’ terms. This approach helps us identify gaps, necessary actions, and areas requiring more extensive research and community engagement for effective advocacy on any issue.

These priorities change from year to year, shaped by community needs, the political climate and shifts in importance in the local and regional environment.

Events like natural disasters, public health crises, leadership changes, cabinet shuffles and new ministerial appointments can influence these changes.

This proactive approach ensures that Council continues to improve our inclusiveness, liveability, sustainability, culture, and governance over the long term.

There are several key questions we need to consider when determining our strategic advocacy priorities, as well as emerging and new advocacy opportunities and issues.

- Does it align with our 5 Year Corporate Plan and our community aspiration’s?
- Does it contribute to addressing significant risks or challenges faced by Council or our community?
- Is there research and evidence to support the focus on the priority area?
- Is there alignment with political cycles and priorities of other levels of government?
- Is there a likelihood of securing funding or support?

The below criteria will be used to determine prioritisation, inline with the principles outlined in this framework and is dynamic to allow for shifts in community needs and political environments. This should enable Council to identify any gaps and actions that would result in more effective advocacy on any given issue.

*For example, areas requiring more comprehensive research and community engagement in order to develop a clear and persuasive case that can be pitched to government.*

### Prioritisation Criteria

Clear Evidence	The advocacy ‘ask’ is clear and articulate – based on a well-defined project or service need and supported by evidence.
Political Alignment	The advocacy ‘ask’ aligns with state and federal strategies, priorities, agendas and concerns.
Community Needs	There is strong need in the community and potential for positive impact on social and economic wellbeing.
Strategy & Legislation	The issue/opportunity aligns to council’s role, strategic priorities i.e. Corporate Plan and applicable legislation.
Risk	If no action is taken, the risk to community, environment, infrastructure and Council significantly increases.

### Impact Assessment Criteria

Council has a very broad remit and works across many important issues. Given this, we cannot advocate on all things equally, or at the same time. Defining our advocacy priorities means we can elevate a clear and achievable set of ‘asks’ consistently and persuasively, channelling resources into the areas that require it most.

By using our resources in this strategic way, we can increase the likelihood of cut-through with decision-makers, and in turn, demonstrate to the community that we understand and act upon their concerns, and deliver results. Understanding the level of effort and engagement needed is important in determining the resources required and the extent of stakeholder engagement necessary.

	Description	Resourcing
<b>Tier 1 (Top Priorities)</b>	<ul style="list-style-type: none"> <li>• High impact issue / opportunity.</li> <li>• Clearly defined asks at a project (funding/policy) level.</li> <li>• Significant measurable impact on community.</li> <li>• Strong political alignment.</li> </ul>	<ul style="list-style-type: none"> <li>• Requires high level of strategic support from 'Advocacy Manager' and executive.</li> <li>• Needs a formal advocacy plan, inc. <ul style="list-style-type: none"> <li>○ stakeholder mapping</li> <li>○ community engagement, comms and key messaging</li> <li>○ issues/reputation management</li> </ul> </li> </ul>
<b>Tier 2</b>	<ul style="list-style-type: none"> <li>• High impact issue / opportunity.</li> <li>• Broad asks at project level.</li> <li>• Broad sense of community impact.</li> <li>• Good political alignment.</li> </ul>	<ul style="list-style-type: none"> <li>• Requires advisory support from 'Advocacy Manager'</li> <li>• Potential executive support on government relations</li> <li>• Potential partnership liaison</li> <li>• Comms and community engagement</li> </ul>
<b>Tier 3</b>	<ul style="list-style-type: none"> <li>• Moderate impact issue / opportunity.</li> <li>• Can be supporting issue raised by advocacy partners.</li> <li>• Broad sense of community impact.</li> <li>• Some or low political alignment.</li> </ul>	<ul style="list-style-type: none"> <li>• Requires guidance from 'Advocacy Manager'</li> <li>• Potential coordination on government relations and/or supporting agenda for advocacy partners</li> <li>• Comms and community engagement.</li> </ul>

Councils Top 11 Priorities that form the Annual Advocacy Action Plan would typically sit in the Tier 1 level, each priority needs a formal advocacy plan and can be long lead time issues to overcome, requiring ongoing strategy and advocacy

## Advocacy Implementation



Advocacy planning details the strategies, supporting tools and materials that are needed to develop and execute an effective advocacy campaign and/or platform, for both short term and longer-term durations.

These may involve developing strategies specific to an issue and/or opportunity and the level of detail needed will depend on the complexity of the issue.

The following advocacy tools are leveraged to support Council in its advocacy activities.

### Advocacy Action Plan

The Advocacy Action Plan (AAP) is a published document broadly detailing each of the Top Strategic Priorities and their associated asks from state and federal governments, along with other key stakeholders. The AAP includes key information about our communities and unique place. The AAP is reviewed following any changes made to the Top Strategic Priorities.

### Community Advocacy Statements

Given the uniqueness of the Torres Strait Island communities with regards to geographical context and challenges and opportunities across the 14 islands, 15 individual Community Advocacy Statements will be developed. These statements outline the unique challenges and issues faced by the communities and directly link to the broader Advocacy Action Plan which covers the entire region.

### Strategic Priority Advocacy Briefs

Advocacy Briefs will be developed for each of the Top Strategic Priorities. Each brief will comprehensively detail the following.

- Consistent messaging that frames the advocacy priority as a relevant issue with clear and realistic asks.
- Outlines the tools and resources needed for effective advocacy.
- Key stakeholder mapping and their roles in the advocacy process.
- Planned timelines with clear objectives, engagement activities and communications schedule.
- Resource allocation (both people and budgetary) for required activities while taking into consideration resource availability and project length.
- Any potential risks identified for each advocacy campaign, and mitigation strategies.

### Advocacy Campaign Briefs

For those New and Emerging advocacy issues and/or opportunities that have been through the consultation process and resolved by council to support as Tier 3, simple Advocacy Campaign Briefs (Annex B) will need to be prepared. If the matter is Tier 2 or higher, a Strategic Priority Brief is generally needed.

## Advocacy Evaluation



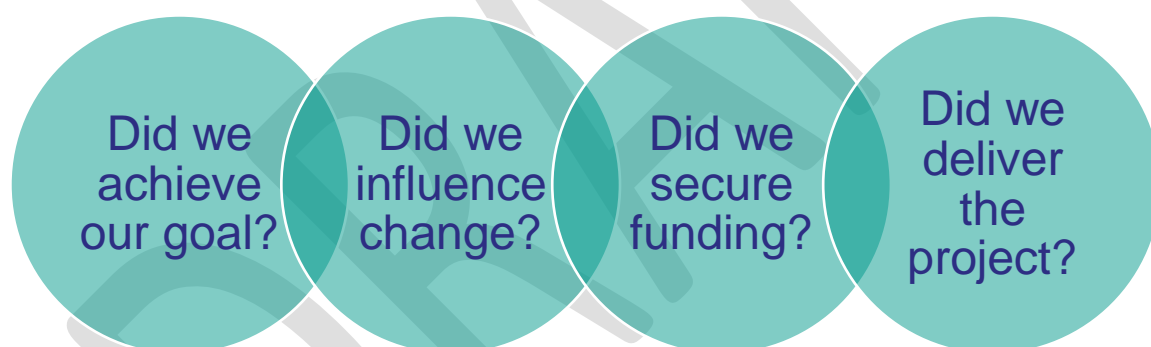
Understanding the effectiveness of our advocacy program is challenging and measuring this takes time as successful advocacy for change can take years to materialise.

The success of our advocacy can be dependent upon unpredictable events and plans may have to be adjusted often to account for circumstances beyond our control.

Through a longer-term outlook, we will consider emerging opportunities, threats, and identify new and innovative approaches as to how we message our need for change. Considering our actions collectively and through ongoing collaboration, our advocacy may result in strengthened partnerships, improved policies, or legislative change.

We will regularly communicate the outcomes of our advocacy efforts to our community and other stakeholders. This will be through council meeting reports, along with using supporting channels such as our media and communication tools.

An **advocacy register** will be maintained by council, including all Strategic and Operational Advocacy issues and opportunities that council has endorsed to support (whether by leading or supporting the advocacy matter). These will be assessed each year to measure and understand the effectiveness of our advocacy. There are four key measures that need to be considered, when reviewing the outcomes of our efforts.



During this assessment, Council's advocacy priorities will be reviewed to address evolving matters in our social and political contexts. Each year, an annual review will include:

- A summary of Council's advocacy activities and campaigns, and what has been achieved.
- An assessment of the key barriers to success and recommendations for improvement.
- An assessment of new and emerging issues and opportunities.
- A review of key priorities, taking into consideration new evidence, data and insights.

This will be reported **in Council's Annual Report** and in preparation for the November councillor workshops. In addition, our Advocacy Framework will be reviewed within each term of Council to ensure it is meeting the needs of the Council and our communities.

## New/Emerging Advocacy Quick Request Form (Annex A)

This quick assessment tool is to be used in conjunction with councils Advocacy Framework as part of the 'Identify' stage.

Advocacy issue or opportunity	<insert text>
Requesting party	<insert text>
Date of request	<insert text>
Does this advocacy issue/opportunity align with councils Top 11 Strategic Priorities?	<insert text>

The following questions will help council gain an understanding of the advocacy request and support council to prioritise and determine what type of resources are needed to support or lead this advocacy item.

### 1. Identifying and understanding the issue or opportunity

What is the issue or opportunity?	<insert text>
Why is it important to our communities?	<insert text>
What are the objectives or outcomes we are seeking?	<insert text>
What do we know about the issue?	<insert text>

### 2. Assessing priority and feasibility

What level of priority does this issue hold? <i>Tier 1, 2 or 3 and why?</i>	<insert text>
Is Council capable of advocating the issue considering resourcing and capabilities?	<insert text>
Can Council advocate without compromising LG Principles?	<insert text>
Will the Council lead or support advocacy efforts?	<insert text>

Other comments for consideration in support of this request

<insert text>

Author and issued by:

Name

Position / Title

Torres Strait Island Regional Council

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### Recommendation/Decision

*Consider whether this request needs to go to a council meeting for resolution or to the next councillor workshop for discussion/debate. Does this request meet the criteria for 'Out of Session/Urgent Requests, for CEO Approval'? Note. If approved 'Out of Session/Urgent Request', Mayor and Councillors to be notified as an information only as soon as practical.*

CEO Decision/Recommendation

Date xx/xx/xx

<insert text>

SARG Decision/Recommendation

Date xx/xx/xx

<insert text>

Council Decision/Recommendation

Date xx/xx/xx

<insert text>

Recorded in Advocacy Register: Yes / No

Register No: AR2024001



## Advocacy Campaign Plan Template (Annex B)

This template is to be completed for Tier 2 and 3 Advocacy Campaigns (where a formal advocacy plan is not required) and is to be used in conjunction with councils Advocacy Framework.

### Campaign Overview

Campaign Name	<insert text>
Advocacy Issue statement	<insert text>
Requesting party	<insert text>
Date approved by Council	<insert text>
Does it align with councils Top 11 Strategic Priorities and/or 5 Year Corporate Plan?	<insert text>
Does the issue align with the Masig Statement?	<insert text>
Is Council Leading or Supporting the advocacy initiative?	<insert text>
Is there a budget associated with this advocacy initiative and if so how much?	<insert text>

Outline below the objectives of this advocacy campaign.

<insert text>

What are the main goals Council is aiming to achieve? *What would be considered success? Is this funding for a project, improved service delivery, change to legislation etc...*

<insert text>

### Target Audience

Who are we trying to influence? *This could be the main decision maker i.e. Queensland State Government (which department and/or Minister etc), Federal Government, it could also be community.*

<insert text>

Who are our supporters? *These are the people/organisations/stakeholders who can help amplify our message.*

<insert text>

### Key Messaging

Core Message <i>our main message we want to communicate</i>
Supporting Information <i>key evidence and data that will support our core message</i>
Call To Action <i>what do we want to our audience to do</i>

### Campaign Tactics and Strategies

What tools will Council leverage to support this Advocacy campaign and what is the timing/deadline?

*These could be letters of support, use of social media, case studies and video stories, engagement of media (press releases/interviews etc), organisation of events such as a community meeting etc.*

Advocacy Tool	How will this be used?

### Key Stakeholders and Partners

Who are the organisations or individuals who can help with this advocacy item? Who are the potential groups that may be against this initiative? How will we engage and collaborate with our partners?

*These could be other councils in the region, advocacy groups, industry partners etc.*

Stakeholder	How we will engage, collaborate and/or partner?

### Budget and Resources

What are the materials needed, who do we need to support the producing of these materials and what are the associated costs (has there been a budget approved by council).

*These could include costs for flyers, banners, graphic design, video production, media advisors etc.*

Type of Resource	Budget Estimate

### Campaign Timeline

What are the tasks that need to be undertaken, who is responsible for the action item and what are the deadlines and checkpoints of key deliverables.

Action Item	Responsible	Due Date

### Campaign Evaluation

How will we measure success of the campaign and how will we gain feedback from our target audience and key stakeholders including supporting partners. This could be through surveys and anecdotal feedback, as well as what was achieved - did we achieve our goals?

Key Measures
Feedback Loop

Prepared and issued by:

*Name*

*Position / Title*

Torres Strait Island Regional Council

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### Recommendation/Decision

*This plan is to be submitted to the CEO, along with the advocacy brief for review, prior to being included in council meeting papers or the bi-annual councillor workshops as part of the prioritisation process.*

**CEO Decision/Recommendation**

Date xx/xx/xx

<insert text>

**Council Decision/Recommendation**

Date xx/xx/xx

<insert text>



**DIRECTORATE:** *Office of the CEO*

**AUTHOR:** *Chief Executive Officer*

## **COMMUNITY ADVOCACY STATEMENTS – BOIGU, DAUAN, ERUB, PORUMA & MASIG**

### **OFFICER RECOMMENDATION:**

#### **The Standing Committee:**

- (a) agrees to review and provide feedback on final draft Community Advocacy Statements for Boigu, Dauan, Erub, Poruma and Masig;
- (b) agrees to continue to support the development and finalisation of all 15 Community Advocacy Statements; and
- (c) recommends that Council accept the final draft Community Advocacy Statements for Boigu, Dauan, Erub, Poruma and Masig and that all 15 Community Advocacy Statements be finalised for endorsement at the February 2025 Council meeting.

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### **EXECUTIVE SUMMARY:**

An Advocacy Capability Plan was initiated by Council to improve Council's overall approach to advocacy, drive accountability and outcomes such as an increase in funding to improve Council's revenue position and overall financial sustainability.

Part of the capability plan was to develop an Advocacy Action Plan for the region to outline Council's Top 11 Priorities. During the discussion on this decision paper at the Council meeting held in October 2024, it was determined that Community Advocacy Statements would be developed for each community as an additional advocacy artefact to further support Council's advocacy agenda.

#### **Interested Parties/Consultation:**

- Council Executive Team
- Representative Councillors for Boigu, Dauan, Erub, Poruma, Saibai and Masig.

#### **Background / Previous Standing Committee Consideration:**

Community Advocacy Statements are being developed for all 15 communities within the Torres Strait. Attached are a number of statements that are in final design draft, following consultation with the Councillor attached to the respective community.

The purpose of the Community Advocacy Statements are to strengthen the advocacy capability of Council, in recognition the uniqueness and complexities of the Torres Strait communities. This will enable Council to be more effective with its advocacy agenda, being able to articulate the challenges faced and respective needs at an individual community level, whilst advancing the agenda for the region.

Completed (including design) final draft Community Advocacy Statements are attached for Boigu, Dauan, Erub and Poruma. *Note: Both Saibai and Masig are in final draft and being designed by the Communications team.*

These Community Advocacy Statements are intended as e-publications.

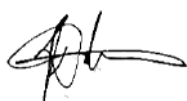
**COMPLIANCE / CONSIDERATIONS:**

<b>Statutory:</b>	N/A
<b>Budgetary:</b>	N/A
<b>Policy:</b>	TSIRC Advocacy Capability Plan & Advocacy Action Plan
<b>Legal:</b>	N/A
<b>Risk / Risk Mitigation:</b>	
<b>Links to Strategic Plans:</b>	TSIRC Corporate Plan <ul style="list-style-type: none"><li>• People Bisnis - Pipol</li><li>• Sustainability Bisnis - Mekem las long</li><li>• Prosperity Bisnis – Pruitpul</li></ul>
<b>Masig Statement:</b>	N/A
<b>Advisory Committee Consultation:</b>	N/A
<b>Timelines:</b>	All 15 Community Advocacy Statements to be completed by February 2025.

**Other Comments:**

N/A

**Recommended & Approved:**



James William  
Chief Executive Officer

**ATTACHMENTS:**

- A – Community Advocacy Statement – Boigu
- B – Community Advocacy Statement – Dauan
- C – Community Advocacy Statement – Erub
- D – Community Advocacy Statement – Poruma
- E – Community Advocacy Statement - Masig





Torres Strait Island  
REGIONAL COUNCIL

# COMMUNITY ADVOCACY STATEMENT BOIGU ISLAND

liveable • sustainable • accessible





## Our Boigu

Boigu Island is the most northerly inhabited island of Queensland and Australia. It is part of the top-western group of the Torres Strait Islands. The mainland of Papua New Guinea is only 6km away from Boigu. Most of the island is subject to extensive periodic flooding, and as a result, the community township is built on the highest ground. The interior of the island is sparsely vegetated, and mainly swampland. The coast is fringed by mangroves, which act to protect against the island's sand and mud from sea erosion. The waters surrounding the island are an important habitat for dugongs.

## Our People

We lead very traditional, simple lives strongly connected to our culture, land and sea. We practice our culture through traditional dancing and song as part of our daily way of life, and celebrating at community events ensuring that we continue to educate our youth, and our culture and traditions are not lost.

In 2024, Bio Cultural Landscape Profiles were developed to preserve and transmit traditional language and ecological knowledge for future generations. These documents capture knowledge, educate, and preserve our language which we speak daily, and we can use these to continue to share our traditional knowledge of land, air, and sea with our people







## Key Stats



### Population

Approx. **270** residents



### Employment

XX



### Local Dialect

Kalaw Kawaw Ya



### Economy

Commercial Fishing  
Tourism







# OUR BIGGEST CHALLENGES



## Access for and to our community

Access to and from Boigu is on fixed wing aircraft via Horn Island. Flights operate 6 days a week and reliance on a safe and well-maintained air strip is critical to ensuring access to the island.

- Boigu is an access point for Dauan Island community and therefore is critical in terms of providing accessibility to neighbouring islands.
- Boigu's needs funding to reseal our runway, ensuring continued and safe operations for our community.

Sea access on Boigu is reliant on having well maintained jetties, mooring points and channel access. Our channel provides our community with marine access inland from island shores and critical to ensuring essential supplies into our community.

Inadequate funding for channel dredging effects our ability to access the island via boat, preventing adequate water supply for our desalination plant - essential for potable water, it restricts food and essentials being able to be supplied into our community, as well as impacting the opportunity to create jobs.

Channel dredging for us is as important for road maintenance for any land-based council area. Our channels are our roads in and out of community.

We need funding to dredge our channel due to the large build-up of sediment, making the channel impassable. We are impacted by sediment and wash out from the rivers of Papa New Guinea, filling our channels and making them inaccessible.

This is impacting our opportunity to grow our commercial fishing opportunities, it impacts our food security and it impacts our potable water supply.

- Boats are not able to offload their catch and have a limited window to access during the high tide.
- We can only receive sea freight on a Wednesday and not only are we paying exorbitant costs to obtain fresh fruit and vegetables, meat and dairy, it is typically over 3 weeks old when we finally get to consume and quite often completely ruined.
- The inlet for the desalination plant is situated in the low tide and during the dry season our water is having to be turned off because the amount of sediment built up in the channel is making it impossible for the inlet to operate.

Any delay caused by issues with the vessels, other islands, weather etc result in no access to the channel when the vessels finally arrive.

## The condition of our roads

Many community roads are not able to have works funded as they are not gazetted roads. Funding is currently restricted to 'like for like' which means as soon as there is weather, the renewed road is washed away due to no resilience/betterment funding. Local knowledge is not being taken into consideration when maintaining roads.

- Our community and esplanade roads have degraded to a point of being unsafe and unusable and immediate funding is desperately needed for rectification so our people can access essential services.
- This is presenting a health and safety risk to our community. Even the simplest tasks of having our garbage removed cannot be done and community members and council workers are having to push 80-90kg garbage bins 20 minutes up the road to be emptied. We want to keep our community and environment clean and are doing so to the detriment of our health because our roads are unusable.
- The lack of reliable water due to the problems with the desalination plant can result in the limited funded road projects being delayed and pushed into the wet season, costing us even more to maintain our roads, resulting in even less being able to be completed.









## Our housing crisis

The rate of homelessness in the Torres Strait is 300 per 10,000 persons compared with 43.2 per 10,000 for Queensland.

On Boigu, we don't have enough social housing to support our community. We need 15 houses constructed over the next 10 years to support the most vulnerable in our community suffering from homelessness, domestic violence and health related issues.

- 2 homes are needed for Priority One: Homeless, Child Safety, Health, Disability and Domestic Violence
- 12 homes are needed for Priority Two: Overcrowding
- 1 home is needed for Priority Three: Return to Community

Available land with connection to essential services, such as water, sewer and electricity, is critical to be able to deliver new homes. In a lot of circumstances, this also requires removal of old properties, most of which are contaminated with Asbestos.

## Protecting our borders

We are the gateway to northern Australia and our community regularly puts our lives on the line to protect Australia from the entry of pests and diseases, illegal fishing, illegal immigration and drug smuggling. There is limited presence of Border Force and Bio Security, and the officers that are stationed have no powers to stop this from happening.

We need the Australian Government to take border security in our region seriously and keep our community safe.

## Building our economy

Our environment is pristine and the potential for economic development is significant, through commercial fishing and tourism. We need help to build the infrastructure to support our community to be self-sustainable and thrive. We have many opportunities to build and grow a sustainable economy on Boigu but we need to make it simpler.

- Currently there is small business loan funding available through TSRA, however accessing this to start up a small business such as a commercial fishing operation is virtually impossible due to the complexity of the application where you need a business degree to understand the process, creating unnecessary barriers for our community to overcome.

Reduce the red tape and make it simpler so we are not held back.

## Managing our waste

Our waste facility is overflowing and requires a new site. As a result of the overflowing facility, Boigu experiences illegal dumping of waste outside of the facility which is harmful to health of the environment and people. We care about our environment and need funding to build a sustainable waste facility and develop alternative solutions to transfer waste out of the community.

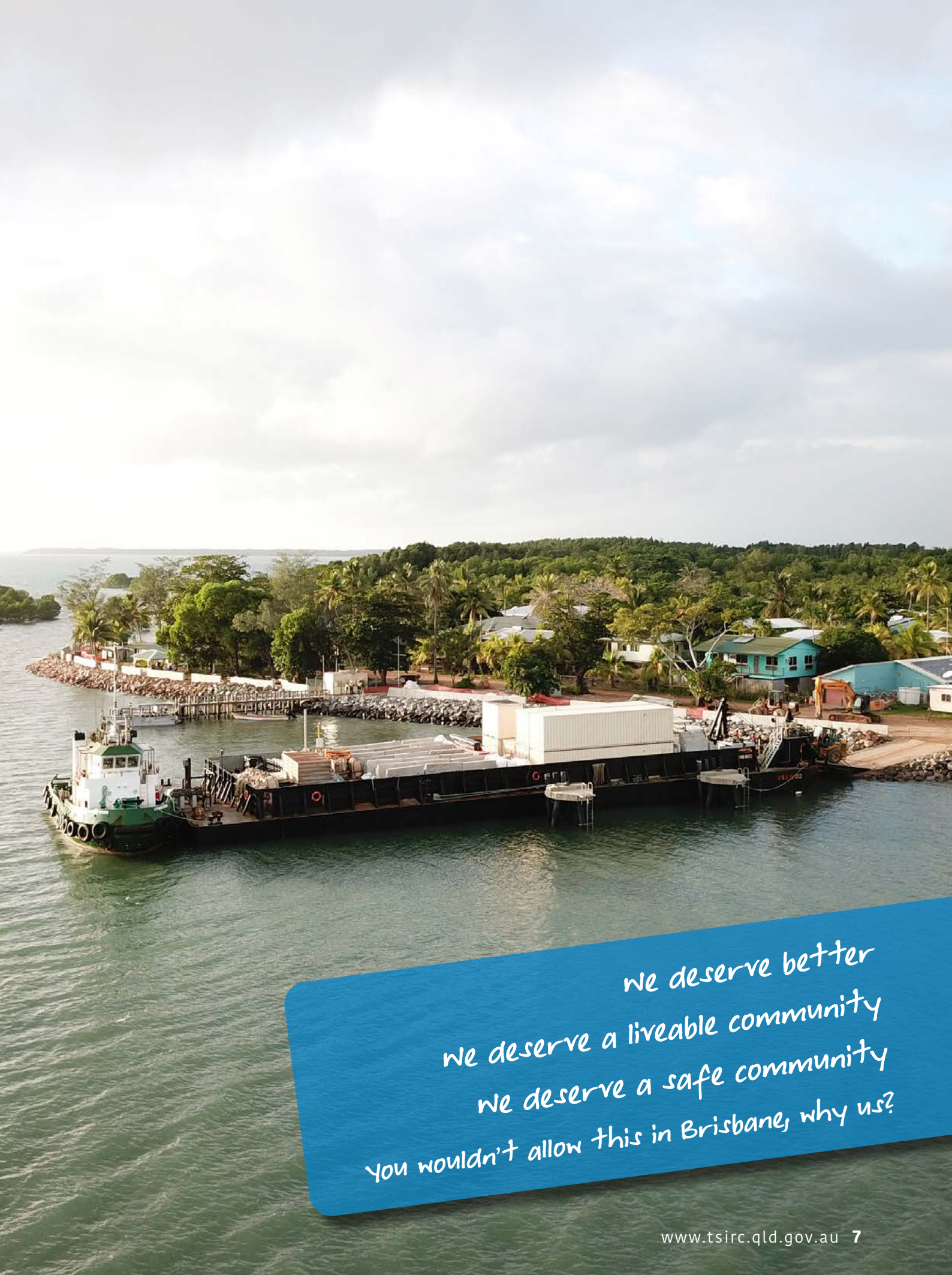
## Our community meeting points

Our community hall is nearing end of life and becoming unsafe for community to gather, hold recreational activities, social events, school activities and we have nowhere else to go. The building is well over 20 years old and was built with materials that are not adequate to sustain our environment. We need funding for our community hall to be renewed.

## Access to safe & reliable water

On Boigu our water is provided by a desalination plant, which should provide unlimited water supply. Only when it works. The rest of the time our people do not have access to water. During the dry season, our water is typically turned off for most of the day, and only able to operate between hours such as 7am and 9am, 5pm and 9pm – dependant on the tides. This impacts the health and wellbeing of everyone on Boigu, our mental and physical health is suffering.

Channel dredging and dropping the inlet would fix this and then our community would have water security. We need funding to fix this.



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# COMMUNITY ADVOCACY STATEMENT DAUAN ISLAND

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## Our Dauan

Dauan is a small island west of Saibai and close to the Papua New Guinea border. Mount Cornwallis is the highest peak in the Strait, rising to nearly 300 metres. This is also the State's most northerly granite peak and is actually part of the Great Dividing Range. Our community is built along the narrow coastal lowland, backed by steep granite peaks. Our soil is relatively fertile and supports local family gardens. We are noted for our cool, freshwater permanent springs and the surrounding waters yield abundant fish. Our community is serviced by boat, barge and helicopter and the closest airport is on Saibai, 6km to the northeast.

## Our People

We have a strong and vibrant community, with a focus on our culture and working towards creating harmony between our cultural values and western values. We want our children to have a better future, by building a strong economic future and educating our children to be qualified to contribute to community. We want to attract investment and build industry using our natural resources to create a safe and liveable community for future generations.







## Key Stats



### Population

Approx. **250** residents



### Employment

XX



### Local Dialect

Kalaw Kawaw Ya



### Economy

XX





# OUR BIGGEST CHALLENGES



## Access for and to our community

Dauan does not have its own landing strip for fixed wing aircraft which means accessibility is only by helicopter and sea. Council, through TSRA have a subsidised helicopter transport scheme but this is only serviced once per week.

- There is no guarantee for community members using this service that they can return the following week and therefore no security in terms of when they are able to return to community to family etc.
- If community was to access helicopter charter directly this would cost approx \$3000 per charter.
- There is also no guarantee that the service will even be available once per week, inclement weather can impact but also other organisations etc needing access to community will take precedence.

The other transport option is via personal boat and this is dependent on whether you can land at Saibai or Boigu. If those islands are not safe to land this option is not possible.

In the past there was a ferry service to community, however the channel access and jetties became a safety concern for the operators due to lack of maintenance and funding.

- We need funding for our jetty to be renewed so that our people can land safely.
- We need funding for our barge ramp to be renewed so that we can receive vital supplies into our community.
- We need mooring dolphins to be replaced so that we can access our jetty safely.



## The condition of our roads

Many community roads are not able to have works funded as they are not gazetted roads. Funding is currently restricted to 'like for like' which means as soon as there is weather, the renewed road is washed away due to no resilience/improvement funding. Local knowledge is not being taken into consideration when maintaining roads.

- Lack of road access is impacting access to housing etc. Examples include ambulances trying to access homes to respond to a medical emergency and cannot drive to home due to road being impassable.
- Another example, repairs and maintenance to homes takes long periods of time as the trades people cannot bring heavy materials to houses, they would have to walk material approx 500 meters uphill to access a house. This can include homes that have lost power or water (i.e. essential services). Hot water systems for elderly residents, roofing materials to fix holes created by bad weather etc.









## Our housing crisis

The rate of homelessness in the Torres Strait is 300 per 10,000 persons compared with 43.2 per 10,000 for Queensland.

On Dauan, we don't have enough social housing to support our community. We need 22 houses constructed over the next 10 years to support the most vulnerable in our community suffering from homelessness, domestic violence and health related issues.

- 3 homes are needed for Priority One: Homeless, Child Safety, Health, Disability and Domestic Violence.
- 7 homes are needed for Priority Two: Overcrowding.
- 11 homes are needed for Priority Three: Return to Community.

## Managing our waste

Our waste facility is overflowing and ....

We care about our environment and need funding to build a sustainable waste facility.

## Access to safe & reliable water

Our water source is compromised, our infrastructure is deteriorating and failing, and we don't have water security, which is vital to the safety and wellbeing of our community.

- We need funding for our lagoon cover to be replaced to protect our main water source.
- We need funding for our water infrastructure to be maintained as we are losing too much water.







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# COMMUNITY ADVOCACY STATEMENT ERUB ISLAND

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## Our Erub

Erub Island is an island formed by volcanic action and situated in the eastern section of the Torres Strait, near the Great Barrier Reef and just south of the Bligh entrance, 260km north of Cape York and 60km south of Papua New Guinea. The island has many hills and good vegetation, composed mainly of lava and ash which has formed rich soil.

Erub was once home to a thriving yet dangerous pearling industry from the 1800s through to the 1900s and has a foothold in the identity of modern Islanders thanks to an event that happened 150 years ago at Kemus. On the northern side of the island, an ex-Peruvian slaver ship known as the Surprise sailed into Treacherous Bay on July 1, 1871. This historical landing shaped Islanders across the Strait, and today this event is reason enough for celebration. A celebration known as the Coming of the Light.

## Our People

The effective community language is Brokan (Torres Strait Creole), though many people still speak the traditional language, Meriam Mir. Erub's seafaring heritage has traditions in elaborately carved and decorated canoe, carved objects and intricately made dance costumes and weaponry. The old ways are held close, wanting to keep traditional practices alive, locals still use traditional rock fish traps and singing and drumming is a regular way of life for community.

Historically, Erub relied on strong trade links and relationships with the people of Papua New Guinea and south to Cape York. Today, Erub Arts creative practice continues to evolve through collaboration and cross-cultural exchange. Erub is internationally recognised for their woven ghost net artworks and the artist, part of the collective that gather and cleans the nets to repurpose them into artworks, draw their inspiration from the surrounding ocean and reef. Artworks in Ghost Net, ceramics, screen printing, linocuts and drawings on paper are held in International and National collections.

Our economy is largely driven by commercial fishing. We have an abundance of Cray, Mackerel, Trevally, Trout and Sea cucumbers that we have established export markets for, but without reliable and safe transport we are held back from growing our economy and our future.



Erub Arts



## Key Stats



### Population

Approx. **400** residents



### Employment

XX



### Local Dialect

Erub Mer



### Economy

Commercial Fishing  
Arts







## OUR BIGGEST CHALLENGES



### Access for and to our community

Access to and from Erub is on fixed wing aircraft via Horn Island. Flights operate 6 days a week and reliance on a safe and well-maintained air strip is critical to ensuring access to the island.

Sea access on Erub is reliant on having well maintained jetties, mooring points and channel access. Our jetty is debilitated and can no longer be used as a point of access for our community. Barge ramps provide a similar role to jetties, but also act as access points barges carrying larger materials and critical supplies. Without barge ramps that are fit-for-purpose, barges may be forced to find alternative ways to dock, increasing safety risks for both workers and residents.

- We need funding for our jetty to be renewed so that our people can land safely.
- We need funding for our barge ramp to be renewed so that we can receive vital supplies into our community. Our barge ramp needs to be rebuilt in a safer location and fit for purpose so that barge vessels can land and the ramp is not impacted by the rough seas as it is currently on the open side of the break wall.

This is impacting our opportunity to grow our commercial fishing opportunities; it impacts our food security and we can go months without delivery of essential supplies and food.

- By the time we receive fresh fruit and vegetables, they are almost perished, we generally have no more than 4 days to consume before they go bad and we will not be able to get more until the next vessel arrives.

- In some instances, the Seaswift vessel has tried to land its barge three times in one week but due to safety and the condition of our infrastructure they turn away. We continue to go without food and supplies.
- Our local fishermen cannot offload their catch until a barge arrives safely. This means the product can be spoiled and our fisherman don't get paid.

Our channel provides our community with marine access inland from island shores and critical to ensuring essential supplies into our community.

Inadequate funding for channel dredging effects our ability to access the island via boat and this restricts food and essentials being able to be supplied into our community, as well as impacting the opportunity to create jobs.

Channel dredging for us is as important for road maintenance for any land-based council area. Our channels are our roads in and out of community.

We need funding to dredge our channel due to the large build-up of sediment, making the channel impassable.

Any delay caused by issues with the vessels, other islands, weather etc result in no access to the channel when the vessels finally arrive.

### The condition of our roads

Many community roads are not able to have works funded as they are not gazetted roads. Funding is currently restricted to 'like for like' which means as soon as there is weather, the renewed road is washed away due to no resilience/betterment funding. Local knowledge is not being taken into consideration when maintaining roads.

- The reconstruction of Erub road to the airport is urgently needed as it poses a danger to users with potholes and water buildup. Our vehicles are constantly damaged, let alone trying to navigate the road during an emergency. Being a main access road, connecting the Health Centre to the Airport, this is unacceptable and we demand funding to fix this road.









## Our housing crisis

The rate of homelessness in the Torres Strait is 300 per 10,000 persons compared with 43.2 per 10,000 for Queensland.

On Erub, we don't have enough social housing to support our community. We need 9 houses constructed over the next 10 years to support the most vulnerable in our community suffering from homelessness, domestic violence and health related issues.

- 4 homes are needed for Priority One: Homeless, Child Safety, Health, Disability and Domestic Violence
- 3 homes are needed for Priority Two: Overcrowding

Available land with connection to essential services, such as water, sewer and electricity, is critical to be able to deliver new homes. In a lot of circumstances, this also requires removal of old properties, most of which are contaminated with Asbestos.

## Our community meeting points

Our sports stadium needs to be replaced, it is well beyond end of life and has deteriorated to a point that it deemed unsafe to use due to the structural integrity of the roof.

Where do we go during emergency weather events? Our only choice is to go up the hill and hope for the best as we have no safe evacuation point for community, no SES or disaster resilience infrastructure capability.

Our kids have nowhere to go to play sports, nowhere to graduate, we are no longer able to hold our annual sports carnival, a tradition that we had teams from as far as Boigu attend. We can no longer hold our church rallies, an important cultural religious custom for our community – so many community social and cultural gatherings are being lost because we have nowhere to hold them.

## Managing our waste

Our waste facility is overflowing and requires a new site. As a result of the overflowing facility, Erub experiences illegal dumping of waste outside of the facility which is harmful to health of the environment and people. We care about our environment and need funding to build a sustainable waste facility and develop alternative solutions to transfer waste out of the community.

## Access to safe & reliable water

Our water network is over 30 years old and wasn't built for our environment and is degraded needing constant repairs. We have elderly community members having to wait for days for water, typically without water a couple of times a month and up to 2 nights on each occurrence. We need funding to fix our water infrastructure.

## Building our economy

It is simple. Fix our barge ramp, make it safer for vessels to land so our fisherman can offload their catch and get paid. Fix our jetty so our community can access with their boats. Provide the infrastructure so our people can have purpose.

We have many opportunities to build and grow a sustainable economy on Erub but we need to make it simpler.

- Currently there is small business loan funding available through TSRA, however accessing this to start up a small business such as a commercial fishing operation is virtually impossible due to the complexity of the application where you need a business degree to understand the process, creating unnecessary barriers for our community to overcome.

Reduce the red tape and make it simpler so we are not held back.







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# COMMUNITY ADVOCACY STATEMENT PORUMA ISLAND

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## Our Poruma

Poruma Island is a coral cay island in the central island group of the Torres Strait, located 130km north east of Thursday Island. It is a narrow coral island approximately 1.4km long and 400m wide, bounded by shallow, fringing coral reefs. The island is reasonably flat with most of the land between 5m and 7m above sea level except along the southern side of the island where sand dunes rise up to 12m in height. The village is located on the coastal strip to the west of the airstrip. Land to the north and east of the airstrip is undeveloped, except for a solid waste depot. The vegetative landscape of Poruma is characterised by vine forests and dune grasslands.

## Our People

We share deep connections with the Warraber community, which is 32km away by boat and if either island is affected, the impact is felt by the other. Our ancestors used to collect our water from Warraber as Poruma did not have any natural water source. We value our social connection, and togetherness is important to our people. You can often see us fishing, yarning, laughing and playing music and you will always see us doing this together. We practice traditional island dancing, our language and traditional games as a daily way of life so our culture is not lost. Poruma is an area of significant cultural heritage value to the Traditional Owners and the community. Many sites are not recorded and are only known to the Traditional Owners. Plants, animals and birds are essential to the wellbeing of the community as they are frequently associated with cultural significant activities and events.







## Key Stats



**Population**  
Approx. **210** residents



**Employment**  
xx



**Local Dialect**  
Kulkgau Ya dialect  
of Kala Lagaw Ya



**Economy**  
Commercial Fishing  
- Crays and Sea cucumbers  
Potential Tourism



# OUR BIGGEST CHALLENGES



## Access for and to our community

Access to and from Poruma is on fixed wing aircraft via Horn Island or by sea. Flights operate 6 days a week and reliance on a safe and well-maintained air strip is critical to ensuring access to the island.

- Poruma needs funding to reseal our runway, ensuring continued and safe operations for our community.

Sea access on Poruma is reliant on having well maintained jetties, mooring points and channel access. Our channel provides our community with marine access inland from island shores and critical to ensuring essential supplies into our community.

Our jetty is run down and in need of urgent replacement, we also need funding for mooring dolphins so that marine vessels are not damaged when they access Poruma.

Inadequate funding for channel dredging effects our ability to access the island via boat, it restricts food and essentials being able to be supplied into our community, as well as impacting the opportunity to create jobs.

Channel dredging for us is as important for road maintenance for any land-based council area. Our channels are our roads in and out of community.

- We need funding to dredge our channel due to the build up of sediment in the channel.

The lack of dredging means we don't have food security and it is also impacting our opportunity to grow our commercial fishing opportunities. The boats turn away as they cannot access the channel.

- Fishing boats are not able to offload their catch and have a limited window to access during the high tide.
- We can go weeks without essential supplies including food to be delivered, which means weeks without fresh fruit and vegetables.
- The shelves in our shop can be bare from week to week. They have to overorder to ensure there is enough to keep us going. This only works for non-perishables.
- Our dinghies cannot access during low tide, which means our community cannot even gather food from the ocean.











## Our housing crisis

The rate of homelessness in the Torres Strait is 300 per 10,000 persons compared with 43.2 per 10,000 for Queensland.

On Poruma, we don't have enough social housing to support our community. We need 7 houses constructed over the next 5 years to support those community members that are suffering from overcrowding and others that want to return to Poruma that cannot as there is no housing available.

- 4 homes are needed for Priority Two: Overcrowding
- 3 home is needed for Priority Three: Return to Community

Available land with connection to essential services, such as water, sewer and electricity, is critical to be able to deliver new homes. In a lot of circumstances, this also requires removal of old properties, most of which are contaminated with Asbestos.

## Managing our waste

Our Sewerage Treatment Plant needs to be replaced as it is deteriorated to a point of failure.

We care about our environment and need funding to build a sustainable waste facility and develop alternative solutions to transfer waste out of the community.

## Access to safe & reliable water

Our lagoon fencing needs to be replaced to ensure our water stays protected. Our reservoir and pump station needs to be upgraded so that we can continue to have water security for our community.

## Building our economy

Employment is a challenge at Poruma, with very little job opportunities resulting in community members having to leave their homes and community to find work.

Our environment is pristine and the potential for economic development is significant, through commercial fishing and tourism.

We have an eco-tourism resort (Poruma Island Resort) sitting empty because we cannot get funding or investment to get this up and running.

- This resort ran for 10 years and was a much-needed tourism destination in the Torres Strait.
- This was closed x years ago due to inadequate management – the resort was not managed by our community.

We need funding to resurrect, which will in turn create at least seven much needed jobs for our community and will improve our island economy.







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# COMMUNITY ADVOCACY STATEMENT MASIG ISLAND

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## Our Masig

Masig Island is a coral cay situated in the Eastern area of the central island group in the Torres Strait, 2.7km in length and 800m at its widest point. Since the grounding of the local commercial air service by CASA in 2007, access to Masig is by charter plane only. All goods and mail are delivered by a weekly barge service. It has an airstrip, a barge terminal, a desalination plant and a wastewater treatment plant. The island is also relatively flat, peaking at little more than three metres above average sea level.

On Tuesday, 23rd August 2022, an event of historical and political significance took place with Torres Strait Islander people coming together to deliver their own plan on Masig (Yorke) Island. This was the signing of the 'The Masig Statement - Malungu Yangu Wakay (Voice from the Deep)'. This coincided with the 85th anniversary of the First Island Councillor Conference, which took place on Masig in 1937.

## Our People

The people of Masig Island are skilled navigators with a detailed knowledge of the reefs and have always occupied a central position in the Straits trading networks. Our economy is largely reliant on traditional fishing practices, and we practice traditional cultural dancing as our way of life.

Our community developed a seasonal calendar that brings to light the old way of marking annual seasonal changes. This is to protect the traditional knowledge for our land and sea country and to help with the community's aspirations to preserve the Kulkulgau Ya language of Masig and the Torres Strait Central Islands.



[New Seasonal Calendar supports the Masig Island community in their quest to preserve cultural knowledge | TSRA](#)



## Key Stats



### Population

Approx. **250** residents



### Employment

Median household income  
is half of the average  
Queensland income.



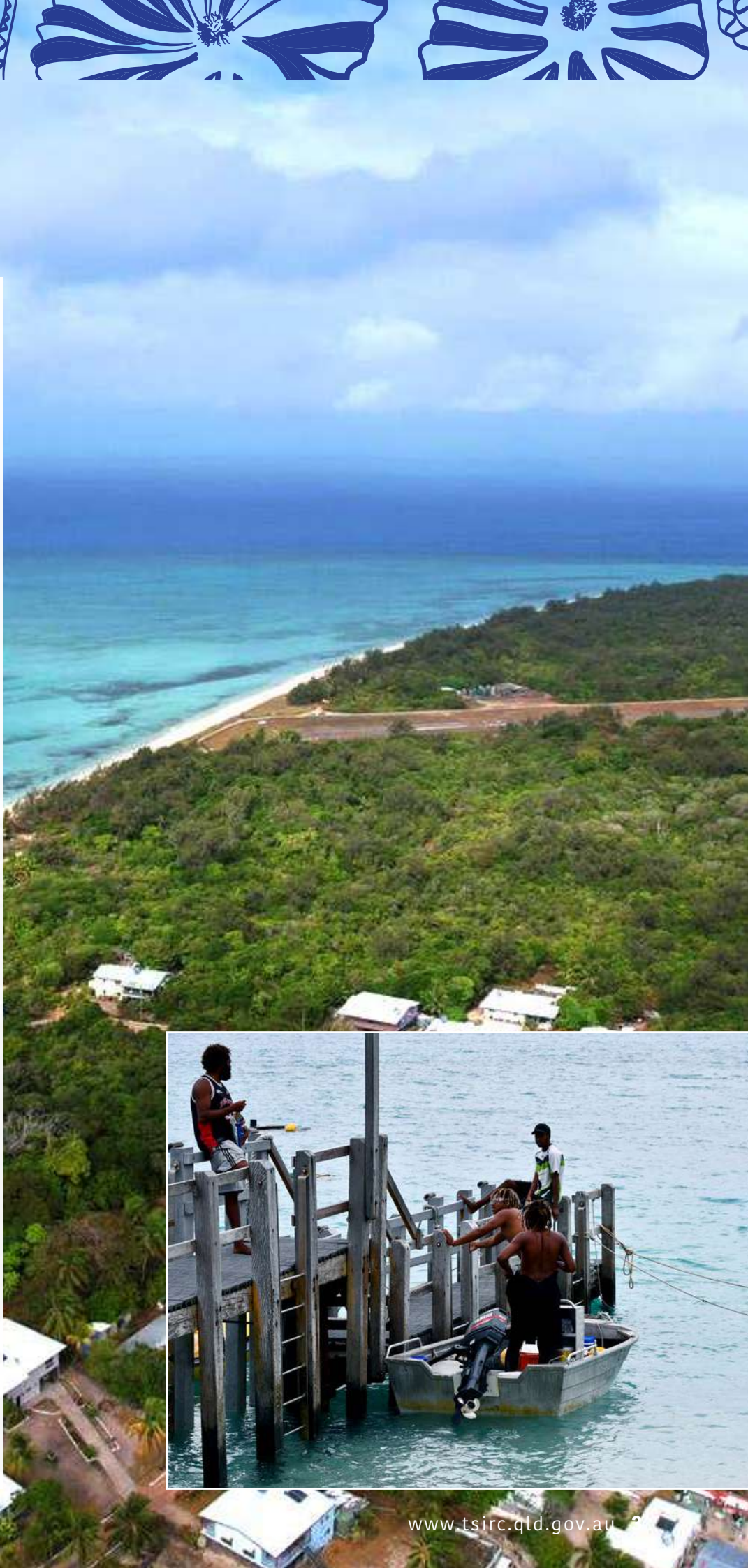
### Local Dialect

Kalaw Kawaw Ya



### Economy

Commercial Fishing  
Tourism







# OUR BIGGEST CHALLENGES



## Access for and to our community

Access to and from Masig is either by air or via boat. Given the expensive nature of fares our community struggles to afford to travel to the mainland even for urgent medical attention.

Despite having a 'local scheme' it is difficult for our community to secure a flight as seats are limited. We need direct flights to Cairns. We need a weather station so that pilots can check its safe to fly onto the island and commercial airlines can land on Masig from Cairns safely and reliably.

- Typically, our community members need to fly to Cairns for medical reasons. Even when they manage to get on a flight, as a patient, they sit all day on Horn Island waiting for a connecting flight.
- The local scheme is for limited seats and is \$400 one way from Masig to Horn, plus the cost of the flight to Cairns (normal fare cost approx. \$600-\$700 dollars one way from Masig to Horn).
- When our fishermen can't even diver to catch crays, not being able to afford to fix their damaged boats, they go without food so that their family member can afford to travel to Cairns to see a doctor.
- Three shopping bags of groceries typically cost \$150.

Our Finger Jetty is significantly degraded and is an immediate safety risk for our community. We urgently need funding to replace our jetty.

We need a new barge ramp and it needs to be relocated so that we don't continue to cause increased erosion from the 'Shifting Sands'.

The lack of channel dredging means our waters are too shallow for Seaswift to land and we can go for weeks without delivery of food and essential supplies.

The existing barge ramp and lack of dredging continues to cause damage to our boats, making them unusable.

Our communities wellbeing is severely impacted from the lack of funding for essential community infrastructure.

- How do we make our kids lunches for school when we have no food supplies. This then effects their ability to learn.
- Chronic illness such as diabetes and heart disease is prevalent because we cannot access fresh fruit and vegetables – our elders go without. We only have two elders over 80 years of age left in community, and the next are in their sixes. It is not because they are leaving, they are dying early.
- We have lots of boats in community that have not been in the water for over two years because we cannot afford to fix them. It costs over \$3k each way just to send boat for repairs like fibre glassing, this does not include the cost of the repairs.
- The condition of the ramp causes constant punctures to our boat trailers, from the bars of iron exposed from the broken concrete. This causes extra damage to our vehicles and we only have a mechanic come to island once a quarter.
- Because our people cannot dive to provide a living, they sometimes turn to drugs and alcohol as they are suffering from depression, how will our young people survive without purpose.

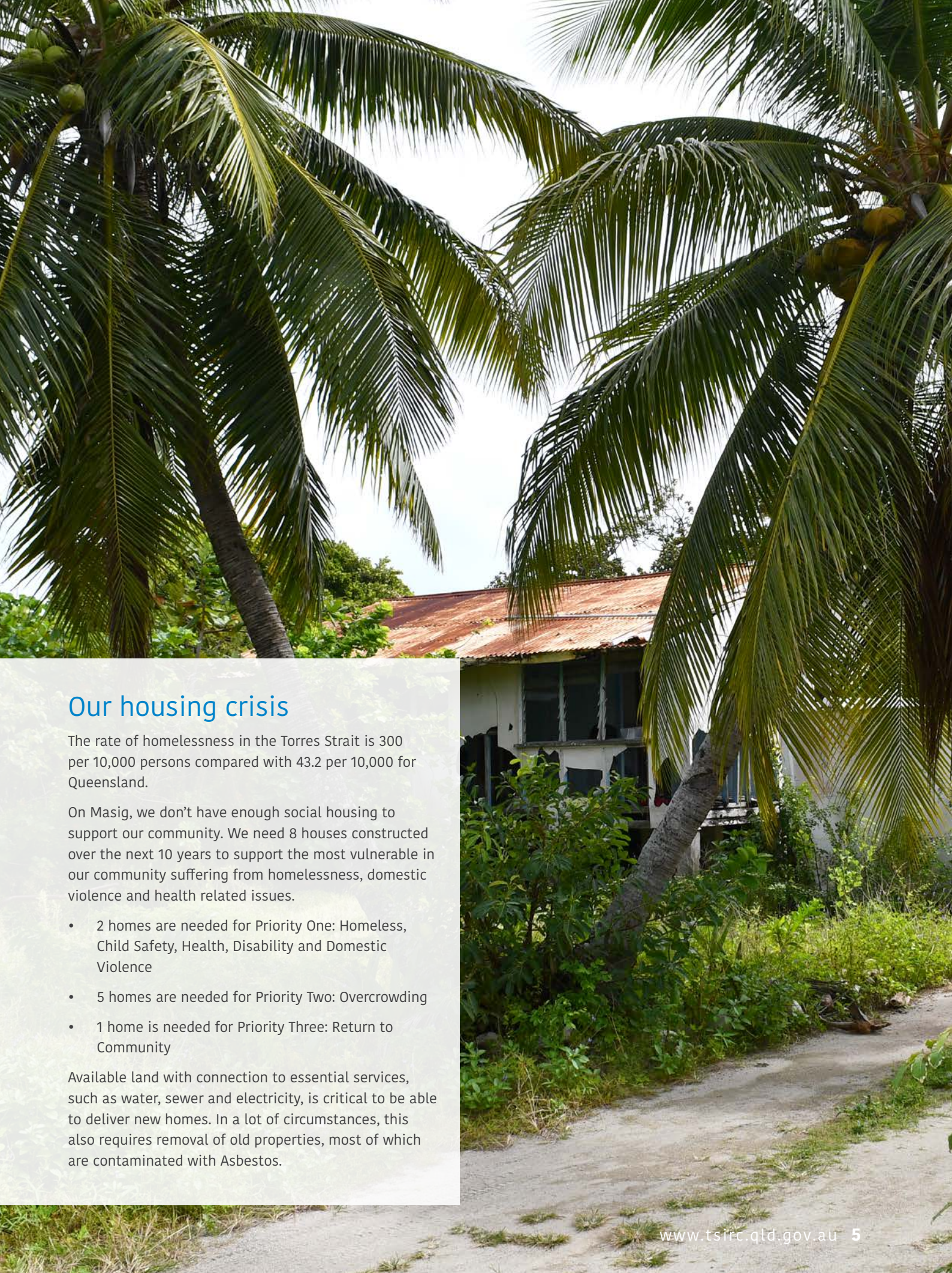
## The condition of our roads

Many community roads are not able to have works funded as they are not gazetted roads. Funding is currently restricted to 'like for like' which means as soon as there is weather, the renewed road is washed away due to no resilience/betterment funding. Local knowledge is not being taken into consideration when maintaining roads.

Our most pressing need is to manage the dust from our roads.

- We need funding to install bore water wells so we can manage the dust from the roads by watering them down and keeping our homes dust free. Even driving 10km an hour stirs up so much dust because our environment is so dry.





## Our housing crisis

The rate of homelessness in the Torres Strait is 300 per 10,000 persons compared with 43.2 per 10,000 for Queensland.

On Masig, we don't have enough social housing to support our community. We need 8 houses constructed over the next 10 years to support the most vulnerable in our community suffering from homelessness, domestic violence and health related issues.

- 2 homes are needed for Priority One: Homeless, Child Safety, Health, Disability and Domestic Violence
- 5 homes are needed for Priority Two: Overcrowding
- 1 home is needed for Priority Three: Return to Community

Available land with connection to essential services, such as water, sewer and electricity, is critical to be able to deliver new homes. In a lot of circumstances, this also requires removal of old properties, most of which are contaminated with Asbestos.





## Managing our waste

Our waste facility is overflowing and requires a new site. As a result of the overflowing facility, Masig experiences illegal dumping of waste outside of the facility which is harmful to health of the environment and people. We care about our environment and need funding to build a sustainable waste facility and develop alternative solutions to transfer waste out of the community.

## Access to safe & reliable water

We need funding to replace our lagoon fencing to protect our water. Our sewerage infrastructure is severely degraded, and we need the Sewerage Treatment Plant Replaced.

We need bore water wells to address the ongoing water restrictions so our community can grow vegetables and improve our health and wellbeing.

## Our community meeting points

Our local stadium is rundown and rusted. The lights, fencing and cement is broken. The basketball hoops are broken. 15 years ago we had an active and happy community. 15 years ago we played basketball and volleyball.

Now we have no social outlet, no sporting facilities, our kids turn to drugs and alcohol, our elders suffer from diabetes. People stay at home and there is little social gathering, important to our culture and wellbeing is at risk.

Obesity and diabetes have become so prevalent, doctors now visit community every Tuesday. Previously we only needed doctors once a month.

We need funding for our stadium to be rebuilt so our health and wellbeing does not continue to decline.

## Protecting our borders

There is little to no Border Force presence in Masig and nearby islands, making us vulnerable as our role is to simply 'observe and report' illegal activity. Our community does not feel safe.

## Building our economy

Our environment is pristine and the potential for economic development is significant, through commercial fishing and tourism. We need help to build the infrastructure to support our community to be self-sustainable and thrive. We have many opportunities to build and grow a sustainable economy on Masig but we need to make it simpler.

- We need help so our community can develop the knowledge on how to run a small business. The lack of knowledge is holding us back.
- Currently there is small business loan funding available through TSRA, however accessing this to start up a small business such as a commercial fishing or tourism operation is virtually impossible due to the complexity of the application where you need a business degree to understand the process, creating unnecessary barriers for our community to overcome.

Reduce the red tape and make it simpler so we are not held back.

## Protecting our environment

Masig Island is shaped like a teardrop, surrounded by reefs and with currents coming from all directions. Our beaches are being eroded well beyond normal, we call this the 'Shifting Sands'.

Due to the positioning of the barge ramp, sand continues to build up on the western side of the island as it cannot move past the ramp. This fills up the channel, making the current dredging practices pointless.

As a result, our coral reefs are getting shallower, being filled with sand and this is causing our cray populations to migrate out of the area. Our divers, where normally fishing for cray only a few hundred meters offshore, are now having to travel up to 10 nautical miles, risking their lives in rough seas, with damaged boats just to make a living.







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**DIRECTORATES:** *Building Services & Community Services*

**AUTHOR:** *Executive Director Building Services & Executive Director Community Services*

## **TSIRC SOCIAL HOUSING STRATEGY 2024**

### **OFFICER RECOMMENDATION:**

**Council resolves to:**

- (a) **Approve and adopt the TSIRC Social Housing Strategy 2024 as the guiding framework for addressing the housing needs of the Torres Strait Island Regional Council communities.**
- (b) **Commit to implementing the identified objectives and priorities within the Strategy, including increasing housing supply, managing land availability and improving the quality and sustainability of housing infrastructure across the region.**
- (c) **Pursuant to Section 257 of the *Local Government Act 2009*, delegate authority to the Chief Executive Officer to negotiate, finalise, and execute matters associated with implementing the strategy, including funding arrangements, partnership agreements, and project delivery, in accordance with TSIRC's procurement and ethical sourcing policies.**

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### **EXECUTIVE SUMMARY:**

This resolution endorses the Torres Strait Island Regional Council's 10-Year Social Housing Strategy, which outlines a comprehensive roadmap to address the critical housing challenges faced by communities across the Torres Strait region. The strategy is aligned with TSIRC's long-term vision for social housing and focuses on improving outcomes in areas such as housing supply, accessibility, quality, and sustainability.

### **Interested Parties/Consultation:**

- Councillors/ Mayor
- TSIRC Building Services
- TSIRC Community Services
- SARG Standing Committee

### **Background:**

To effectively plan for future funding requirements, the Department of Housing and Public Works requested that TSIRC Housing develop a comprehensive strategy and budget to assess the social housing needs across the Torres Strait Island Regional Council communities for the next 10 years.

The development of this strategy involved a detailed analysis of key data sources, including the TSIRC Housing Needs Register and town planning data, as well as the Masterplans for each island community. These resources provided critical insights into current and future housing demands, land availability, and opportunities for development.

The draft strategy was presented to the Mayor and Councillors in November for their review, with the final plan to be submitted to the Department of Housing and Public Works following formal endorsement by the Council in December.



To ensure the strategy remains adaptive to evolving needs, it will be reviewed and updated annually. This process will account for changes in housing demand, shifting community priorities, and the availability of suitable land for development. By maintaining this proactive approach, TSIRC will continue to deliver targeted, effective housing outcomes that address the long-term needs of the Torres Strait communities.

## **STRATEGIC OBJECTIVES:**

The strategy focuses on key objectives, including:

**Increase the Supply of Social Housing:** Address overcrowding and improve living conditions for all community members.

**Promote Culturally Appropriate Solutions:** Support housing designs that reflect cultural values while enhancing sustainability and resilience through innovative approaches.

**Standardise Housing Designs:** Develop standardised designs to ensure readiness when funding opportunities arise.

**Forward Planning for Funding:** Provide cost estimates and strategic plans to secure funding from relevant bodies for future housing developments.

**Native Title Consultation:** Establish a Native Title consultation plan to address land use considerations and ensure compliance with community needs and legal requirements.

## **TSIRC Housing Initiatives:**

TSIRC Housing has developed a 10-Year Capital Construction Plan and Social Housing Strategy to proactively respond to emerging funding opportunities. This plan includes:

- Detailed town planning, subdivisions, and infrastructure development strategies for future community needs.
- Alignment with the Department of Seniors, Disability Services, and Aboriginal and Torres Strait Islander Partnerships (DSDSATSIP), which has indicated annual funding opportunities for planning land expansions in priority communities.

By incorporating forward-looking initiatives, TSIRC will be "shovel-ready" for Development Applications that address housing needs and support future growth.

**COMPLIANCE / CONSIDERATIONS:**

<b>Statutory:</b>	<ul style="list-style-type: none"><li>• <i>Local Government Act 2009</i></li><li>• <i>Local Government Regulation 2012</i></li><li>• <i>National Construction Code Building Act 1975</i></li><li>• <i>Building Regulation 2006</i></li><li>• <i>Queensland Building and Construction Commission Act 1991</i></li><li>• <i>Queensland Building and Construction Commission Regulation 2018</i></li></ul>
<b>Budgetary:</b>	<ul style="list-style-type: none"><li>• N/A</li></ul>
<b>Policy:</b>	N/A
<b>Legal:</b>	N/A
<b>Risk:</b>	Risk Management <ul style="list-style-type: none"><li>•</li></ul>
<b>Links to Strategic Plans:</b>	Corporate Plan 2020-2025 <ul style="list-style-type: none"><li>•</li></ul>
<b>Masig Statement:</b>	<ul style="list-style-type: none"><li>• Create partnership with Key Regional Stakeholders, the Queensland and Australian governments together with other relevant organisations to better equip us to work together to achieve our regional goals and aspirations</li></ul>
<b>Standing Committee Consultation:</b>	<ul style="list-style-type: none"><li>• Housing and Safe and Healthy Communities Committee</li></ul>
<b>Timelines:</b>	<ul style="list-style-type: none"><li>• Submit report to Funding Partners (Department of Housing and Public Works) by 25<sup>th</sup> December 2024</li></ul>

**Other Comments:**

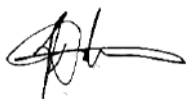
Nil.

**Recommended:**

Wayne Green  
Executive Director Building Services

**Recommended:**

Dawson Sailor  
Executive Director Community Services

**Approved:**

James William  
Chief Executive Officer

**ATTACHMENTS:**

- TSIRC Social Housing Strategy 2024

Torres Strait Island Regional Council

# *Social Housing strategy 2024*

Developed	October 2024
Endorsed	November 2024
Review	October 2025





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# Introduction

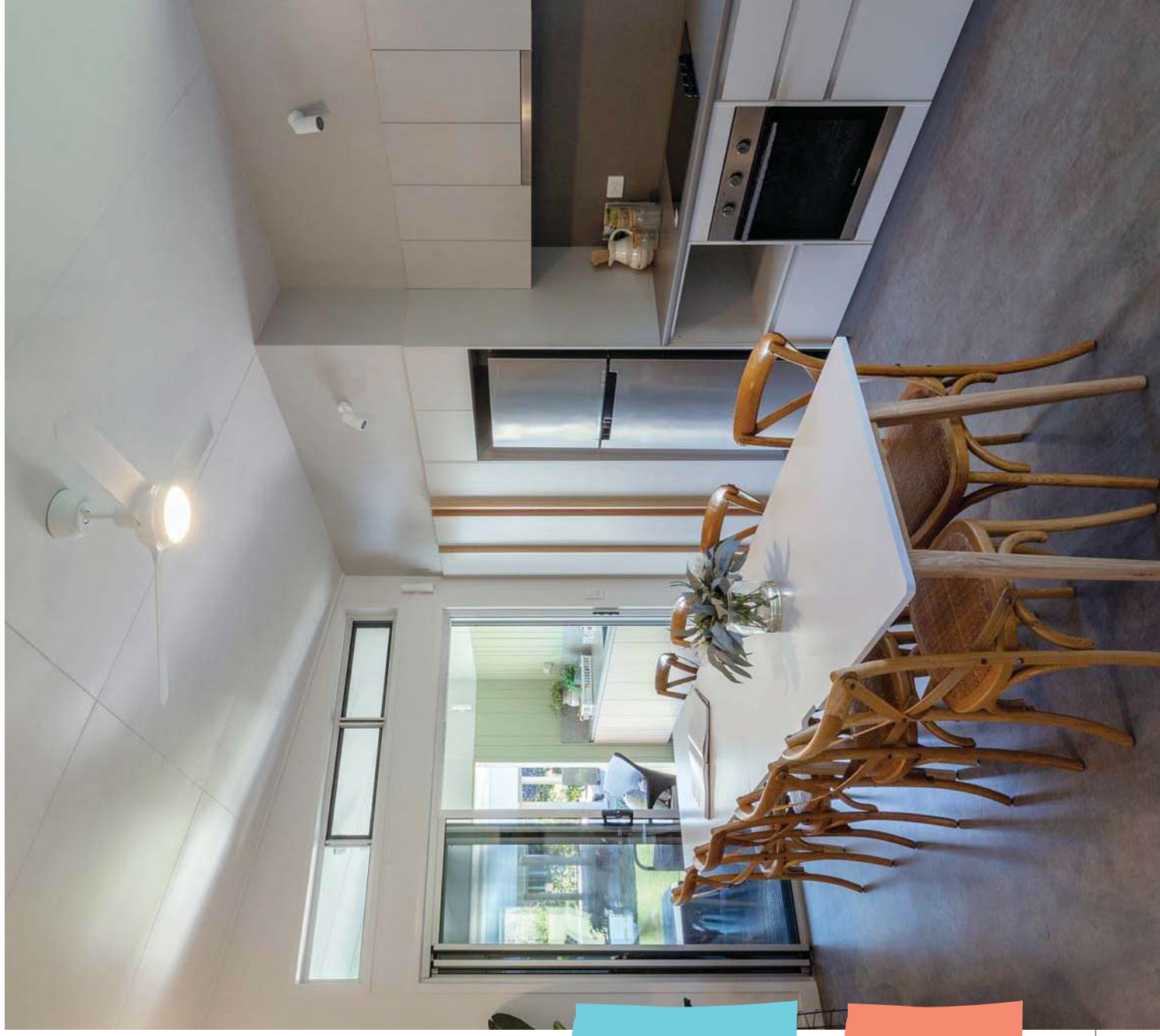
TSIRC Housing are dedicated to delivering housing solutions that respect, preserve and promote the rich cultural heritage of the Torres Strait Islander communities. We understand that housing is more than just shelter, it is a vital part of community life, cultural identity and well-being. By delivering quality, culturally appropriate housing, we ensure that our homes meet the unique social, cultural and environmental needs of the Torres Strait Islander people.

Every First Nations person in Queensland has a safe and secure place to call home that meets personal, location and cultural needs. This Home provides the foundations to thrive.

(Our Place: First Nations Housing and Homelessness  
Action Plan 2024-2027)

Boost our Social Housing Big Build - 53,500 new social homes by 2046, providing 1200 social homes for First Nations communities.

(Homes for Queenslanders)





# *Our region*

## OUR REGION

The Torres Strait is a strait between Australia and Papua New Guinea. It is 151 km (94 mi) wide at its narrowest extent. To the south is Cape York Peninsula, the northernmost extremity of the Australian mainland. To the north is the Western Province of Papua New Guinea, only 4 km from Saibai.

The Strait links the Coral Sea in the east with the Arafura Sea and Gulf of Carpentaria in the west. Although it is an important international shipping channel, it is very shallow (water depth of 7–15 metres) with a maze of reefs and islands with strong tidal currents in the narrow channels.

Geographically, the islands in the Torres Strait can be divided into four main groups: an eastern group of high volcanic islands; a central group of low sandy islands; a western group of high islands composed of volcanic and granitic rocks; and a northern group of low islands composed of mangrove mud and peats.



## REGIONAL DEMOGRAPHICS

Council's portfolio of responsibilities extends beyond the standard remit of local government. Our operations are spread across 42,000km2 and include the provision of 75 home support services and the management of regional transport infrastructure.



# The Masig statement

## THE MASIG STATEMENT

23 August 2022

MAILUNGU YANGU WAKAY

The Voice from the Deep

### PURPOSE

To establish principles and parameters on behalf of the peoples of the Torres Strait and Northern Peninsula Area to act together in unity, in order to pursue and achieve self-determination and regional autonomy and, in so doing, preserve our distinctive and diverse spiritual, material and economic relationship with the lands, territories, waters, coastal seas and other resources with which we have a connection under Alan Kiatom and Aboriginal tradition.

### AIMS

1. In accordance with Article 3 of the United Nations Declaration on the Rights of Indigenous Peoples adopted by the United Nations General Assembly on 13th September 2007 and supported by the Australian Government on 3rd April 2009 and the Preamble of the Human Rights Act 2019 (Qld), we seek to achieve our right to self-determination as the peoples of the Torres Strait and Northern Peninsula Area.

2. By virtue of our sovereign right, we have the right to freely determine our political status and to freely pursue our economic, social and cultural development.

3. In keeping with Article 4 of the United Nations Declaration on the Rights of Indigenous Peoples, in exercising our right to self-determination, we have the right to autonomy or self-government in matters relating to our internal and local affairs, as well as ways and means for financing their autonomous functions.

4. Therefore, we will create partnerships with Key Regional Stakeholders, the Queensland and Australian governments together with other relevant organisations to better equip us to work together to achieve our regional goals and aspirations, and in working together as representatives of the peoples of the Torres Strait and Northern Peninsula Area obtain and safeguard our human rights enshrined in International, National and Queensland law.

### PAST

23 August 1937 was the beginning of regional autonomy ^ The Torres Strait Island Councillors Conference.

### PRESENT

23 August 2022 is the beginning of a new beginning, a culturally united path to regional sovereignty The MASIG Statement.

### FUTURE

23 August 2037 will be the beginning of regional sovereignty.

“Access to housing is a fundamental human right that still needs to be realised for many of our 15 isolated and remote island communities, particularly those impacted by our unique location near international borders.

As the current Housing Service Provider we continue to deliver both tenancy and property management services. Ensuring safe, affordable and secure housing for our people across the region is a challenging endeavour, however it can also be a real opportunity, with the right policy setting, investment from Government and strong partnerships with our communities.

To achieve better health outcomes, creating healthier, safer and thriving communities, providing appropriate housing is essential. When families are happy and feel safe, they can flourish, prosper and thrive and most importantly feel valued, enabling them to maintain kinship and their deep affiliations to land and sea country.

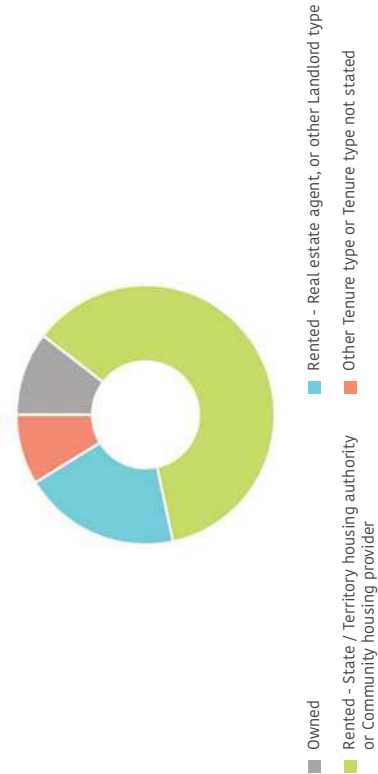
Our ten-year strategic plan for social housing offers a clear road map for Council to engage in dialogue, and advocate to all levels of Government to work in collaboration and partnership with our Council as we move toward achieving our aims outlined in The Masig Statement.”

Phillemon Mosby  
TSIRC Mayor

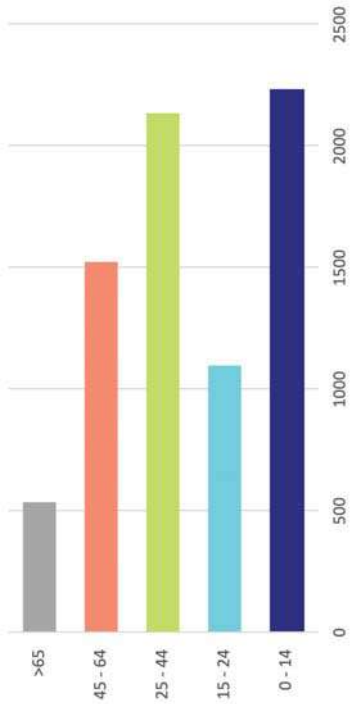


# Our communities

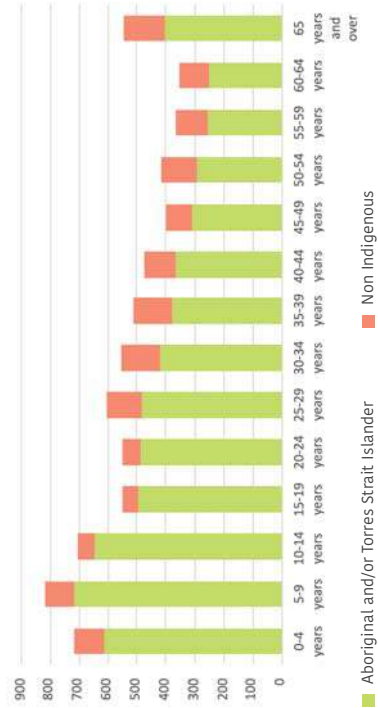
Tenure



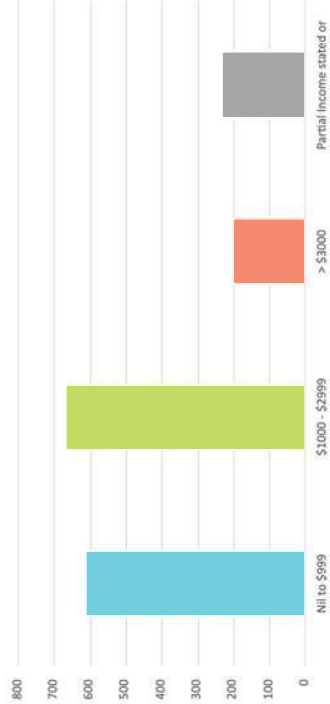
Age



First Nations status



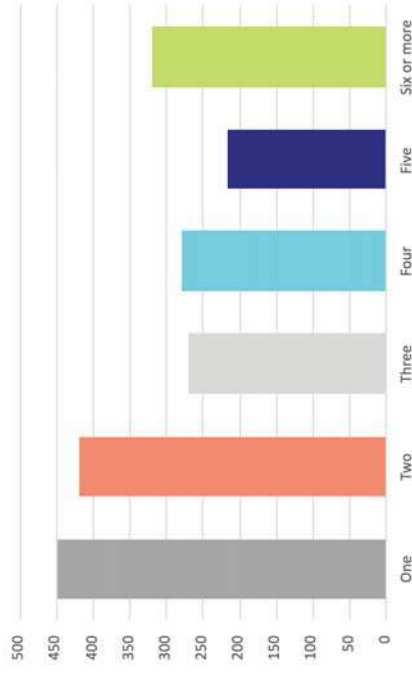
Income



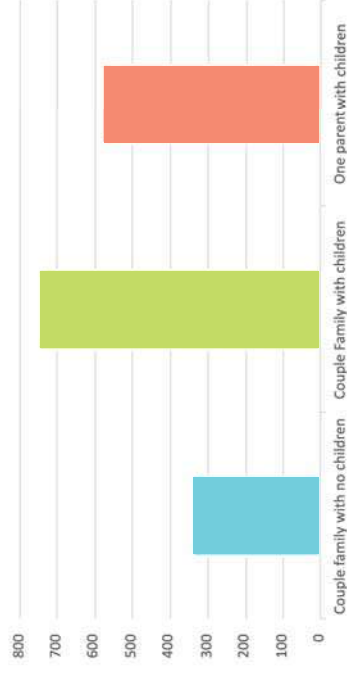


# Our communities

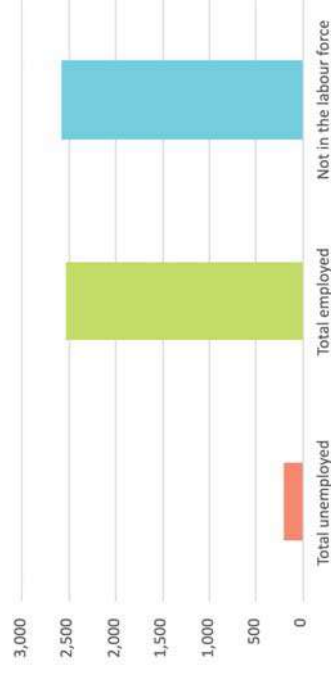
## Household composition



## Family composition



## Employment status



## *Our customs and culture*

For Torres Strait Islander people, housing is more than just a place to live - it is the heart of community life, cultural continuity and social well-being. Homes are where traditions are passed down, families gather and connections to land and sea are maintained.

Housing reflects the values of kinship, respect for Elders and the collective spirit that defines the Torres Strait Islander way of life. It provides the foundation for strong, resilient communities, supporting not only physical shelter but cultural identity, social unity and a deep connection to the natural environment.





# *Our housing need*

Housing Need Data held by Council - TSIRC Housing Department categories the Housing Need through the islands in 3 main categories:

## **PRIORITY ONE**

**VERY HIGH NEED:** Homeless, Child Safety, Health, Disability and Domestic Violence

## **PRIORITY TWO**

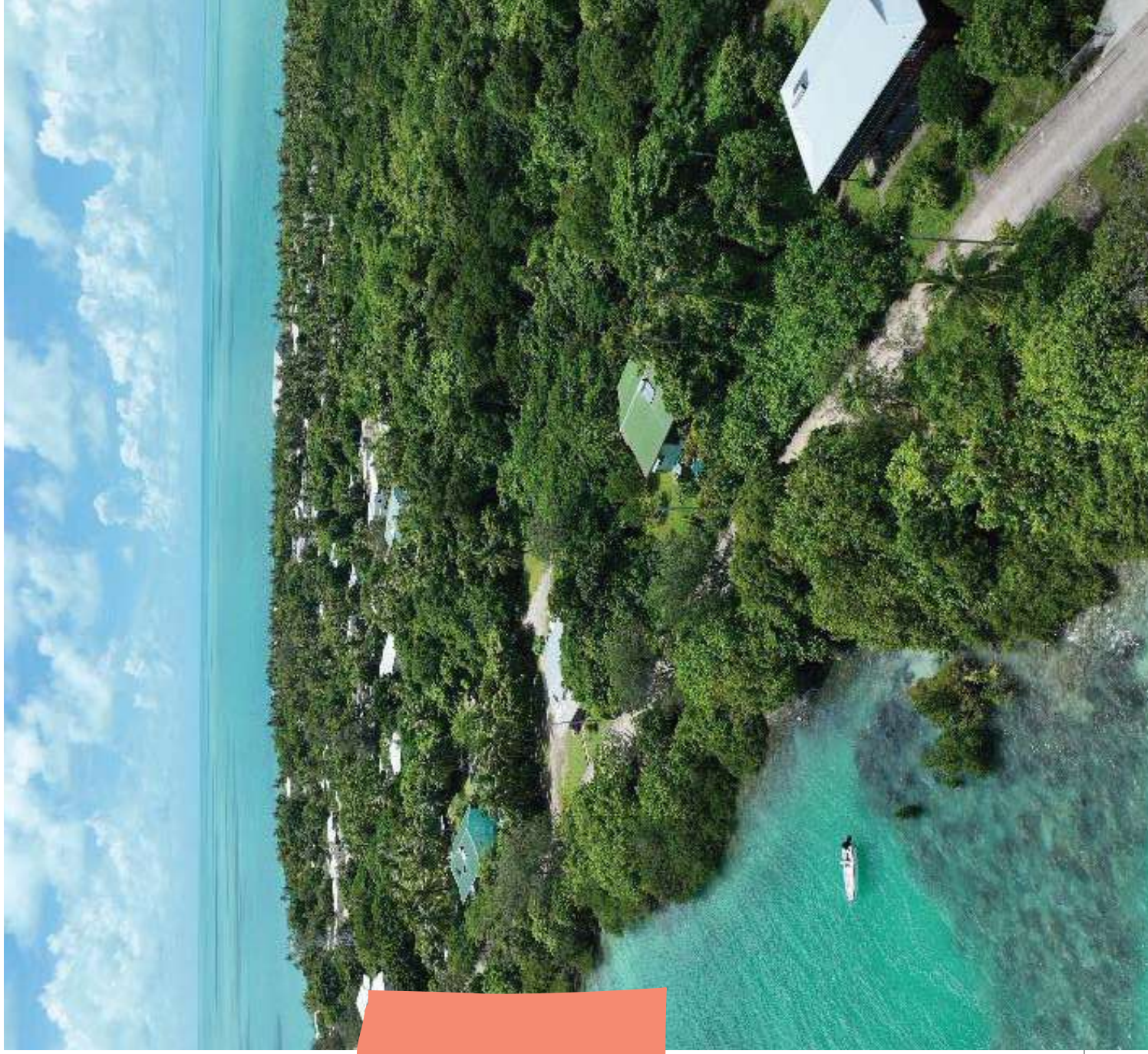
**HIGH NEED:** Overcrowding

## **PRIORITY THREE**

**MODERATE/LOWER NEED:** Return to Community

The vast majority of housing in the Torres Strait Island LGA is social housing supplied and managed by the Torres Strait Island Regional Council (TSIRC) - with 2021 ABS Census data showing that 89.4% of dwellings are rented and 6.2% fully owned and 0.3% being purchased.

The rate of homelessness is 300 per 10,000 persons compared with 43.2 per 10,000 for Queensland. The capacity to move to private ownership is minimal, with 100% of the population in the most disadvantaged quintile of the Socio-Economic Index for Areas (SEIFA).





# Our cohorts and their needs

## FAMILIES - LARGE FAMILIES WITH MULTI-GENERATIONAL LIVING ARRANGEMENTS

This cohort consists of families that have multiple generations living together under one roof. These households may include grandparents, parents, children and sometimes even extended relatives such as uncles, aunts and cousins. These living arrangements are common in our Communities and can arise due to several factors such as:

**Cultural traditions:** In our culture, it is common for several generations to live together, where the elders are cared for by the younger generations and family bonds are deeply valued.

**Economic necessity:** High housing costs or economic hardship can make multi-generational living a practical solution for sharing expenses, including housing, utilities and caregiving responsibilities.

**Caregiving needs:** In some cases, elderly family members may require care, or young parents may need help with childcare. Multi-generational homes provide a support system where caregiving is shared across generations.

The housing needs for this cohort are often different from those of nuclear families. They typically require larger living spaces with multiple bedrooms, flexible living areas and facilities that cater to both older adults and young children. Homes with accessible features for the elderly, such as ramps or single-level layouts, may also be necessary.





# Our cohorts and their needs

## FAMILY AND DOMESTIC VIOLENCE SURVIVORS

This cohort comprises individuals or families, often women and children, who are escaping or have experienced family and domestic violence. They face unique and urgent housing needs, as their primary concern is often immediate safety and security. Survivors of domestic violence often require:

**Safe and secure accommodation:** Short-term crisis accommodation such as women's shelters or refuges, where they can safely escape their abuser and receive support.

**Longer - term housing solutions:** Once they have moved out of immediate danger, these individuals and families need stable, long-term housing options. Affordable housing in safe neighbourhoods is essential and sometimes survivors need support transitioning into independent living.

**Specialised support services:** This group often benefits from integrated support services, such as counselling, legal assistance and access to employment opportunities. The impact of domestic violence on mental health, economic independence and social well-being often requires holistic support systems.

The needs of this cohort extend beyond just housing; a trauma-informed approach that ensures emotional and physical safety is essential in meeting their overall well-being. This cohort's housing needs vary from short term crisis accommodation to long term settlement in a dwelling suitable for the family size and composition.





# *Our cohorts and their needs*

## SENIORS - INDEPENDENT LIVING

This cohort includes older adults, typically 65 and over, who are still relatively independent but may have some physical limitations or health conditions. These seniors would prefer to live autonomously rather than with family members. The main features of housing suitable for this group include:

**Age-friendly designs:** Homes designed to be age-friendly, with features such as no-step entries, single-level living, wide doorways, grab bars in bathrooms and good lighting.

**Proximity to family:** While seniors may not wish to live directly with their family members, they often prefer to reside nearby. This allows them to maintain a connection with the family unit, while still preserving their own independent and secure living space.

**Community engagement:** Social isolation can be a concern for seniors, so housing solutions **MUST** include access to community and cultural activities.

**Safety and security:** Homes that are safe and secure are critical for seniors who may be more vulnerable to outside intrusions.

Independent living seniors often seek to age in place, meaning they prefer homes that will accommodate their changing mobility and health needs over time without requiring them to relocate. The housing needs for this cohort are generally single level, smaller and more compact in nature.



# *Our cohorts and their needs*

## SINGLE-PARENT FAMILIES

This cohort comprises single parents, typically mothers, raising one or more children on their own. Single-parent families often face specific challenges in balancing work, childcare and household responsibilities. Their housing needs include:

**Suitable family housing:** Single-parent families are usually dependant on Government welfare payments, making social housing critical. They need housing that is safe and provides sufficient space for children, including multiple bedrooms.

**Safety and stability:** Many single-parent families have experienced instability, whether through divorce, the death of a partner, or other life changes. Therefore, stable housing is essential for providing a secure environment where the parent and children can thrive.

**Community support services:** Single parents will need access to social services, such as financial assistance, parenting resources and childcare. In addition, housing that offers community connections can help single parents build a support network.

Single-parent households, especially those headed by women, are a key group for housing programs aimed at creating equitable opportunities. The housing needs for this cohort vary and they require a dwelling suitable for the family size and composition.





# Our cohorts and their needs

## SINGLE ADULT MEN

This cohort includes single men, often of working age, who live independently and are typically without dependents. This group can encompass a wide range of individuals, from young men to middle-aged or elderly men who may be facing health issues, or homelessness. Their housing needs may include:

**Single housing units:** Single adult males often need access to social housing options such as single-room occupancy (SRO) units, shared accommodations, or small studio apartments.

**Community proximity:** Single men will require housing that allows them to maintain community connections and cultural customs and traditions.

**Temporary or transitional housing:** Some men may be experiencing temporary homelessness and require transitional housing that provides them with shelter while they wait for a social housing opportunity to arise.

**Health and wellness support:** Mental health, substance abuse, or medical challenges may affect this group disproportionately, meaning they may require housing that includes access to support services such as counselling or healthcare.

The housing needs for this cohort are generally more compact in nature with single bedroom accommodation considered a suitable option. Single adult males often fall through the cracks of social safety nets, making tailored housing solutions important for improving their stability and quality of life.





## *closing the gap*

Providing a safe and secure home for First Nations people is a crucial foundation for enabling individuals and communities to thrive. Safe, secure and culturally appropriate housing not only meets basic needs but also serves as a platform for improving health, education, employment and social and emotional wellbeing.

### **Target 4: Children thrive in the early years**

Culturally appropriate housing that is designed and informed by community members ensures that homes align with the cultural values, practices and child-rearing traditions of the Torres Strait Islander community. This can contribute to creating stable, supportive environments that allow children to grow and thrive. Adequate, stable housing is a key factor in early childhood development. Homes that are not overcrowded and that provide a safe space are essential for the wellbeing of children. Community-Led Place-Based Design ensures that housing design supports extended family structures, which are significant in the Torres Strait Islander culture. This allows children to be raised in environments where they can receive support from a broader kinship network, contributing to their emotional and developmental wellbeing.

### **Target 9: People can secure appropriate, affordable housing**

Culturally appropriate housing, guided by Community-Led Place-Based Design, helps address the specific housing needs of Torres Strait Islander people. For instance, designing homes that accommodate multi-generational living or seasonal migration patterns can better align with their cultural practices and improve their overall living conditions. Community involvement ensures that housing solutions are contextually appropriate, thus reducing the likelihood of overcrowding, as homes are designed with the right size and facilities for the intended family structures and fosters local ownership and pride in the housing projects.

### **Target 13: Families and households are safe**

A community-led approach ensures that housing design incorporates safety features and mechanisms that are in line with cultural norms while addressing concerns about family violence. Appropriately designed housing can also offer spaces that support family privacy and wellbeing, which are critical in reducing tension and conflict within households. Community-led initiatives foster collective responsibility, allowing the community to create housing solutions that support family safety, with the potential to provide culturally safe environments for women and children.

### **Target 14: People enjoy high levels of social and emotional wellbeing**

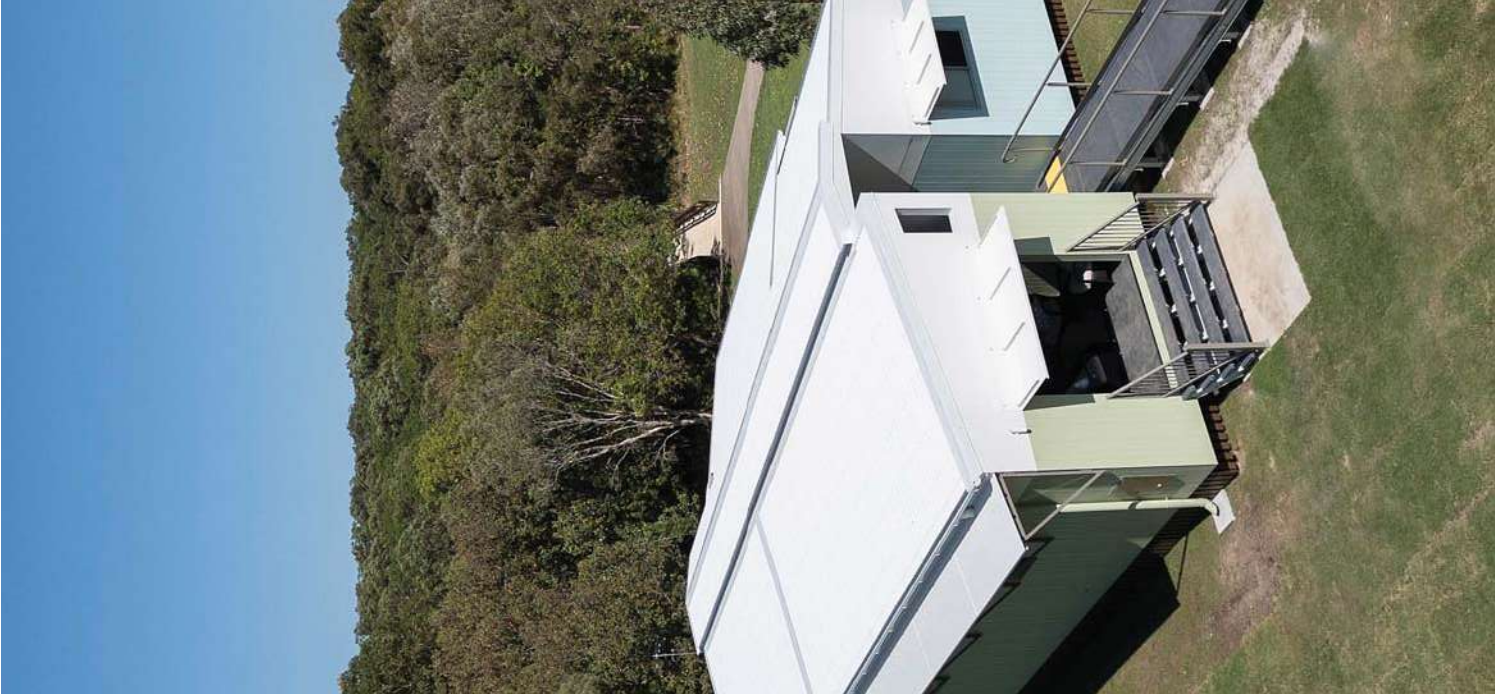
Housing designed through a Community-Led Place-Based process is likely to incorporate cultural symbols, community gathering spaces and designs that reflect the traditional lifestyle of Torres Strait Islanders. This reinforces cultural identity and pride, directly contributing to social and emotional wellbeing. Having a secure and appropriate place to live is a fundamental determinant of health and wellbeing. Culturally appropriate housing fosters a sense of belonging, which enhances social cohesion and contributes positively to mental health outcomes. The design process itself can empower communities, giving them a voice in shaping their living environments. This empowerment and involvement promote a sense of control over their circumstances, further supporting emotional wellbeing.



# Our housing design

The Torres Strait Island Regional Council (TSIRC) has partnered with QOGA to develop a housing design that considers the climatic, cultural and lifestyle needs of the Torres Strait Island people. TSIRC is working closely with QOGA to adapt and modify the design to meet various accommodation needs, including those listed below:

Housing requirement	Design and construction delivery process
Modular House - Lowset	Modern Methods of Construction QOGA open plan island design delivered in a volumetric modular capacity
Modular House - Highset	Modern Methods of Construction QOGA open plan island design delivered in a volumetric modular capacity
Traditional Build - Lowset	QOGA open plan island design delivered in a flatpack kit of parts capacity with onsite assembly
Traditional Build - Highset	QOGA open plan island design delivered in a flatpack kit of parts capacity with onsite assembly
Detached Extension - Lowset	QOGA open plan island design modified for extension arrangements. These designs will be delivered either as MMC volumetric modular units or as flatpack kits, allowing for onsite assembly
Detached Extension - Highset	QOGA open plan island design modified for extension arrangements. These designs will be delivered either as MMC volumetric modular units or as flatpack kits, allowing for onsite assembly
Underbuild/Attached extension	Bespoke designs will be developed based on existing dwellings, utilising durable materials specified for offshore marine conditions, with construction taking place onsite
Duplex/Triplex	QOGA open plan island design will be modified based on land availability and conditions, utilising durable materials specified for offshore marine conditions, with construction taking place onsite.
Low-rise Units	A range of designs will be developed based on land availability and conditions, utilising durable materials specified for offshore marine conditions, with construction taking place onsite



## Land availability and development

Community	P1	P2	P3	Lots	Development (Subdivision Required)	Cost	Action
Badu	15	17	7	32	5-10 Years	\$62,696,175	Refer Masterplan
Boigu	2	12	1	4	1-5 Years	\$23,662,648	Refer Masterplan
Dauan	3	7	11	3	1-5 Years	\$12,345,788	Refer Masterplan
Erub	4	3	0	5	1-5 Years	\$11,068,844	Refer Masterplan
Hammond	5	9	6	1	1-5 Years	\$3,845,784	Refer Masterplan
Iama	7	16	5	11	5-10 Years	\$6,429,770	Refer Masterplan
Kubin	TBA	TBA	TBA	19	TBA	\$2,896,532	Refer Masterplan
Mabuiag	2	1	0	8	10 Years +	\$3,195,879	Refer Masterplan
Masig	2	5	1	15	10 years +	\$2,316,975	Refer Masterplan
Mer	1	12	1	12	10 Years +	\$9,191,972	Refer Masterplan
Poruma	0	4	3	2	1-5 Years	\$1,097,857	Refer Masterplan
Saibai	4	6	6	4	1-5 Years	\$64,979,679	Refer Masterplan
St Pauls	3	9	8	23	10 Years +	\$32,797,631	Refer Masterplan
Ugar	0	1	1	9	10 Years +	\$1,867,271	Refer Masterplan
Warraber	1	6	2	4	5-10 Years	\$21,376,567	Refer Masterplan



## consolidated construction plan

Community	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	Total	Budget
Badu	2	2	2	4	4	3	5	6	6	5	39	\$113,509,838
Boigu	2		2	2		2		3	2	2	15	\$42,987,621
Dauan	1	1		3	2	3	2	4	2	4	22	\$63,035,025
Erub		3	2		2	1	1				9	\$20,710,050
Hammond	2		3		4	2	4		4	1	20	\$56,750,322
Iama	2	4		4	2	4	3	4	2	3	28	\$79,680,438
Mabuiag			3								3	\$7,712,820
Masig		2			3		2	1			8	\$22,184,061
Mer	2		3	2	3		2		2	2	16	\$41,733,264
Poruma		2		2		1				2	7	\$19,682,200
Saibai	2		4		2	2	2		2	2	16	\$45,055,780
St Pauls		3		2	4	4	2	4	1		20	\$56,466,503
Ugar	1								1		2	\$5,560,342
Warraber	2		2	1		4					9	\$24,204,123
<b>Total</b>	<b>16</b>	<b>17</b>	<b>21</b>	<b>20</b>	<b>26</b>	<b>26</b>	<b>23</b>	<b>22</b>	<b>22</b>	<b>21</b>	<b>214</b>	<b>\$599,272,390</b>

## construction delivery timeline – P1

Community	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	Total	Budget
Badu	2			2	2	2	2	2	2	1	15	\$42,929,854
Boigu	2										2	\$4,800,000
Dauan		1		2							3	\$7,805,846
Erub			2		2						4	\$10,649,990
Hammond	2		1		2						5	\$12,879,050
Iama		2		2		2	1				7	\$18,940,953
Mabuiag			2								2	\$5,141,880
Masig		2									2	\$4,968,000
Mer			1								1	\$2,570,940
Poruma											0	
Saibai			2			2					4	\$10,842,774
St Pauls		1			2						3	\$7,992,110
Ugar											0	
Warraber				1							1	\$2,660,923
<b>Total</b>	<b>6</b>	<b>6</b>	<b>8</b>	<b>7</b>	<b>8</b>	<b>6</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>49</b>	<b>\$132,182,321</b>



## construction delivery timeline – p2

Community	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	Total	Budget
Badu		2	2	2	2	1	2	2	2	2	17	\$48,660,240
Boigu			2	2		2		2	2	2	12	\$35,134,151
Dauan	1			1		2		2		2	8	\$22,000,665
Erub		3				1	1				5	\$10,060,060
Hammond			2		2		2		2	1	9	\$26,142,053
Iama	2	2		2		2	2	2	2	2	16	\$45,660,697
Mabuiag			1								1	\$2,570,940
Masig					2		2	1			5	\$14,462,006
Mer	2		2	2	2		2		2	2	14	\$36,408,269
Poruma		2		2							4	\$10,289,846
Saibai	2		2		2						6	\$15,449,990
St Pauls		2		2		2		2	1		9	\$25,258,022
Ugar	1										1	\$2,400,000
Warraber	2		2			2					6	\$15,842,306
<b>Total</b>	<b>10</b>	<b>11</b>	<b>13</b>	<b>13</b>	<b>10</b>	<b>12</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>113</b>	<b>\$310,339,245</b>

## construction delivery timeline – p3

Community	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	Total	Budget
Badu							1	2	2	2	7	\$21,919,744
Boigu								1			1	\$3,053,470
Dauan					2	1	2	2	2	2	11	\$33,228,514
Erub												
Hammond						2	2		2		6	\$17,729,219
Iama					2			2		1	5	\$15,078,788
Mabuiag												
Masig					1						1	\$2,754,055
Mer					1						1	\$2,754,055
Poruma						1				2	3	\$9,392,354
Saibai							2		2	2	6	\$18,763,016
St Pauls					2	2	2	2			8	\$23,216,371
Ugar									1		1	\$3,160,342
Warraber						2					2	\$5,700,894
<b>Total</b>					<b>8</b>	<b>8</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>52</b>	<b>\$156,750,824</b>



# *Delivery model and future housing construction programs*

When the Council manage construction programs, as principal, principal contractor and program manager through funding agreements, the Council ensures that culturally appropriate practices and local knowledge are incorporated into the planning and delivery of social housing programs. The unique cultural context of the Torres Strait Islanders can be better respected and preserved when the Council controls the process.

Community Engagement is essential and the Council can ensure meaningful engagement with the community at every stage of the project, ensuring residents' voices are heard and their needs and aspirations are met. This includes ensuring traditional protocols are followed during construction, from land use agreements to engaging with elders and community leaders.

Housing can be built to accommodate extended family living and other cultural requirements with Custom Design features preferable and can be as simple as incorporating designs that reflect the local culture, climate and way of life. When community members are actively involved in the design and delivery of social housing, they take more pride in the results, which leads to greater care and long-term sustainability of the housing stock.

Given the logistical challenges of working in remote locations like the Torres Strait Islands, the Council can ensure that housing projects are specifically designed and managed to suit the unique geographical and environmental challenges of the region. The Custom Design must ensure that housing is sustainable and resilient and built to withstand local climate conditions, such as high humidity, extreme weather events and saltwater corrosion.

When the Council is directly responsible for managing housing programs, there is likely to be greater trust and confidence in the process among residents as the community feels more connected to the outcomes.

By managing construction programs internally, the Council can ensure that the social housing outcomes are aligned with broader strategic goals for the Torres Strait Island region. This includes improved Housing Standards that meet the long-term needs of residents, particularly in terms of space and accessibility. Driving community cohesion, promoting social well-being and encouraging community engagement and providing a holistic approach to community development.







# Impacts and challenges

## NATIVE TITLE

### Challenges:

**Legal complexities:** Social housing projects on Indigenous lands must navigate Native Title legislation, requiring consent from Traditional Owners before development can proceed.

**Time-intensive negotiations:** Achieving agreements with Traditional Owners, such as Indigenous Land Use Agreements (ILUAs), can be a slow process, delaying project timelines.

**Cultural sensitivity:** Housing projects must respect local customs, cultural protocols and traditional land uses, which may require additional community consultation and adjustments to housing plans.

### Impacts:

**Delayed project start:** Native Title negotiations can significantly extend the time required to secure land for social housing, delaying the commencement of construction.

**Higher costs:** The legal fees and time involved in navigating Native Title processes can increase the overall cost of delivering housing as well as the required payable compensation.

**Community relations:** Fostering strong, respectful relationships with Traditional Owners is critical but time-consuming, impacting both project timelines and outcomes.



# Impacts and challenges

## AVAILABILITY OF LAND

### Challenges:

**Limited suitable land:** The Torres Strait Islands have limited land suitable for development due to natural constraints, traditional land ownership and environmental concerns.

**Competing land uses:** Land for social housing competes with other uses, such as community spaces, environmental conservation and private land, making it harder to allocate space for new developments.

### Impacts:

**Difficulty securing land:** Finding available and appropriate land for social housing is a challenge, leading to delays in addressing housing needs.

**Overcrowding:** With limited land, social housing developments may face issues of overcrowding, leading to inadequate living conditions for families in need.

**Higher land acquisition and development costs:** The scarcity of land suitable for development can inflate land prices, putting pressure on government budgets for social housing.







# Impacts and challenges

## COST TO DEVELOP SUBDIVISIONS

### Challenges:

**Infrastructure Deficits:** Many of the Torres Strait Islands lack the essential infrastructure needed for subdivisions (e.g. roads, water, electricity and sewage), requiring significant upfront investment.

**High Transportation Costs:** The remote location of the islands drives up costs for transporting materials, equipment and labour necessary to develop subdivisions.

**Environmental and Topographical Challenges:** The unique geography and environmental regulations of the islands require tailored planning, which increases both complexity and cost.

### Impacts:

**Increased Project Costs:** Developing the infrastructure necessary for social housing subdivisions is expensive, significantly raising the total cost of housing programs.

**Lengthy Development Process:** The need to build or upgrade infrastructure often leads to longer project timelines, delaying the availability of housing.

**Budget Constraints:** The higher costs of subdivision development may strain government housing budgets, limiting the number of homes that can be constructed and potentially reducing the scope of housing programs.

# Impacts and challenges

## INCREASED COST TO DELIVER SUITABLE HOMES IN THE TORRES STRAIT

### Challenges:

**Logistics and supply chain issues:** Transporting building materials and supplies from mainland Australia to the Torres Strait is a complex and complicated task, particularly for remote islands that are difficult to access.

**Specialised housing needs:** Social housing must be tailored to withstand harsh tropical conditions, such as strong winds, high humidity and saltwater corrosion, requiring more durable materials and construction techniques.

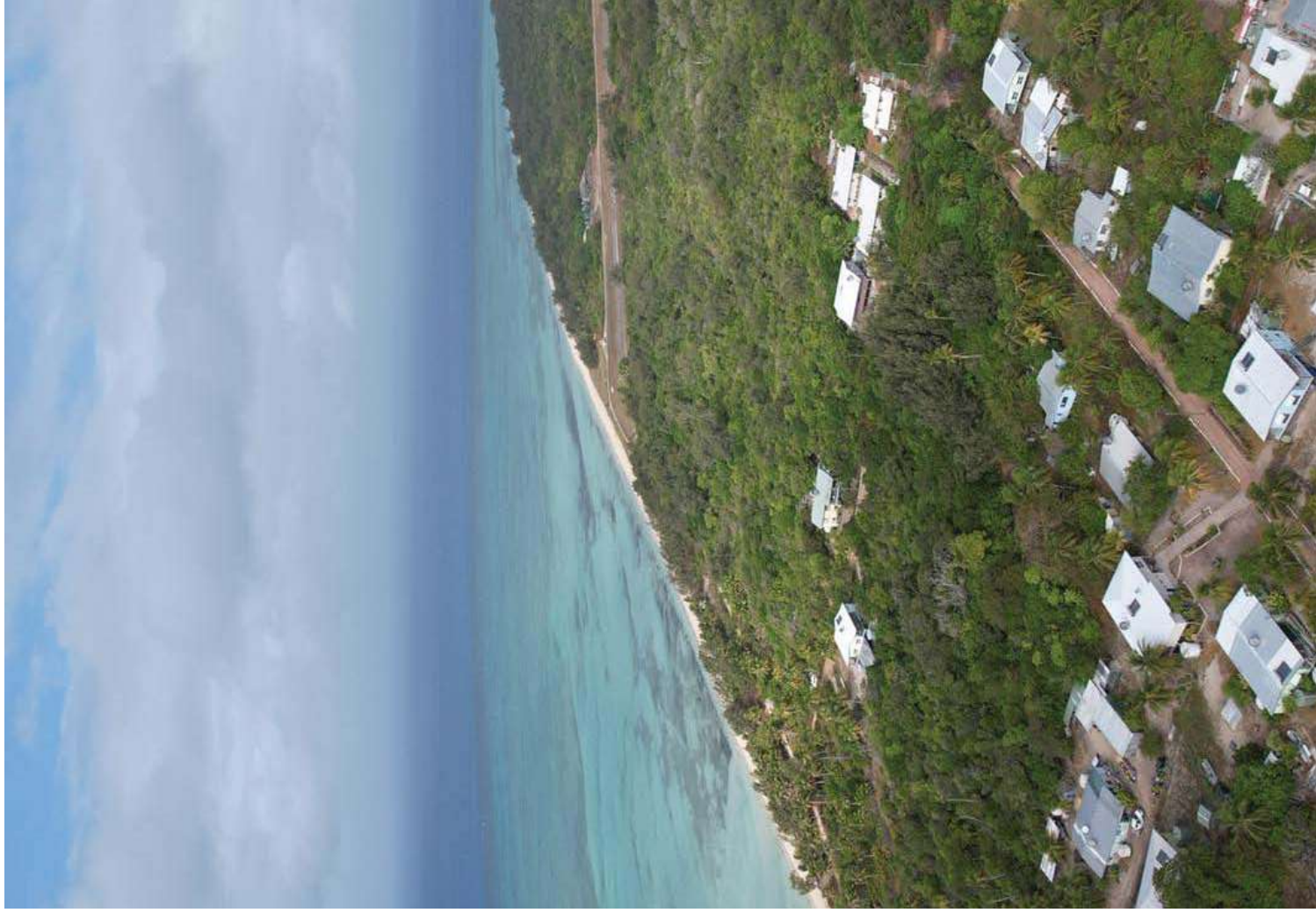
**Inflated construction costs:** The cost of labour, materials and transportation is significantly higher than on the mainland, making housing more expensive to deliver.

### Impacts:

**Reduced housing capacity:** The high cost of delivering homes in the Torres Strait may limit the number of homes that can be built under social housing funding programs, exacerbating housing shortages.

**Increased government expenditure:** The higher costs of construction and logistics put additional pressure on government budgets, potentially leading to fewer resources available for other essential services.

**Extended timeframes:** The logistical and climatic challenges involved in building suitable homes can lead to longer construction periods, delaying the delivery of housing to vulnerable populations.





# Impacts and challenges

## AVAILABILITY OF CONTRACTORS TO DELIVER CONSTRUCTION PROGRAM IN THE TORRES STRAIT

### Challenges:

**Labor shortages:** The remoteness of the Torres Strait Islands makes it difficult to attract and retain qualified contractors and skilled workers, as many prefer to work in less isolated areas.

**Limited local workforce:** There is a lack of locally available skilled tradespeople, which means contractors may need to be sourced from mainland Australia, further driving up costs and creating logistical challenges.

**Seasonal constraints:** The tropical climate, including wet seasons and cyclones, can restrict the window of opportunity for construction, limiting the availability of contractors during key periods.

### Impacts:

**Project delays:** A limited pool of contractors and skilled workers can lead to delays in social housing construction, lengthening the time it takes to complete projects and address housing needs.

**Higher labour costs:** The scarcity of contractors in the region drives up labour costs, which can strain government funding for housing programs and reduce the overall number of homes delivered.

**Dependency on external workers:** Heavy reliance on contractors from outside the region may create logistical challenges, such as higher costs for travel and accommodation, and potential delays in project delivery due to contractor availability.

**Extended timeframes:** The logistical and climatic challenges involved in building suitable homes can lead to longer construction periods, delaying the delivery of housing to vulnerable populations.



## Our housing future

	Action	Timeframe
1	Purchase and implementation of a Housing Management System to streamline the housing application and assessment process, ensuring the Housing Needs Register remains accurate. This system will also improve data accuracy and facilitate easy retrieval, supporting more informed decision-making.	Short - 6-12 months
2	Review developed land holdings to identify lots that would be suitable for social housing development	Short - 6-12 months
3	Commence development of ILUAs for identified social housing lots to ensure Native Title is addressed prior to being selected for development	Short - 12-18 months
4	Review current condemned social housing dwellings and seek funding for remediation and redevelopment	Short - 6-12 months
5	Undertake a review and update current Masterplans for each island in preparation for any new Council Planning Scheme	Short - 12-24 months
6	Develop a suite of housing design solutions relevant for each cohort to ensure the all members of the community are considered	Short - 6-12 months
7	Foster partnerships with not-for-profit social housing providers to deliver short term outcomes for specific cohorts while longer term solutions are being developed	Med - 24-36 months
8	Commence planning for expansion zones on three islands with identified land shortages and highest social housing need, including seeking funding to develop subdivisions where further lots are required	Med - 24-36 months
9	Undertake Native Title process for expansion zones to ensure timely delivery of funding expectations for subdivision projects	Med - 24-36 months
10	Council, State and Federal Government adopt an integrated planning approach and co-ordinate funding opportunities in the areas of housing, economic development, infrastructure and environmental management	Med - 24-36 months
11	Deliver subdivision developments and social housing outcomes for three identified islands of greatest need	Long - 36 months +
12	Commence planning for expansion zones on further islands with identified land shortages and social housing need, including seeking funding to develop subdivisions where further lots are required	Long - 36 months +





**DIRECTORATE:** Corporate Services

**AUTHOR:** A/Community Grants Officer

## COMMUNITY GRANTS PROGRAM ALLOCATION (NOVEMBER 2024)

### OFFICER RECOMMENDATIONS:

1. That Council **resolves** to allocate Community Grants Program funding to applicants in accordance with the *Community Grants Policy*:
  - **CG2025-061 – P&C ASSOCIATION, MABUIAG** for \$2,000.00, exclusive of GST;
  - **CG2025-062 – P&C ASSOCIATION, MABUIAG** for \$2,000.00, exclusive of GST;
2. That Council **resolves** to allocate Community Grants Program funding to applicants in accordance with the *Community Grants Policy*:
  - **CG2025-063 – MOKATHANI LUI, PORUMA** for \$400.00, exclusive of GST;
3. That Council **notes** the following:
  - a) four (4) Community Grants applications were declined due to unavailable funds;
  - b) one (1) Community Grants applications was deemed ineligible for funding;
  - c) one (1) conflict of interest (COI) was declared;
  - d) the grant applications processed out-of-cycle and funeral donations provided in November.

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### EXECUTIVE SUMMARY:

Community Grants applications must be submitted on the last Friday of the month to be tabled at the next Ordinary Council meeting.

The following applications were received before the monthly deadline of 5 pm, 29/11/2024.

In accordance with Council's *Community Grants Policy*, four (4) Community Grants applications meeting eligibility requirements were received during the reporting period that require Council resolution.

Applicant	Amount Requested	Project/Event	Support by Councillor	Division
<b>CG2025-061 – P&amp;C Association – Mabuiag</b>	\$2,000.00	2025 School Uniforms for Mabuiag Island students, 28/01/2025.	<i>Fully supported</i> \$2,000.00 Cr. Keith Fell	Mabuiag
<b>CG2025-062 – P&amp;C Association - Mabuiag</b>	\$2,000.00	Parenting workshop and wakaywiyen (preparing our school aged students for the school year) on Mabuiag Island, 21-22/01/2025.	<i>Fully supported</i> \$2,000.00 Cr. Keith Fell	Mabuiag
<b>CG2025-063 – Mokathani Lui</b>	\$400.00	2024 Christmas Lights competition on Poruma Island, 22-24/12/2024.	<i>Fully supported</i> \$400.00 Cr. Francis Pearson	Poruma

In accordance with Council's *Community Grants Policy*, four (4) Community Grants received by the Divisional Councillor were declined due to unavailable funds.

Applicant	Amount Requested	Project/Event	Support by Councillor	Division
<b>CG2025-050 – Zironah Naawi</b>	\$2,076.00	Gondwana National Choral School in Sydney, January 2025.	Declined by Cr. John Levi	St Pauls
<b>CG2025-056 – Brancis Naawi</b>	\$2,076.00	Gondwana National Choral School in Sydney, January 2025.	Declined by Cr. John Levi	St Pauls
<b>CG2025-057 – Josie Anna Levi</b>	\$2,076.00	Gondwana National Choral School in Sydney, January 2025.	Declined by Cr. John Levi	St Pauls
<b>CG2025-058 – Murad Binawel</b>	\$2,076.00	Gondwana National Choral School in Sydney, January 2025.	Declined by Cr. John Levi	St Pauls

In accordance with Council's *Community Grants Policy*, one (1) Community Grants applications were considered ineligible for Community Grants funding. No council resolution is required.

Applicant	Amount Requested	Project/Event	Reason for being Ineligible	Division
<b>FD2025-056 – Raylene Laifoo Ware</b>	\$7,579.00	Funeral Donation – Funeral for the Late Mrs. Francis Ware in Cairns, 27/11/2024.	Declined – applicant ineligible not a current resident of TSIRC Region.	-



In accordance with Council's Community Grants Policy, one (1) conflict of interests (COI) was declared.

Applicant	Project/Event	Reason for being Ineligible	Division
<b>FTA2025-052 – Orepa Pearson</b>	Funeral Travel – Funeral of the Late Mrs Dorothy Mari on Warraber Island, 22/11/2024.	COI declared by Cr. Dorante as the applicant is his sister. Endorsed by the CEO – Mr James William.	Hammond

### INTERESTED PARTIES/CONSULTATION:

Councillors  
Chief Executive Officer  
Executive Directors  
Divisional Managers  
Community Grants Officer

### BACKGROUND:

Community Grants applicants are received directly to Community Grants or via Division staff or Council. Applicants are assessed against eligibility criteria as per the *Community Grants Policy*.

<b>Statutory:</b>	<i>Local Government Act 2009</i>
<b>Budgetary:</b>	Approved allocation of funds for Community Grants as per TSIRC 2024-25 budget.
<b>Policy:</b>	<i>Community Grants Policy</i>
<b>Legal:</b>	N/A
<b>Risk:</b>	No financial risk identified as the allocation is within existing Community Grants budget.
<b>Links to Strategic Plans:</b>	These projects strategically align to specific delivery objectives under the People and Prosperity pillar of Council's Corporate Plan.
<b>Masig Statement:</b>	N/A
<b>Standing Committee Consultation:</b>	N/A
<b>Timelines:</b>	Community Grants applications must be submitted on the last Friday of the month to be tabled at the next Ordinary Council meeting.

## CONCLUSION:

Council resolves the three (3) applications meeting eligibility requirements and notes the grant applications processed out-of-cycle and funeral donations provided in November 2024 in accordance with the *Community Grants policy*.

### Prepared/Recommended:

Lisa-Mae Meara  
A/Community Grants Officer

### Supported:

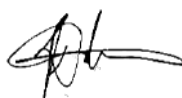
Robert Blake  
A/Manager Administration and Communication

### Endorsed:

*S. Andres*

Susanne Andres  
Executive Director Corporate Services

### Approved:



James William  
Chief Executive Officer

## ATTACHMENTS

1. *Fund Balances*
2. *Applications Processed During the Reporting Period*

**Attachment 1: Fund Balances**

<b>Division</b>	<b>Councillor</b>	<b>Budget</b>	<b>Less Approved Funding</b>	<b>Closing Balance</b>
<b>Boigu</b>	Cr. Toby	\$25,000.00	\$17,137.35	\$7,862.65
<b>Hammond</b>	Cr. Dorante	\$25,000.00	\$15,750.00	\$9,250.00
<b>St Pauls</b>	Cr. Levi	\$25,000.00	\$18,143.00	\$6,857.00
<b>Ugar</b>	Cr. Stephen	\$25,000.00	\$14,445.73	\$10,204.00
<b>Badu</b>	Cr. Wosomo	\$25,000.00	\$15,500.00	\$9,500.00
<b>Dauan</b>	Cr. Elisala	\$25,000.00	\$8,655.20	\$16,344.80
<b>Erub</b>	Cr. Mye	\$25,000.00	\$8,799.00	\$16,201.00
<b>Iama</b>	Cr. Hankin	\$25,000.00	\$7,500.00	\$17,500.00
<b>Kubin</b>	Cr. Manas	\$25,000.00	\$12,000.00	\$13,000.00
<b>Mabuiag</b>	Cr. Fell	\$25,000.00	\$13,829.00	\$11,171.00
<b>Mer</b>	Cr. Kaigey	\$25,000.00	\$9,980.11	\$15,019.89
<b>Poruma</b>	Cr. Pearson	\$25,000.00	\$15,456.20	\$9,543.80
<b>Saibai</b>	Cr. Aniba	\$25,000.00	\$15,828.00	\$9,172.00
<b>Warraber</b>	Cr. Tamu	\$25,000.00	\$16,751.30	\$8,248.70
<b>Yorke</b>	Cr. Ted Mosby	\$25,000.00	\$17,795.98	\$7,204.02
<b>Mayor</b>	Mayor Mosby	\$15,000.00	\$1,000.00	\$14,000.00
<b>Community Gifts</b>	CEO	\$25,000.00	\$5,000.00	\$20,000.00
		<b>\$415,000.00</b>	<b>\$208,941.14</b>	<b>\$206,058.86</b>



**Attachment 2: Applications Processed During the Reporting Period for Noting**

Application Type	Community Entity Applicants	Amount Requested	Project/Event	Amount Approved	Division
<b>Out-of-Cycle Applications</b>	CG2025-039 – CLARA BOWIE	\$1,000.00	YEAR 6 TRANSITION CEREMONY CELEBRATION ON BADU ISLAND, 29/11/2024.	\$1,000.00	BADU
	CG2025-059 - MARCUS WARUSAM	\$2,500.00	2024 YR.6 GRADUATION - COMMUNITY CELEBRATION ON SAIBAI ISLAND, 29/11/2024.	\$2,500.00	SAIBAI
<b>Funeral Donation/Travel Assistance</b>	FD2025-041 - TAUMATINI TIPOTI	\$3,500.00	FUNERAL DONATION - FUNERAL OF THE LATE MISS SULCIE TAMWOY ON BADU, 02/11/2024.	\$3,500.00	BADU
	FD2025-043 - MAKAMARI	\$5,000.00	FUNERAL DONATION - FUNERAL OF THE LATE MRS DOROTHY MARI ON WARRABER, 22/11/2024.	\$2,000.00	WARRABER
	*Cr. Hankin financial support to Cr. Tamu community - sorry business	\$1,500.00	FUNERAL DONATION - FUNERAL OF THE LATE MRS DOROTHY MARI ON WARRABER, 22/11/2024.	\$1,500.00	IAMA
	*Cr. Pearson financial support to Cr. Tamu community - sorry business	\$1,500.00	FUNERAL DONATION - FUNERAL OF THE LATE MRS DOROTHY MARI ON WARRABER, 22/11/2024.	\$1,500.00	PORUMA
	FD2025-044- EDMUND TAMWOY	\$5,000.00	FUNERAL DONATION - FUNERAL FOR THE LATE MR JOB KUSU ON BADU ISLAND, 30/11/2024.	\$2,000.00	BADU
	*Cr. Keith Fell financial support to Cr. Wosomo Badu Community	\$500.00	FUNERAL DONATION - FUNERAL OF THE LATE MR JOB KUSU ON BADU ISLAND, 30/11/2024.	\$500.00	MABUIAG
	*Cr. Ted Mosby financial support to Cr. Wosomo Badu Community	\$200.00	FUNERAL DONATION - FUNERAL OF THE LATE MR JOB KUSU ON BADU ISLAND, 30/11/2024.	\$200.00	YORKE
	*Cr. Nixon Mye financial support to Cr. Wosomo Badu Community	\$200.00	FUNERAL DONATION - FUNERAL OF THE LATE MR JOB KUSU ON BADU ISLAND, 30/11/2024.	\$200.00	ERUB
	*Cr. Torenzo Elisala financial support to Cr. Wosomo Badu Community	\$1,000.00	FUNERAL DONATION - FUNERAL OF THE LATE MR JOB KUSU ON BADU ISLAND, 30/11/2024.	\$1,000.00	DAUAN
	*Cr. Chelsea Aniba financial support to Cr. Wosomo Badu Community	\$1,000.00	FUNERAL DONATION - FUNERAL OF THE LATE MR JOB KUSU ON BADU ISLAND, 30/11/2024.	\$1,000.00	SAIBAI
	*Cr. Aggie Hankin financial support to Cr. Wosomo Badu Community	\$500.00	FUNERAL DONATION - FUNERAL OF THE LATE MR JOB KUSU ON BADU ISLAND, 30/11/2024.	\$500.00	IAMA
	FTA2025-045 - RAPHAELA PEARSON	\$2,208.00	FUNERAL TRAVEL - FUNERAL OF THE LATE MRS DOROTHY MARI ON WARRABER, 22/11/2024.	\$2,208.00	HAMMOND
	FTA2025-047 - TIANNIE NONA	\$1,968.00	FUNERAL TRAVEL - FUNERAL OF THE LATE MR JOB KUSU ON BADU ISLAND, 30/11/2024.	\$1,968.00	DAUAN

Application Type	Community Entity Applicants	Amount Requested	Project/Event	Amount Approved	Division
	FTA2025-048 - WRENCH MAU	\$2,760.00	FUNERAL TRAVEL - FUNERAL OF THE LATE MR JOB KUSU ON BADU ISLAND, 30/11/2024.	\$2,760.00	DAUAN
	FTA2025-051 - MABEL MAU	\$1,713.00	FUNERAL TRAVEL - FUNERAL OF THE LATE MRS DOROTHY MARI ON WARRABER, 22/11/2024.	\$1,713.00	DAUAN
	FTA2025-049 - LOUISA KIWAT	\$3,790.00	FUNERAL TRAVEL - FUNERAL OF THE LATE PASTOR ETTIE MOSBY ON THURSDAY ISLAND, 29/11/2024.	\$1,895.00	ERUB
	FTA2025-050 - GIDINA WAIA	\$5,000.00	FUNERAL TRAVEL - FUNERAL OF THE LATE MR JOB KUSU ON BADU ISLAND, 30/11/2024.	\$2,000.00	SAIBAI
	*Mayor Phillemon Mosby financial support to Gidina Waia FTA application	\$1,000.00	FUNERAL TRAVEL - FUNERAL OF THE LATE MR JOB KUSU ON BADU ISLAND, 30/11/2024.	\$1,000.00	MAYOR
	FTA2025-052 - OREPA PEARSON	\$3,410.00	FUNERAL TRAVEL - FUNERAL OF THE LATE MRS DOROTHY MARI ON WARRABER, 22/11/2024.	\$3,410.00	HAMMOND
	FTA2025-053 - PELI WARE	\$3,511.00	FUNERAL TRAVEL - FUNERAL OF THE LATE MRS FRANCES WARE IN CAIRNS, 27/11/2024.	\$3,511.00	ST PAULS
	FTA2025-054 - ELMA MOSBY	\$1,197.00	FUNERAL TRAVEL - FUNERAL OF THE LATE PASTOR ETTIE MOSBY ON THURSDAY ISLAND, 29/11/2024.	\$1,197.00	YORKE
	FTA2025-055 - NELLIE LUI	\$4,640.00	FUNERAL TRAVEL - FUNERAL OF THE LATE MR JOB KUSU ON BADU ISLAND, 30/11/2024.	\$3,000.00	IAMA
	FTA2025-057 - GAVIN MOSBY	\$670.00	FUNERAL TRAVEL - FUNERAL OF THE LATE PASTOR ETTIE MOSBY ON THURSDAY ISLAND, 29/11/2024.	\$670.00	YORKE
	FD2025-058 – LILY-MARIE NONA	\$2,500.00	FUNERAL DONATION – FUNERAL OF THE LATE MR REGINALDO YORKSTON ON BADU ISLAND, 05/12/2025.	\$2,000.00	BADU
	*Cr. Torenzo Elisala financial support to Cr. Wosomo Badu Community	\$500.00	FUNERAL DONATION – FUNERAL OF THE LATE MR REGINALDO YORKSTON ON BADU ISLAND, 05/12/2025.	\$500.00	DAUAN



**DIRECTORATE:** Corporate Services

**AUTHOR:** Interim Grants Revenue Officer

## **FUNDING ACQUISITION REPORT (NOVEMBER 2024)**

### **OFFICER RECOMMENDATION:**

Council notes this report and its content.

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### **EXECUTIVE SUMMARY:**

The Funding Acquisition Report provides an update and summary of Council's current grant application and acquisition outcomes for the November 2024 reporting period.

The included tables highlight all current funding applications, including pending, successful and unsuccessful.

Applications are separated into Operational Funding and Capital Project Funding for the financial year 2024-25.

#### **In November 2024:**

- 1 x application was successful at a value of \$485,000.
  - Department of Transport and Main Roads – 2024-25 ATSI TIDS – Boigu Island Primary Access Road Upgrade - \$485,000.
- 3 x applications were submitted at a potential value of \$249,041.95.
  - Department of Justice and Attorney General – Gambling Community Benefit Fund – sporting equipment items for Masig & Kubin - \$25,000.
  - Queensland State Emergency Services – 2025-26 (SES) Support Grant Program – Purchase of New SES support vehicle for Kubin - \$74,041.95.
  - Queensland State Emergency Services – 2025-26 (SES) Support Grant Program – St Pauls SES Shed Refurbishment - \$150,000.

#### **In November 2023 (12 x months prior for comparison):**

- 0 x funding applications were successful.
- 0 x funding applications were submitted.

Note: There may be a discrepancy between the figures listed on this report against actuals in financial reports. This is largely due to the carry-over of project underspends from operational funding, as well as capital projects that receive progress payments spanning over multiple financial years combined with revenue recognition requirements per Accounting Standards.



## Operational Project Funding 2024-2025

Funding Stream	Total	Project Details	Date of Application	Outcome	Comment
Queensland State Emergency Services - 2025 -26 (SES) Support Grant Program	\$ 74,041.95	Purchase of New SES support Vehicle for Kubin	28-Nov-24	Pending	
Gambling Community Benefit Fund	\$ 25,000.00	Purchase of Sporting Equipment Masig & Kubin basketballs, volleyballs, netballs. Community Launch on each island. Mural on Masig Amenities block by local First Nations Artist.	19-Nov-24	Pending	
Department of Agriculture and Fisheries	\$ 80,000.00	Biosecurity Services - Exotic Fruit Fly Block Program in the Torres Strait	1-Oct-24	Pending	
Queensland Remembers Grants Program Round 4	\$ 54,059.40	Queensland Remembers Memorial Badu Project	23-Sep-24	Pending	
Torres Strait Regional Authority	\$ 137,428.00	Increase in funding and extension of time for the Economic Development Strategy. Note: \$47,000 already secured from previous funding.	11-May-24	Pending	
Torres Strait Regional Authority	\$ 85,000.00	Feasibility Study into Hammond Island Ferry Service.	7-Feb-24	Pending	
Torres Strait Regional Authority	\$ 130,000.00	Requested Subsidy for Ferry Service between Hammond Island and Thursday Island.	10-Nov-23	Pending	TSRA advised that funding is unlikely. Also flagged that require additional \$130K for 24-25 financial year
State Library Queensland	\$ 480,000.00	Growing IKC Centres Project - Digital Inclusion	27-Sep-24	Successful	
Department of Environment, Science and Innovation	\$ 150,000.00	Erub Island Landfill closure and template development	18-Jun-24	Successful	
Queensland Regional Authority	\$ 32,800.00	Emergent Works BRACS Rd Erub	17-Sep-24	Successful	
Queensland Regional Authority	\$ 3,648,007.46	Ugar Landslip	20-Aug-24	Successful	
Queensland Regional Authority	\$ 10,660.00	Get Ready Queensland Grant Program	4-Sep-24	Successful	
Community Childcare Fund – Sustainability Support	\$ 378,000.00	Hammond Island Outside School Hours Care - support to increase sustainability of service and increase enrolments	8-Mar-24	Unsuccessful	Expected outcome Q2 2024
Community Childcare Fund – Sustainability Support	\$ 355,000.00	Aragun Childcare Centre –support to increase sustainability of service and increase enrolments	8-Mar-24	Unsuccessful	Expected outcome Q2 2024
	<b>\$ 5,639,996.81</b>				

## Capital Project Funding 2024-2025

Funding Stream	Total	Project Details	Date of application	Outcome	Comment
Queensland State Emergency Services - 2025 -26 (SES) Support Grant Program	\$ 150,000.00	St Pauls SES Shed Refurbishment	29-Nov-24	Pending	Expected outcome TBC
Housing Support Program - Community Enabling Infrastructure Stream	\$ 31,895,000.00	Reclaimed residential (asbestos removal)	16-Aug-24	Pending	Expected outcome TBC
Housing Support Program - Community Enabling Infrastructure	\$ 21,376,567.00	Warraber residential development	16-Aug-24	Pending	Expected outcome TBC
Community Childcare Fund – Sustainability Support	\$ 2,882,880.00	Aragun Childcare Centre –support to increase sustainability of service and increase enrolments	29-May-24	Pending	Expected Outcome Q3 2024 - NOTE: Dawson advised this grant has been secured. Awaiting official notification & Agreement
Torres Strait Regional Authority	\$ 1,200,000.00	Ugar Fuel Bowser Project. Note: \$482,000 secured from previous funding.	8-Nov-23	Pending	
Department of Transport and Main Roads - 2024-25 ATSI TIDS	\$ 485,000.00	Boigu Island Primary Access Road Upgrade	30-Oct-24	Successful	
Works for Queensland - Round 5	\$ 4,580,000.00	4 x Mechanic sheds + fitouts	4-Jul-24	Successful	
QuickStart Housing EOI	\$ 4,826,780.00	Council is proposing to construct six (6) social housing Plug-In extensions, consisting of two (2) bedrooms and one (1) Bathroom. 2 Plug-ins have been requested for each of Masig Island, St Pauls island and Warraber Island.	12-Mar-23	Successful	Full application required Q3 2024 - NOTE: Letter advice received on 04/10/2024 from Dept. of Housing, Local Govt - Waiting on Contract
Dept of Infrastructure, Transport, Regional Development, Communities and the Arts	\$ 1,709,739.00	Roads to Recovery 2024-2029 - Long-term planning for the safer maintenance and upgrade of local roads.	5-Sep-24	Successful	
National Emergency Management Agency - Disaster Ready Fund	\$ 135,269.00	Backup generators for Poruma, Dauan, Erub, Boigu and Baubiag Islands	20-Mar-24	Successful	Includes \$6500 co-contribution. Executed Contract Pending
National Emergency Management Agency - Disaster Ready Fund	\$ 110,462.00	Badu Island Generator	20-Mar-24	Successful	Includes \$4500 co-contribution. Executed Contract Pending
National Emergency Management Agency - Disaster Ready Fund	\$ 958,627.00	Boigu Council Office roof and ceiling upgrade	20-Mar-24	Successful	Including \$5000 co-contribution. Executed Contract Pending
QRRRF	\$ 162,737.00	Mabuiag Dump Road Upgrade	11-Jan-24	Unsuccessful	
	\$ 70,473,061.00				

## Annual Local Government Funding 2024-2025

The table below highlights all Annual Local Government Funding, that Council was allocated for 2024/25. No application is required for this type of funding.

Council officers note that the below figures will not reconcile to budget documents or financial statements as per AASB 1058, Council is required to recognise revenue on receipt of funds.

ANNUAL LOCAL GOVERNMENT FUNDING				
Funding Stream	24/25 Total Allocation	Project Details	Date of Application	Comments
Queensland Fire and Emergency Services	Due May 2025	This payment is an additional one-off payment, increasing the Annual Subsidy to \$TBC	Annual Allocation	100% paid upfront for current financial year 24/25
Queensland Fire and Emergency Services	Due October 2024	This payment recognises the costs incurred by Local government in providing support to their SES Groups and Units	Annual Allocation	100% paid upfront for current financial year 24/25
Financial Assistance – Indigenous Councils Funding Program	\$ 16,469,355.00	The ICFP replaces the SGFA & RRP and represents a significant investment in Queensland's Indigenous communities.	Annual Allocation	100% paid upfront for current financial year 24/25
Financial Assistance – General Purpose	\$15,571,673.00	an annual allocation-based program for local government bodies based on the principal of horizontal fiscal equalisation, enabling them to function by reasonable effort to an average standard.	Annual Allocation	100% paid upfront for current financial year 24/25
Financial Assistance – Local Roads	\$209,993.00	Financial Assistance Local Roads is an annual allocation-based program to assist local governments with roads expenditure and to preserve its roads assets	Annual Allocation	100% paid upfront for current financial year 24/25
Total Allocation for 24/25	\$ 32,251,021.00			



## INTERESTED PARTIES/CONSULTATION:

Executive Leadership Team and various Directorate staff/managers

## BACKGROUND:

New funding opportunities are channelled to both the Executive Leadership Team and the Administration and Communication team for thorough evaluation. Should a funding opportunity be deemed viable, the application process is managed either internally within the relevant directorate or in collaboration with Peak Services. Once secured, successful funding contracts are overseen by the Enterprise Development team internally.

## COMPLIANCE/CONSIDERATIONS:

<b>Statutory:</b>	Local Government Act 2009 Local Government Regulation 2012
<b>Budgetary:</b>	Operational and capital budget is adjusted upon successful funding application
<b>Policy:</b>	N/A
<b>Legal:</b>	N/A
<b>Risk:</b>	Council relies on external grant funding to ensure financial stability and liquidity. Council will continue to advocate for increased funding opportunities aligned with Core Plan strategic priorities and Operational Plan deliverables.  All successful funded projects will need to be completed by the timeframes set out in the respective funding agreements. Enterprise Development alongside identified Project Manager/s will ensure reporting and monitoring mechanisms are established to guarantee project milestones, acquittals, reporting and contract completion are finalised within the contractual parameters.
<b>Links to Strategic Plans:</b>	Corporate Plan 2020-2025 (Bisnis Plan) People - Outcome 4: We are a transparent, open, and engaging Council. Sustainability - Outcome 8: We manage Council affairs responsibly to the benefit of our communities.
<b>Masig Statement:</b>	N/A
<b>Standing Committee Consultation:</b>	N/A
<b>Timelines:</b>	N/A

**OTHER COMMENTS:**

That Council notes and provides any necessary feedback to this report

**Prepared:**

Bronwyn Wills  
Interim Grants Revenue Officer

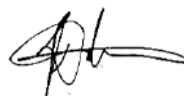
**Recommended:**

Robert Blake  
A/Manager Administration and Communication

**Endorsed:**

*S. Andres*

Susanne Andres  
Executive Director Corporate Services

**Approved:**

James William  
Chief Executive Officer

**ATTACHMENTS:**

Nil.



**DIRECTORATE:** *Corporate Services*

**AUTHOR:** *Manager Administration and Communication*

## **POLICY REVIEW – COMMUNITY GRANTS POLICY**

### **OFFICER RECOMMENDATION:**

#### **Council:**

- 1. Adopts the updated Torres Strait Island Regional Council Community Grants Policy; and**
- 2. Delegates authority to the Chief Executive Officer in accordance with the *Local Government Act 2009* to exercise the functions and powers assigned to the Chief Executive Officer under the new policy, including the power to make any further minor administrative amendments to the policy as they arise.**

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### **EXECUTIVE SUMMARY:**

In accordance with the *Local Government Act 2009*, the *Local Government Regulation 2012* and good governance requirements Council is required to have a number of policies and procedures and to regularly review the statutory policies as required by the legislation.

In addition, regular monitoring and review of policies is necessary to reflect legislative changes and to continuously improve Council governance.

The Community Grants Policy is a legislative policy that is required to be reviewed annually. The policy was previously reviewed in June 2023.

This policy guides the delivery of Council's Community Grants Program, which provides financial and in-kind assistance to community organisations and individuals.

### **INTERESTED PARTIES/CONSULTATION:**

- Manager Administration and Communication
- Community Grants Officer
- Executive Leadership Team (ELT)
- Strategic Action Reference Group (SARG)
- Council



## BACKGROUND:

This statutory policy was previously endorsed, with an annual review date of June 2024.

Extensive consultation on this policy and proposed changes occurred between July-November 2024 including with the Community Grants Officer, Divisional staff, Council and the Executive Leadership Team (ELT). The policy was submitted to the Strategic Action Reference Group in August and presented for discussion and feedback to Council at the November workshop.

Policy	Changes
Community Grants Policy	<p>Significant changes to copy layout and formatting, terminology and grammar.</p> <p>Schedules 1-4 added. Each schedule defines each grant type within Community Grants.</p> <p>Inclusion of peppercorn licence information (not included in previous iterations).</p> <p>Inclusion of Community Gift Grant information (not included in previous iterations).</p> <p>Revised purpose and applicant definitions.</p> <p>Community Grants Officer to liaise with other divisions for funding support if funding has been exhausted or not supported by the respective division linked to the original application.</p>

## COMPLIANCE/CONSIDERATIONS:

<b>Statutory:</b>	Local Government Act 2009 Local Government Regulation 2012
<b>Budgetary:</b>	Approved allocation of funds for Community Grants as per TSIRC 2024-25 budget.
<b>Policy:</b>	Community Grants Policy
<b>Legal:</b>	It is a requirement under the <i>Local Government Act 2009</i> that Council develops and keeps a Community Grants Policy
<b>Risk:</b>	Community Grants pose a substantial governance and financial risk if not administered correctly.
<b>Links to Strategic Plans:</b>	Community Grants strategically align to specific delivery objectives under the People and Prosperity pillars of Council's Corporate Plan.
<b>Masig Statement:</b>	N/A
<b>Standing Committee Consultation:</b>	Reviewed via SARG in August 2024
<b>Timelines:</b>	Adoption and publication mid-December 2024 and review December 2025

**OTHER COMMENTS:**

N/A

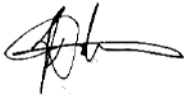
**Prepared/Recommended:**

Emily Reid  
Manager Administration and Communication

**Endorsed:**

*S. Andres*

Susanne Andres  
Executive Director Corporate Services

**Approved:**

James William  
Chief Executive Officer

**ATTACHMENTS:**

Attachment 1: Community Grants Policy

## **Community Grants Policy (DRAFT)**

### **1. PURPOSE**

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This policy guides the delivery of Council's Community Grants Program, providing financial and in-kind assistance to community organisations and individuals. The aim is to ensure equitable, open and transparent decision-making aligned with local government principles:

- a) Transparent and effective processes and decision-making in the public interest.
- b) Sustainable development and management of assets and infrastructure, and delivery of effective services.
- c) Democratic representation, social inclusion, and meaningful community engagement.
- d) Good governance by local government.
- e) Ethical and legal behaviour of councillors, local government employees, and councillor advisors.

### **2. SCOPE**

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This policy applies to community groups and individuals seeking financial and in-kind assistance through the Community Grants Program for programs, activities, events, and projects that enhance cultural, social, sports, recreation, and economic development in the Torres Strait Island Regional Council area.

### **3. LINK TO CORPORATE PLAN**

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- People *Bisnis* - *Pipol*
- Sustainability *Bisnis* - *Mekem las long*
- Prosperity *Bisnis* – *Pruitpul*



## 4. POLICY STATEMENT

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### 4.1. Grant Programs

Council provides funding to the community via the following Community Grant Programs:

- Community Grants
- Funeral Grants
- Funeral Travel Grants
- Community Gifts.

Each stream has objectives, eligibilities, application processes and evaluation criteria identified in the Community Grant Schedules included in this policy.

### 4.2. Conflict of Interest

Council employees assessing applications must declare any real, perceived, or potential conflict of interest in writing to the Chief Executive Officer, or to the Mayor if the conflict involves the Chief Executive Officer, before the applications are assessed.

Councillors must declare any real, actual, or perceived conflict of interest, or any prescribed or declarable conflict of interest, related to an application before it is considered by the Council. They must follow the usual meeting processes for such declarations and comply with the *Local Government Act 2009 and Local Government Regulation 2012*. This requirement applies to all funding requests and supplements any other specified requirements.

### 4.3 Eligibility

#### 4.3.1 Applications

Applications may be submitted by;

- a) an **organisation** that undertakes activities for a public purpose; or
- b) an **individual**.

To be eligible an organisation or individual must not:

- have breached an agreed current payment plan with Council; or
- be a registered political party; or
- have exceeded the maximum funding an Applicant can access per financial year as per section 15 of this Policy.

#### 4.3.2 Projects/activities

Eligible applications must be:

- a) applying for a project, activity or event taking place within the Torres Strait Island Regional Council Local Government Area which is in the public interest; or
- b) applying for a project, activity or event benefiting current Torres Strait Island Regional Council residents which is in the public interest;
- c) applying to participate in an event in or outside the Torres Strait Island Regional Council Local Government Area to achieve results and bring back new experiences to share with their community which are in the public interest.

Eligible applications must not be:

- a) Requesting funding or support for a project or activity:
  - that has already occurred; or
  - where necessary permits and approvals have not been obtained; or
  - that does not involve a Torres Strait Island Regional Council resident or community.
- b) For projects or activities that:
  - duplicate existing services or programs; or
  - have a purely political purpose; or
  - have a life greater than 12 months from date of application for funding.

#### **4.4 Annual budget allocations**

The budget for the Community Grants, Funeral Grants and Travel Grants are allocated on the basis of each Island community.

The total combined annual budget allocation for the Community Grant Program, Funeral Grant and Funeral Travel Grants are tabled below:

Program Name	Budget
Community Grants, Funeral Grant and Funeral Travel Grant Badu	\$ 25,000
Community Grants, Funeral Grant and Funeral Travel Grant Boigu	\$ 25,000
Community Grants, Funeral Grant and Funeral Travel Grant Dauan	\$ 25,000
Community Grants, Funeral Grant and Funeral Travel Grant Erub	\$ 25,000
Community Grants, Funeral Grant and Funeral Travel Grant Hammond	\$ 25,000
Community Grants, Funeral Grant and Funeral Travel Grant Iama	\$ 25,000
Community Grants, Funeral Grant and Funeral Travel Grant Kubin	\$ 25,000
Community Grants, Funeral Grant and Funeral Travel Grant Mabuiag	\$ 25,000
Community Grants, Funeral Grant and Funeral Travel Grant Mer	\$ 25,000
Community Grants, Funeral Grant and Funeral Travel Grant Poruma	\$ 25,000
Community Grants, Funeral Grant and Funeral Travel Grant Saibai	\$ 25,000
Community Grants, Funeral Grant and Funeral Travel Grant St Pauls	\$ 25,000
Community Grants, Funeral Grant and Funeral Travel Grant Ugar	\$ 25,000
Community Grants, Funeral Grant and Funeral Travel Grant Warraber	\$ 25,000
Community Grants, Funeral Grant and Funeral Travel Grant Yorke	\$ 25,000
Community Grants, Funeral Grant and Funeral Travel Grant Torres Strait Island Regional Council Local Government Area Mayor	\$ 25,000
Community Gifts	\$ 20,000
<b>TOTAL</b>	<b>\$ 420,000</b>

Community Grant balances held as unexpended at financial year end, will not be carried forward to the next financial year, in accordance with legislation.

#### 4.5. Further considerations

In approving a request for assistance Council will consider:

- The benefit to the community;
- whether funds have already been received from another program and/or for another event;
- the impact on Council's operations of any provision of plant, equipment and materials for in-kind donations;
- the availability of funds within the Council's annual budget.



## 5. REPORTING

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A report will be supplied to Council at each Ordinary meeting including details of any resolutions required, information for noting and an overview of applications and their corresponding financial information for the financial year to date, at the time of the report.

## 6. DEFINITIONS

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**Cultural** means:

- a) of or relating to the shared knowledge and values of a society;
- b) denoting or deriving from or distinctive of the ways of living, built up by a group of people;
- c) of or relating to the arts and manners that a group favour.

**Economic development** means:

- a) the creation of wealth from which the community may realise benefits.

**Social** means:

- a) of or relating to communal living;
- b) of or relating to human society and its modes of organisation.

**Sports and recreation** means:

- a) physical activity governed by a set of rules or customs and engaged in competitively and the vast array of activities people pursue in their leisure time

**Ground-truthing** means:

- a) checking of facts relating to a proposed activity/event or the applicant;
  - does the applicant live in the Council local government area;
  - is the event happening on ground;
  - is the event happening?

## RELATED DOCUMENTS AND REFERENCES

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*Local Government Act 2009*

*Local Government Regulation 2012*

## Schedules

1. Community Grants
2. Funeral Grants
3. Funeral Travel Grants
4. Community Gifts Grants

## REVIEW

This policy is to be reviewed annually, or if legislation changes, or direction of the Chief Executive Officer.

Policy type:	<input checked="" type="checkbox"/> Council <input type="checkbox"/> Operational
Directorate:	Corporate Services
Responsible Officer	Manager, Administration and Communication
Authorised on:	XX 2024
Effective date:	XX 2024
Next review date:	December 2025
Review history:	2012, 2013, 2015, 2016, 2018, 2020, 2021, 2023

## Schedule 1: Community Grants

### 1. Intent

The intent of the Community Grants Program is to provide financial and in-kind assistance to community organisations and individuals in the Torres Strait Island Regional Council Local Government Area. The program aims to support and promote community organisations that contribute to the enrichment of cultural diversity, social well-being, sports and recreation, and economic development opportunities for residents and businesses in the region.

### 2. Application and timing

Applications for Community Grants may be made any time throughout the financial year.

Applications can include funds and/or in-kind assistance (e.g. use of Council facilities or assets through waiver of fees) for the purposes of the project/activity.

In-kind use of council facilities will only be approved on a short-term basis. In-kind use is not available for ongoing utilisation.

Applications are reviewed monthly, with the monthly deadline for assessment being 5pm on the last Friday of the month.

Application Forms are available from <http://www.tsirc.qld.gov.au/your-council/grants-opportunities/community-grant-program> or by contacting the Community Grants team on 4034 5741.

Applications can be submitted at any of Council's Divisional Offices or via email to [Community.Grants@tsirc.qld.gov.au](mailto:Community.Grants@tsirc.qld.gov.au).

Applicants requiring assistance in completing the application forms can contact the Divisional Office.

### 3. In-Kind assistance

Any organisation or individual can make an application for in-kind assistance for the use of Council facilities (e.g., use of Council vehicle, hire of community hall, corporate and recreational buildings etc.). Reasonable in-kind assistance will be determined by the Chief Executive Officer (or the Mayor if the Chief Executive Officer is conflicted) having regard to the recommendation/s of the applicable Divisional Manager and Councillor, and/or Executive Director/s. Ground-truthing will be conducted by the Divisional Councillor as appropriate. The view of a Divisional Councillor is not determinative of the final decision of the decision-maker.

In-kind use of Council facilities through the Community Grants application will only be approved on a short-term basis. In-kind use is not available for ongoing utilisation.

Approved in-kind assistance will be recorded in the executive budget for accountability and transparency.



In-kind assistance will be reported as part of Council's contributions made to the community.

Approved transactions relating to in-kind assistance do not impact divisional budget allocations.

### **3.1. Peppercorn Licenses – In-kind assistance**

Yearly applications for license fee waivers (in-kind support) to provide yearly peppercorn licenses for community organisations and enterprises are processed through the Community Grants process.

Year-to-year peppercorn licenses (rent of \$1.00) are issued where supported by Council for the following reasons:

1. The premises is on Council's Enterprise Divestment list.
2. The premises (community hall or stadium) is licensed to a church organisation for ongoing weekly church services, with the Councillor supporting hire fee waiver of the venue.
3. The premises (community hall or stadium) is licensed to a not-for-profit community organisation delivering regular community education and/or sports/gym sessions to the community, with the Councillor supporting hire fee waiver of the venue.
4. The premises is licensed to a PBC for PBC purposes, on the basis of previous stakeholder negotiations with the PBC.

### **3.2. Application and Timing**

Enterprise divestment licensees must apply for Community Grant in-kind support for ongoing peppercorn licensing (including Divisional Councillor endorsement).

Not-for-profit community groups and PBCs wanting to use Council premises for regular activities must apply for a community grant in-kind support for ongoing peppercorn licensing (including Divisional Councillor endorsement).

Licenses are for a financial year period (July-June) and applications for an upcoming financial year are to be made by 31 May.

Application Forms are available from <http://www.tsirc.qld.gov.au/your-council/grants-opportunities/community-grant-program> or by contacting the Community Grants team on 4034 5741.

Once approved, Legal Services will manage the licensing.

### **3.3. Licensing Parameters**

Peppercorn licenses are based on the following:

- a) Licence Agreement to be signed by the organisation and Council's Chief

- Executive Officer;
- b) Current public liability insurance must be in place (either through Council or the organisation provides evidence of public liability coverage);
  - c) Licence fee and hire fee waiver of the venue is supported by Divisional Councillor;
  - d) Peppercorn licence fee, no hire fee or local law permit application fee payable, and no utilities or outgoings payable;
  - e) Any required Powercards are payable by the organisation, unless approved under a community grant;
  - f) Breach procedure of two warnings (with photographic evidence), with licence cancelled on the third strike, subject to Divisional Councillor and Chief Executive Officer approval; and
  - g) Any condition otherwise approved in writing by the Chief Executive Officer.
  - h) Councillors are required to declare any real or perceived conflicts of interest relating to any 'peppercorn' licensing (license fee waiver) at the time of application.

#### 4. Maximum application threshold

Applications can include funds and/or in-kind assistance (e.g. use of Council facilities or assets through waiver of fees) for the purposes of the project/activity.

In all instances, there must be a budgeted allocation to cover the application.

The application amount can be a combination of funds or in-kind assistance; however, the maximum application amounts are:

	Individual	Community organisation
<b>Community Grant Funding</b>	<b>\$ 2,500 per financial year</b>	<b>\$ 10,000 per financial year</b>

#### 5. Ineligible expenditure

Non-allowable expenditure includes:

- a) fund-raising activities
- b) prizes - (excluding trophies which are allowable expenditure)
- c) alcohol
- d) uniforms where Council has funded purchase in the last three years
- e) promotional material (including supporter apparel)
- f) travel associated with any of the ineligible projects

#### 6. Assessment criteria

The grant assessment and selection process aims to fairly select projects that best meet the objectives of the grants program.

Written applications will be assessed using all of the following criteria:

Criteria	Definition
Eligible organisation or individual	<ul style="list-style-type: none"> <li>• an individual; or</li> <li>• an organisation that undertakes activities for a public purpose; including</li> <li>• an organisation or individual that has not breached an agreed current payment plan with Council; and</li> <li>• an organisation that is not a registered political party.</li> </ul>
Eligible project/activity	<ul style="list-style-type: none"> <li>• is taking place within the Torres Strait Island Regional Council Local Government Area or benefits Torres Strait Island Regional Council Local Government Area residents; and</li> <li>• has not already occurred; and</li> <li>• is not the subject of litigation; and</li> <li>• does not duplicate existing services or programs; and</li> <li>• does not have a purely political purpose; and</li> <li>• does not have a life greater than 12 months from date of application for funding.</li> </ul>
The alignment of the project with Council's plans and values (as stated in Council's Corporate plan):	<p><b>People:</b></p> <ul style="list-style-type: none"> <li>• ensure we preserve cultural heritage, history, and place;</li> <li>• ensure our communities are safe, healthy, and active;</li> <li>• ensure accessibility to community support services;</li> </ul> <p><b>Sustainability:</b></p> <ul style="list-style-type: none"> <li>• ensure the sustainability and future of our individual communities and region;</li> </ul> <p><b>Prosperity:</b></p> <ul style="list-style-type: none"> <li>• ensure investment into the retention of key skills within the region;</li> <li>• ensure opportunity is brought to the region.</li> </ul>
The community need for the project or activity	<ul style="list-style-type: none"> <li>• letter of support from community members</li> <li>• needs analysis, community consultation</li> </ul>

Applications are reviewed by Council's Community Grants team to ensure that the application is complete.

If insufficient detail is provided in the application form, the Community Grants team



will make contact with the applicant and advise of further information that is required to enable assessment.

Upon receipt of a complete application the Community Grants team will make the initial assessment based on eligibility criteria. If a division has exhausted their yearly allocation or a funding application is not supported by the respective councillor for the full amount, the team will liaise with other divisions to seek financial support. A recommendation report is then prepared for Council listing the applications that meet the eligibility criteria. Council will make the final determination at a Council meeting.

## **7. Approval and payment**

Upon receipt of the list of endorsed applicants from the Council Meeting, the Finance department will approve payment. Payments are processed via purchase order to the supplier.

A remittance advice will be sent to the supplier and the applicant when payment is made.

## **8. Out of cycle funding applications**

Council recognises that there may be occasions where urgent assessment of Community Grants is required. This is particularly in relation to school sporting events (Peninsula Sport). Such requests will be assessed by Council's Community Grants team for eligibility and finally approved or rejected by:

- (a) the Chief Executive Officer based on assessment and endorsement where the amount requested is \$5,000 or less; or
- (b) the Chief Executive Officer and Mayor based on assessment and endorsement where the amount requested is more than \$5,000.

## **9. Outcome reporting**

Successful applicants will need to provide an Outcomes Report, including photos, where relevant, within 4 weeks following the event.

Council's Community Grants team will provide the Outcome Report form on confirmation of acceptance of approved funding.

If an Outcome Report is not provided, any future applications by the Applicant for Community Grants will be deemed ineligible.

- ENDS

## Schedule 2: Funeral Grants

### 1. Intent

The intent of the Funeral Grants is to provide financial assistance to support culturally significant funerals in the Torres Strait Island Regional Council Local Government Area. The policy aims to recognise and respect cultural practices and protocols, ensure that funerals are conducted in accordance with cultural traditions and provide financial support for eligible expenses such as repatriation costs, catering costs and funeral home costs.

### 2. Application and timing

Council recognises that funerals are a very culturally significant event in their region. Applications for a Funeral Grant may be made at any time throughout the financial year.

An application form must be submitted to [community.grants@tsirc.qld.gov.au](mailto:community.grants@tsirc.qld.gov.au).

### 3. Assessment

Requests for Funeral Grants are assessed by the Community Grants team for eligibility and approved or rejected by:

- (a) the Chief Executive Officer based on assessment and endorsement where the amount requested is \$5,000 or less; or
- (b) the Chief Executive Officer and Mayor based on assessment and endorsement where the amount requested is more than \$5,000.

In making their assessment of the Funeral Grants, the Chief Executive Officer and/or Mayor will consult with the Divisional Councillor unless it is not appropriate in the circumstance to do so.

In assessing Funeral Grants and Funeral Travel Grants, consideration must be given to Ailan Kustom and applicable cultural protocols.

### 4. Criteria

- Protection of cultural practice
- Recognition of cultural protocols
- Funeral must be taking place in the Torres Strait Island Regional Council Local Government Area
- Deceased must be a current Torres Strait Island Regional Council Local Government Area resident
- Details of any special circumstances if the amount applied for is greater than \$5,000

## **5. Eligible expenditure**

Allowable Expenditure includes:

- a) repatriation costs
- b) catering costs
- c) Funeral Home costs.

## **6. Maximum application threshold**

Absent any special circumstances, the maximum amount available for a Funeral Grant is \$5,000 per funeral, which is in addition to any in-kind contributions which may be offered.

## **7. Approval and payment timing**

Council acknowledges the urgency of Funeral grants. In the event that the required payment date falls within the normal creditor payment timeframes, payments will be processed as part of Council's regular creditor payment run every Wednesday and Friday.

Alternatively, if the payment is considered urgent and authorised by the Chief Executive Officer, payments can be processed via a special creditor payment run at the discretion of the Finance department.

Payments are processed via purchase order to the supplier.

A remittance advice will be sent to the supplier and the applicant when payment is made.

- ENDS



## Schedule 3: Funeral Travel Grants

### 1. Intent

The intent of the Funeral Travel Grants is to provide financial assistance to individuals who need to travel for the purpose of attending a funeral in the Torres Strait Island Regional Council Local Government Area. It recognises the importance of community and cultural connections during times of bereavement and seeks to ensure that individuals can participate in funeral ceremonies and support their families and communities.

### 2. Application and timing

Council recognises that funerals are a very culturally significant event in their region.

Applications for Funeral Travel Grants may be made at any time throughout the financial year.

An application form must be submitted to [community.grants@tsirc.qld.gov.au](mailto:community.grants@tsirc.qld.gov.au).

### 3. Assessment

Requests for funeral travel assistance are assessed by the Community Grants team for eligibility and finally approved or rejected by the Chief Executive Officer based on assessment. In assessing an application for Funeral Travel Grant, the Chief Executive Officer will consult with the Divisional Councillor unless it is not appropriate in the circumstance to do so.

In assessing Funeral Grants and Funeral Travel Grants, consideration must be given to Ailan Kustom and applicable cultural protocols.

### 4. Criteria

- Protection of cultural practice
- Recognition of cultural protocols
- Deceased must have a strong and enduring connection to communities within Council's local government area, and the Torres Strait region

### 5. Eligible expenditure

Allowable expenditure includes travel costs, flights, accommodation and ground transportation.

### 6. Maximum application threshold

The maximum amount available for Funeral Travel Grants is \$5,000 per funeral per community.

## **7. Approval and payment timing**

Council acknowledges the urgency of funeral travel. In the event that the required payment date falls within the normal creditor payment timeframes, payments will be processed as part of Council's regular creditor payment run every Wednesday and Friday.

Alternatively, if the payment is considered urgent and authorised by the Chief Executive Officer, payments can be processed via a special creditor payment run at the discretion of the Financial Services Department.

Payments are processed via purchase order to the supplier.

A remittance advice will be sent to the supplier and the Applicant when payment is made.

- ENDS

## **Schedule 4: Community Gifts Grant**

### **1. Intent**

The intent of the Community Gifts Grant is to allocate funds to be used by the Torres Strait Island Regional Council for expenses related to the 'on-division' Council meetings. It ensures that necessary resources are available to conduct these meetings effectively and efficiently. The grant recognises the importance of these meetings in facilitating communication, decision-making, and collaboration among Council members and stakeholders and recognises the hospitality and contribution of the community.

### **2. Application and timing**

Council holds a maximum of four (4) 'on-division' Council meetings per financial year.

Grant funding is to be used for community projects that strengthen community cohesion or community expenses towards the on-division Council meeting.

### **3. Assessment**

No external applications relate to the Community Gifts Grant. Disbursement of Community Gifts Grant funding is coordinated by the Office of the Chief Executive Officer, with all expenses approved or rejected by:

- a) the Chief Executive Officer based on assessment and endorsement where the expenses required is \$5,000 or less

### **4. Eligible expenditure**

Expenditure must benefit the community and is at the discretion of the Chief Executive Officer in agreement with the Mayor and divisional Councillor.

### **5. Maximum application threshold**

The maximum amount available for Community Gifts Grants per financial year is \$20,000 equating to a maximum of \$5,000 per 'on-division' Council meeting.

### **6. Approval and payment timing**

Payments are processed by Council to the identified suppliers under Council's purchasing terms and conditions.

- ENDS





**DIRECTORATE:** Corporate Services

**AUTHOR:** Corporate Planning and Performance Lead

## **POLICY REVIEW – INVESTIGATIONS POLICY**

### **OFFICER RECOMMENDATION:**

#### **Council:**

1. **Adopts the updated Torres Strait Island Regional Council’s Investigation Policy; and**
2. **Delegates authority to the Chief Executive Officer in accordance with the *Local Government Act 2009* to exercise the functions and powers assigned to the Chief Executive Officer under the new policy, including the power to make any further minor administrative amendments to the policy as they arise.**

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### **EXECUTIVE SUMMARY:**

In accordance with the *Local Government Act 2009* Council is required to adopt an Investigation Policy. Regular monitoring and review of policies is necessary to reflect legislative changes, operational governance and to continuously improve Council governance. Minor grammatical changes have been made following a review of this policy.

### **INTERESTED PARTIES/CONSULTATION:**

- MacDonnells Law
- Executive Director, Corporate Services
- Manager Administration and Communication
- Corporate Planning and Performance Lead

### **BACKGROUND:**

Section 150AE of the *Local Government Act 2009* provides that Council must adopt, by resolution, a policy about how it deals with the suspected inappropriate conduct of Councillors referred, by the assessor, to the local government to be dealt with.

Following the Crime and Corruption Commission Operation Belcarra report, which was released in October 2017, stage 1 of the Local Government reform was introduced with the assent to the *Local Government Electoral (Implementing Stage 1 of Belcarra) and Other Legislation Amendment Act 2018* (the Amendment Act).

This first stage introduced the Councillor complaints framework and the need for new documentation:

- uniform Code of Conduct for Councillors in Queensland
- adoption of formal meeting procedures including provisions relating to meeting behavior
- adoption of an investigation policy
- up-to-date Councillor Conduct Register.

Following legislative changes in 2021, Council's policy was updated based on the updated template policy from the Department of State Development, Infrastructure, Local Government and Planning, and re-adopted in July 2021.

Minor grammatical changes have been made following a current review of this policy. Council's legal advisors have been consulted and provided feedback.

## COMPLIANCE/CONSIDERATIONS:

<b>Statutory:</b>	<i>Local Government Act 2009</i> <i>Local Government Regulation 2012 Public Service Act 2008</i>
<b>Budgetary:</b>	N/A
<b>Policy:</b>	Investigations Policy
<b>Legal:</b>	Requirement under Division 5, Section 150AE of the <i>Local Government Act 2009</i>
<b>Risk:</b>	This policy must be updated every three years
<b>Links to Strategic Plans:</b>	Corporate Plan 2020-2025 (Bisnis Plan) People - Outcome 4: We are a transparent, open, and engaging Council. Sustainability - Outcome 8: We manage Council affairs responsibly to the benefit of our communities.
<b>Masig Statement:</b>	N/A
<b>Standing Committee Consultation:</b>	N/A
<b>Timelines:</b>	Adoption December 2024 and review December 2027

**OTHER COMMENTS:** N/A

**Prepared/Recommended:**

Robert Blake  
Corporate Planning and Performance Lead

**Supported:**

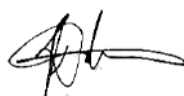
Emily Reid  
Manager Administration and Communication

**Endorsed:**

*S. Andres*

Susanne Andres  
Executive Director Corporate Services

**Approved:**



James William  
Chief Executive Officer

**ATTACHMENTS:** Attachment 1: Updated TSIRC Investigations Policy

## Investigations Policy (DRAFT)

### 1. AUTHORITY

---

This is Torres Strait Island Regional Council's investigation policy for how complaints about the inappropriate conduct of Councillors which have been referred to Council by the Office of the Independent Assessor will be dealt with as required by section 150AE of the *Local Government Act 2009* (LGA). However, this policy does not relate to more serious Councillor conduct.

### 2. SCOPE

---

This investigation policy applies to investigations and determinations of a complaint about the alleged inappropriate conduct of a Councillor/s which has been referred by the Independent Assessor.

### 3. DEFINITIONS

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<b>Term</b>	<b>Definition</b>
Assessor	The Independent Assessor appointed under section 150CV of the LGA.
Behavioural standard	A standard of behaviour for Councillors set out in the Code of Conduct for Councillors in Queensland approved under section 150E of the LGA.
Conduct	Includes - (a) failing to act; and (b) a conspiracy, or attempt, to engage in conduct.
Councillor conduct register	Register required to be kept by Council as set out in section 150DX of the LGA.
Inappropriate conduct	Refer section 345(2) of the LGA.
Investigation policy	Refers to this policy, as required by section 150AE of the LGA.
Investigator	The person responsible under this investigation policy for carrying out the investigation of the suspected inappropriate conduct of a Councillor or Mayor.
LGA	Local Government Act 2009 (Qld).
LGR	Local Government Regulation 2012 (Qld).



Local government meeting	The meeting of: (a) a local government; or (b) a committee of a local government.
Misconduct	Refer section 150L of the LGA.
Model procedures	Refer section 150F of the LGA.
Referral notice	Refer section 150AC of the LGA.
Tribunal	The Councillor Conduct Tribunal as established under section 150DK of the LGA.
Unsuitable meeting conduct	Refer 150H of the LGA.

#### 4. CONFIDENTIALITY

---

Matters of suspected inappropriate conduct of a Councillor are confidential except as otherwise specifically provided for either in the LGA or this investigation policy.

Note: It must be kept in mind that the matter is an allegation only and not yet proven. Further, there will be circumstances where the detail of the referral will need to remain confidential to the *Local Government*. Any release of information that a *Councillor* knows, or should reasonably know, to be confidential to the local government, may be contrary to section 171(3) of the LGA and dealt with as misconduct.

#### 5. NATURAL JUSTICE

---

Any investigation of suspected inappropriate conduct of a Councillor/s must be carried out in accordance with natural justice. An overview of the principles of natural justice follows.

"Natural justice" or procedural fairness, refers to three key principles:

- that the person being investigated has a chance to have his or her say before adverse formal findings are made and before any adverse action is taken (fair hearing);
- that the investigator(s) should be objective and impartial (absence of bias); and
- that any action taken is based on evidence (not suspicion or speculation).

A fair hearing means the Councillor who is the subject of the suspected inappropriate conduct matter must be told of the case against them including any evidence and be provided with an opportunity to put their case in writing with the investigation report provided to the Councillors as part of the meeting agenda.

An absence of bias means that any investigation must not be biased or be seen to be biased in any way. This principle embodies the concept of impartiality.

Ensuring decisions are based on evidence requires that the investigation should not be based on mere speculation or suspicion but instead must be based upon evidence material.

A proper examination of all issues means the investigation must give a proper and genuine consideration to each party's case.

## **6. ASSESSOR'S REFERRAL**

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The Council will receive from the Assessor a referral notice about the suspected inappropriate conduct of a Councillor/s. The referral notice will include details of the conduct and any complaint received about the conduct, state why the assessor reasonably suspects that the Councillor has engaged in inappropriate conduct, and include information about the facts and circumstances that form the basis of the assessor's reasonable suspicion.

The referral notice may be accompanied by a recommendation from the assessor about how the local government may investigate or deal with the conduct. The recommendation of the assessor may be inconsistent with this policy.

The investigation must be conducted in a way consistent with:

- (i) any recommendation of the assessor;
- (ii) to the extent that this policy is not inconsistent with the recommendation of the assessor – this investigation policy; or
- (iii) in another way the local government decides by resolution.

A resolution under subsection (iii) must state the decision and the reasons for the decision.

## **7. RECEIPT OF ASSESSOR'S REFERRAL**

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On receipt of a referral notice about the suspected inappropriate conduct of a Councillor/s from the Assessor, the Council's Chief Executive Officer will forward a copy of that referral notice to the Mayor and all Councillors, other than the Councillor who is the subject of the complaint, or the complainant if the complainant is a Councillor, as a confidential document.

Should the Mayor or a Councillor/s disagree with any recommendation accompanying the Assessor's referral notice or form the opinion that the complaint should be dealt with in a way other than under this policy, the Mayor or Councillor may request the matter be placed on the agenda of the next Council meeting for the Council to decide, by resolution, the appropriate process to investigate the complaint. Such a request must be made in accordance with the Council's meeting procedure requirements.

## **8. INVESTIGATOR**

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Unless otherwise resolved by Council, the Mayor will manage the investigation of suspected inappropriate conduct of other Councillors.

If the suspected inappropriate conduct involves conduct where, in the circumstances, the Mayor believes it is in the best interests of the investigation to refer the matter for external investigation, then the Chief Executive Officer may refer the suspected inappropriate conduct to the President of the Councillor Conduct Tribunal (the Tribunal) or other entity to investigate and make recommendations to the Council about dealing with the conduct.

If the suspected inappropriate conduct involves:

- an allegation about the conduct of the Mayor, or
- the Mayor as the complainant, then

the Chief Executive Officer may refer the suspected inappropriate conduct to the President of the Tribunal, or another entity, to investigate and make recommendations to the Council about dealing with the conduct.

## 9. EARLY RESOLUTIONS

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Before beginning an investigation, the investigator should consider whether the matter is appropriate for resolution prior to the investigation. This consideration can include any recommendations made by the Assessor.

A matter is only appropriate for early resolution if the parties to the matter both voluntarily agree to explore early resolution.

The investigator may engage an independent person with suitable qualifications or experience to facilitate this process.

If the matter cannot be resolved, the matter will then be investigated as outlined in this investigation policy.

If the matter is resolved prior to investigation, the investigator will advise the Chief Executive Officer of this outcome. In turn, the Chief Executive Officer will advise the Mayor (if the Mayor is not the investigator) and all Councillors that the matter has been resolved. The Chief Executive Officer will also update the Councillor Conduct Register to reflect this.

## 10. TIMELINESS

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The investigator will make all reasonable endeavours to complete the investigation and provide a report for inclusion on the agenda of a Council meeting no more than eight weeks after the receipt of the complaint.

Note: If the investigator is of the opinion that it may take longer than eight weeks to complete the investigation, the matter should be raised with the *Mayor* (if the *Mayor* is not the investigator) to seek an extension of time.

## 11. ASSISTANCE FOR INVESTIGATOR

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If the Mayor, or another Councillor appointed by council resolution, is the investigator of a matter of suspected inappropriate conduct, the Mayor or Councillor may use section 170A of the LGA to seek assistance during the investigation.

The Mayor is authorised by Council to expend money as reasonably needed to engage contractors in accordance with the Council's procurement policy.



## 12. POSSIBLE MISCONDUCT OR CORRUPT CONDUCT

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If during the course of an investigation the investigator obtains information which indicates a Councillor/s may have engaged in misconduct, the investigator must cease the investigation and advise the Chief Executive Officer. The Chief Executive Officer will then notify the Assessor of the possible misconduct.

If during the course of an investigation, the investigator obtains information that indicates a Councillor/s may have engaged in corrupt conduct, the investigator must cease the investigation and advise the Chief Executive Officer. The Chief Executive Officer will then notify the Crime and Corruption Commission of the possible corrupt conduct.

Instances of suspected misconduct or corrupt conduct may be referred back to the Council if determined by the Assessor or Crime and Corruption Commission to be inappropriate conduct.

## 13. COMPLETION OF INVESTIGATION

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On the completion of an investigation, the investigator will provide a report to a Council meeting outlining as appropriate:

- the investigation process
- any witnesses interviewed
- documents or other evidence obtained
- a statement of the relevant facts ascertained
- confirmation that the subject Councillor has been provided with an opportunity to respond to the complaint and the evidence gathered
- the investigation findings
- a statement of any relevant previous disciplinary history
- any recommendations about dealing with the conduct
- a record of the investigation costs.

If there is a risk to the health and safety of the complainant, under section 254J of the LGR, the Council may resolve that the meeting be closed to the public for the Councillors to consider the investigation report and any recommendations.

The Council (with the exception of the Councillor the subject of the investigation and the complainant, if another Councillor) will consider the findings and recommendations of the investigator's report and decide whether the Councillor has engaged in inappropriate conduct and, if so, what action it will take under section 150AH of the LGA. In accordance with section 254I of the LGR, the resolution in relation to what action is to be taken as a result of the investigation must be made after the meeting has been re-opened to the public and the decision recorded in the meeting minutes. The Chief Executive Officer is also required to ensure the details are entered into the Councillor Conduct Register.

## **14. DISCIPLINARY ACTION AGAINST COUNCILLORS**

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If the Council decides at the completion of the investigation that the Councillor has engaged in inappropriate conduct, the Council may:

- (i) order that no action be taken against the Councillor, or
- (ii) make an order outlining action the Councillor must undertake in accordance with section 150AH(b) of the LGA.

## **15. NOTICE ABOUT THE OUTCOME OF INVESTIGATION**

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After an investigation is finalised, the Council must give notice about the outcome of the investigation to the person who made the complaint about the Councillor/s' conduct that was the subject of the investigation and the subject Councillor.

## **16. COUNCILLOR CONDUCT REGISTER**

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The Chief Executive Officer must ensure decisions about suspected inappropriate conduct of a Councillor/s are entered into the Councillor Conduct Register.

Where a complaint has been resolved under section 9 of this policy, or otherwise withdrawn by the complainant, the Chief Executive Officer will update the register to reflect that the complaint was withdrawn.

## **17. EXPENSES**

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Council must pay any reasonable expenses of Council associated with the investigation of suspected inappropriate conduct of a Councillor including any costs of:

- the president of the Tribunal in undertaking an investigation for Council;
- an independent investigator engaged on behalf of, or by the Tribunal;
- an independent investigator engaged on behalf of the local government;
- travel where the investigator needed to travel to undertake the investigation, or to interview witnesses;
- seeking legal advice; and
- engaging an expert.

Note: Council may order the subject Councillor reimburse it for all or some of the costs arising from the Councillor's inappropriate conduct. Any costs incurred by complainants or the subject Councillors will not be met by Council.

## **18. REPORTING**

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The Chief Executive Officer must ensure decisions about a suspected conduct breach of a Councillor be entered into the Councillor Conduct Register.

## 19. REVIEW

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This policy is to be reviewed every three (3) years unless change of operational procedures or at the discretion of the CEO.

Policy type:	<input checked="" type="checkbox"/> Council <input type="checkbox"/> Administrative
Directorate:	Corporate Services
Responsible Officer	Manager Governance and Risk
Authorised on:	DD MM YY
Effective date:	DD MM YY
Next review date:	November 2027
Review history:	2020, 2021, 2022





**DIRECTORATE:** Corporate Services

**AUTHOR:** Corporate Planning and Performance Lead

## **ARTIFICIAL INTELLIGENCE (AI) USE POLICY**

### **OFFICER RECOMMENDATION:**

#### **Council:**

- 1. Adopts Torres Strait Island Regional Council Artificial Intelligence Use Policy; and**
- 2. Delegates authority to the Chief Executive Officer in accordance with the *Local Government Act 2009* to exercise the functions and powers assigned to the Chief Executive Officer under the new policy, including the power to make any further minor administrative amendments to the policy as they arise.**

---

### **EXECUTIVE SUMMARY:**

This new policy establishes guidelines for the use of Artificial Intelligence (AI) tools within Torres Strait Island Regional Council (Council). It aims to ensure that AI tools and systems are used to enhance productivity, decision-making, and service delivery without compromising ethical standards, legal compliance, or public trust.

Following adoption, this administrative policy will be reviewed every three years.

### **INTERESTED PARTIES/CONSULTATION:**

- The Strategic Action Reference Group (SARG) Standing Committee
- Executive Director, Corporate Services
- Manager Technology Services
- Manager People and Wellbeing
- Manager Administration and Communication
- Corporate Planning and Performance Lead

### **BACKGROUND:**

Artificial Intelligence is transforming the way organisations including local governments operate, offering opportunities to enhance workplace efficiencies and service delivery. AI is a branch of computer science focused on creating systems capable of performing tasks that typically require human intelligence.

Council does not have an Artificial Intelligence Policy; therefore this is a new policy for consideration and adoption.

The policy applies to all of Council's operations and workers, including Councillors, employees, contractors, labour hire employees and volunteers, who propose, use, manage, or interact with AI tools and systems.

A procedure has been developed to assist with the safe, transparent and correct use of AI technology across the organisation.

#### COMPLIANCE/CONSIDERATIONS:

<b>Statutory:</b>	N/A
<b>Budgetary:</b>	N/A
<b>Policy:</b>	Investigations
<b>Legal:</b>	Considerations <ul style="list-style-type: none"><li>• Information Privacy Act 2009 (QLD)</li><li>• Anti-Discrimination Act 1991 (QLD)</li></ul>
<b>Risk:</b>	This policy must be updated every three years to ensure legislative and commercial aspects relating to the policy are given due consideration
<b>Links to Strategic Plans:</b>	Corporate Plan 2020-2025 (Bisnis Plan) People - Outcome 4: We are a transparent, open, and engaging Council. Sustainability - Outcome 8: We manage Council affairs responsibly to the benefit of our communities.
<b>Masig Statement:</b>	N/A
<b>Standing Committee Consultation:</b>	SARG Meeting – December 4 2024
<b>Timelines:</b>	Adoption December 2024 and review December 2027

#### OTHER COMMENTS:

N/A

*Robert Blake*

**Prepared/Recommended:**

Robert Blake  
Corporate Planning and Performance Lead

**Endorsed:**

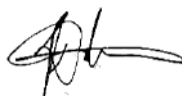
Warren Jenkins  
Manager Technology Services

**Endorsed:**

*S. Andres*

Susanne Andres  
Executive Director Corporate Services

**Approved:**



James William  
Chief Executive Officer

**ATTACHMENTS:** Attachment 1: TSIRC Artificial Intelligence Use Policy

## Artificial Intelligence Use Policy (DRAFT)

### 1. PURPOSE

---

This policy establishes guidelines for the use of Artificial Intelligence (AI) within Torres Strait Island Regional Council (Council). It aims to ensure that AI tools and systems are used to enhance productivity, decision-making, and service delivery without compromising ethical standards, legal compliance, or public trust.

### 2. SCOPE

---

This policy applies to all of Council's operations and workers, including Councillors, employees, contractors, labour hire employees and volunteers, who propose, use, manage, or interact with AI tools and systems.

### 3. LINK TO CORPORATE PLAN

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- People *Bisnis – Pipol*
  - **Outcome 4:** We are a transparent, open and engaging council.
- Sustainability *Bisnis - Mekem las long*
  - **Outcome 5:** We plan effectively for the future of our individual communities and region.
  - **Outcome 8:** We manage council affairs responsibly to the benefit of our communities.
- Prosperity *Bisnis – Pruitpul*
  - **Outcome 11:** We invest in the retention of key skills within our region.

### 4. POLICY STATEMENT

---

Council commits to using AI technologies in a manner that is ethical, transparent, and promotes the welfare of staff and the community while adhering to all applicable laws and regulations.

AI will be engaged in line with the following principles:

- **Transparency:** AI applications must be understandable by and explainable to a wide range of stakeholders.



- **Accountability:** Decisions made with the assistance of AI must include an identifiable chain of accountability.
- **Equity:** AI tools will be used in a way that promotes fairness and avoids bias, ensuring equal and just treatment of all individuals.
- **Privacy and Security:** AI systems will be designed and used in compliance with privacy laws and standards, ensuring that personal and sensitive information is protected.

## 5. REPORTING

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An AI tool is to be referenced when used to create graphics or visual aids, or as a decision-making tool.

## 6. DEFINITIONS

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**“Artificial Intelligence”** means technology with the capability to do things that appear to be like humans, improving performance through learning from data and experience.

## 7. RELATED DOCUMENTS AND REFERENCES

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- Information Privacy Act 2009 (QLD)
- Anti-Discrimination Act 1991 (QLD)
- Information Technology Policy
- Information Technology Change Management Policy
- Privacy Policy
- ICT Acceptable Use Procedure
- ICT Standard Operating Environment Procedure
- Information Privacy Procedure
- Artificial Intelligence Engagement and Use Procedure

8. REVIEW

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This Policy will be reviewed when depending on its risk rating and/or related legislation/documents are amended or replaced, other circumstances as determined from time to time by Council or at intervals of no more than three (3) years.

Policy type:	<input type="checkbox"/> Council <input checked="" type="checkbox"/> Administrative
Directorate:	Corporate Services
Responsible Officer	Manager, Information Technology
Authorised on:	[DD] [M] [YYYY]
Effective date:	[DD] [M] [YYYY]
Next review date:	August 2027
Review history:	New

## Procedure Title: Artificial Intelligence (AI) Use Procedure

### 1. Purpose

---

The purpose of this procedure is to provide a clear and structured approach for the usage of approved AI tools within the operations of the Torres Strait Island Regional Council (Council), ensuring that all uses align with the Council's AI policy, other relevant policies, procedures, guidelines, and regulatory requirements.

### 2. Scope

---

This procedure applies to all of Council's operations and workers, including employees, contractors, labour hire employees and volunteers who utilise AI tools in their official duties, including those in administrative, operational, and decision-making roles. This also extends to employees that commission third parties that may use AI tools to complete activities on Council's behalf.

### 3. Definitions

---

- **AI Tools:** Software or systems that utilise machine learning, data analytics, or automated decision-making algorithms to perform tasks that typically require human intelligence.
- **Generative AI:** AI that creates new content including, but not limited to, text, speech, images, code and music through the use of algorithms and machine learning.

### 4. Responsibilities

---

- **IT Department:** Oversees the procurement, implementation, and maintenance of AI tools.
- **Records Department:** Ensure that confidential records are not compromised by the use of AI.
- **Department Heads:** Ensure their teams are trained and comply with the AI usage procedure.
- **Employees:** Follow the outlined procedure when using AI tools.



## 5. Procedure Steps

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### Step 1: Tool Verification

- **1.1 Verify Approval:** Confirm that the AI tool is on the Council's approved list of AI technologies.
- **1.2 Contact IT:** If the tool is not approved, submit a request to the IT Department for evaluation and potential approval.

### Step 2: Training and Onboarding

- **2.1 Mandatory Training:** Complete the required training provided by Learning and Development, which covers operational usage and ethical considerations specific to the AI tool.

### Step 3: Data Handling

- **3.1 Data Security:** Ensure all data used with the AI tool complies with the Information Privacy Act 2009 (QLD). Official Council information and personal information related to employees or others should not be shared with or uploaded to generative AI products and services not approved for use by Council.
- **3.2 Data Accuracy:** Verify the accuracy and relevance of data before inputting it into the AI system to ensure reliable outputs.

### Step 4: Usage

- **4.1 Operate According to Training:** Use the AI tool only as trained, adhering to operational guidelines to ensure ethical and effective usage.
- **4.2 Referencing:** Reports that utilise AI generated graphics or visual aids, or where AI has been relied upon to make decisions, the AI tool is to be referenced.

### Step 5: Monitoring and Reporting

- **5.1 Regular Monitoring:** Regularly monitor the outputs and decisions made by the AI tool to ensure accuracy and fairness.
- **5.2 Report Issues:** Immediately report any malfunctions, biases, or discrepancies noted during operation to your manager and the IT Department.

### Step 6: Feedback and Improvement

- **6.1 Provide Feedback:** Submit feedback on the AI tool's performance and usability to the IT Department as requested.
- **6.2 Participate in Reviews:** Engage in periodic review sessions to discuss challenges, successes, and potential improvements in AI tool usage

## 6. Documentation and Record-Keeping

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Maintain records of AI tools used, training records, performance reviews, and compliance checks. These documents must be stored securely and be readily accessible for auditing purposes.

## 7. Compliance

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Ensure all steps and activities comply with the council's AI policy, local regulations, and ethical standards. Non-compliance must be reported and will be subject to review and disciplinary action.

## 8. Review and Updates

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This procedure should be reviewed annually or more frequently if significant changes in technology or legislation occur.

<b>Directorate:</b>	<b>Corporate Services</b>
<b>Responsible officer:</b>	Manager Technology Services
<b>Authorised on:</b>	[DD] [M] [YYYY]
<b>Effective date:</b>	[DD] [M] [YYYY]
<b>Next review date:</b>	[Month] [YYYY]
<b>Review history:</b>	New

## Appendix 1: Possible uses of AI

AI may be used for a number of purposes to enhance the performance and efficiency of Council. Below are some examples.

### Generating documents

AI might assist in the drafting of reports and correspondence, summarising research or texts, or creating other documents. It is important that this is within the employee's area of expertise as the output requires checking for accuracy. Think of the output as a first draft for you to review and correct.

### Data Analysis

AI might assist in reviewing data and providing analysis and suggestions. Due to its speed, AI can review a significant amount of data much more quickly than a person could. Be sure to review the output, run checks for accuracy, false assumptions and inconsistencies. Be mindful that the data output will be affected by the quality of data going in.

### Learning and Development

AI might assist with gathering information for learning and development processes. AI may bring together a significant amount of information and provide it in a format that is easy to digest. Ensure you are aware of AI "hallucinations" and fact check the information provided noting that AI has been observed to create false information to fill gaps in knowledge.

## **Appendix 2: Considerations for use of an AI tool**

Before using AI please ensure you have gone through the following considerations:

Have you identified an opportunity where AI might enhance performance and/or efficiency of Council operations?

Is there an AI tool currently listed as authorised for use by Council?

Will the AI require confidential, sensitive or personal information, including draft documents, to be accessed by the AI tool?

Have staff completed the generic AI training and trained in the use of the specific AI tool?

What steps have been taken to ensure the accuracy of the data being provided to the AI tool?

What steps have been taken to ensure the completeness, relevance and accuracy of the output?

What ethical implications are there for using AI in the proposed manner? What actions are proposed to remove or mitigate any ethical concerns?

What considerations of copyright and the use of culturally sensitive materials relate to the proposed use of AI?

Are staff aware that they are responsible for any use, including misuse, of AI and its output, as part of their performance?





**DIRECTORATE:** Corporate Services

**AUTHOR:** Corporate Planning and Performance Lead

## **POLICY REVIEW – RISK MANAGEMENT POLICY AND ENTERPRISE RISK MANAGEMENT GUIDELINES**

### **OFFICER RECOMMENDATION:**

#### **Council:**

- 1. Adopts the Torres Strait Island Regional Council Risk Management Policy and Enterprise Risk Management Guidelines; and**
- 2. Delegates authority to the Chief Executive Officer in accordance with the *Local Government Act 2009* to exercise the functions and powers assigned to the Chief Executive Officer under the new policy, including the power to make any further minor administrative amendments to the policy as they arise.**

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### **EXECUTIVE SUMMARY:**

This updated policy establishes guidelines for the use of risk management tools within Torres Strait Island Regional Council (Council). It aims to ensure that risk management tools and systems are used to enhance productivity, decision-making, and service delivery without compromising ethical standards, legal compliance, or public trust.

Following adoption, this policy will be reviewed every three years.

### **INTERESTED PARTIES/CONSULTATION:**

- Audit & Risk Committee
- Executive Leadership Team
- Managers
- Councillors

### **BACKGROUND:**

Over the past few months, Council officers reviewed the Enterprise Risk Framework, Policy and Risk Register with a focus on reviewing the standing policies and procedures and risk management guidelines and ongoing reboot of risk management across the organisation.

The key documents reviewed have been updated and re-developed to align with the latest standards and practices in risk management. They were presented to the Audit & Risk Committee in September 2024 and feedback was sought from the Council management team in October 2024. The documents were then presented to and discussed at the Council workshop in November 2024.

The following documents are now presented for formal adoption:

- Revised Risk Management Policy
- Revised Enterprise Risk Management Guidelines
- Newly developed Risk Appetite Statement included into the Guidelines.

Minor administrative changes have been made to the Risk Management Policy. Roles and responsibilities have been moved from the Policy to the Guidelines. The Guidelines have been updated to align with the current practices of risk management within Council and the Risk Register and for compliance with the Australian/New Zealand Standard for Risk Management Guidelines AS/NZS ISO 31000:2018. The Guidelines provide a clear framework for assessing and managing risks. Some of the key changes to the document include:

- Consequence Categories
- Likelihood Descriptions
- Consequence Matrix
- Risk Treatment Action Plan Template
- Risk Appetite Statement

The Risk Appetite Statement (RAS) outlines the level of risk that Council is willing to take in order to achieve its objectives. When reading a RAS, it is important to note that they are not a substitute for, but an adjunct to, Council's risk management framework and activities and that risk appetite is not a single, fixed concept. Management must handle risks in a way that aligns with Council's risk appetite and the RAS assists management to evaluate whether a proposal or outcome matches the adopted risk tolerance or whether additional actions, controls or escalations are needed. The proposed RAS include statements to the effect of what risks Council is categorically unwilling to accept as well as those risks that have an upside potential where Council is willing to accept moderate risks to achieve its goals.

#### COMPLIANCE/CONSIDERATIONS:

<b>Statutory:</b>	<ul style="list-style-type: none"> <li>• <i>Local Government Act 2009</i></li> <li>• <i>Local Government Regulation 2012</i></li> </ul>
<b>Budgetary:</b>	Annual operational budget as adopted by Council
<b>Policy:</b>	Risk Management Policy
<b>Legal:</b>	Not addressing risks appropriately may lead to Council breaching statutory and legal obligations
<b>Risk:</b>	This policy must be updated every three years to ensure legislative aspects relating to the policy are given due consideration
<b>Links to Strategic Plans:</b>	Corporate Plan 2020-2025 (Bisnis Plan) People - Outcome 4: We are a transparent, open, and engaging Council. Sustainability - Outcome 8: We manage Council affairs responsibly to the benefit of our communities.
<b>Masig Statement:</b>	N/A
<b>Committee Consultation:</b>	Audit & Risk Committee
<b>Timelines:</b>	Adoption December 2024 and review December 2027

#### OTHER COMMENTS:

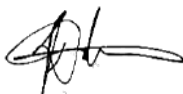
N/A

#### Recommended:

*S. Andres*

Susanne Andres  
Executive Director Corporate Services

#### Approved:



James William  
Chief Executive Officer

#### ATTACHMENTS:

*Attachment 1: Risk Management Policy*

*Attachment 2: Enterprise Risk Management Guidelines*

## **Risk Management Policy**

### **1. PURPOSE**

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Torres Strait Island Regional Council is committed to the principles of Enterprise Risk Management and to the alignment and integration of these principles into effective decision making and planning in all aspects of Council's functions and operations.

The Risk Management Policy, along with its supporting structures, systems, procedures and associated forms and tools will help ensure that a unified approach to risk management is employed to reduce the impact of controllable risks on Council's strategic and operational goals and objectives related to:

- Conducting itself as a responsible and ethical organisation, protecting employees, volunteers, and visitors from harm, in accordance with Council's values of Respect, Courage, Accountability, Resilience and One;
- Protecting Council's tangible and intangible assets from loss or damage;
- Ensuring compliance with a diverse range of statutory and regulatory requirements, internal policies, and documented risk treatment plans;
- Establishing the right balance between the control and the risks Council is willing to seek and accept in the environment in which it operates; and
- Protecting and enhancing Council's reputation.

Council will manage risk in accordance with AS ISO 31000:2018 – Risk Management – Guidelines.

### **2. SCOPE**

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This policy applies to all Councillors, employees, contractors, and volunteers including those involved with any affiliated entity, program, or initiative.

Risk Management will be implemented in all areas and levels of Council activities. This includes strategies, decisions, operational compliance, asset management, financial management, business continuity plans, data and information management and work, health and safety management.

### **3. LINK TO CORPORATE PLAN**

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Sustainability Bisnis - Mekem las long

### **4. ROLES AND RESPONSIBILITIES**

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Refer to Council's Enterprise Risk Management Guidelines, which describes the roles and responsibilities of the Council, Audit Committee and Employees.



## 5. LEGISLATION AND RELATED DOCUMENTS

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*Local Government Act 2009*

*Local Government Regulation 2012*

*Code of Conduct for Councillors in Queensland 2024*

This policy is established with reference to obligations specified in the Local Government Act 2009.

The Council has an obligation to act in accordance with the local government principles set out at Section 4 of the Local Government Act 2009, namely:

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

Section 207 of the Local Government Regulation 2012 includes requirements for:

- a) the way in which the operational risks have been evaluated;
- b) the most significant operational risks identified from the evaluation; and
- c) the control measures that the local government has adopted, or is to adopt, to manage the most significant operational risks.

Section 164(1) of the Local Government Regulation 2012 requires a local government to keep written records stating:

- a) the risks the local government's operations are exposed to, to the extent they are relevant to financial management; and
- b) the control measures adopted to manage the risks.

The International Risk Management Standard ISO 31000:2018 reinforces the practical integration of risk management into key decision-making processes and is used to create and protect value in organisations by managing risks, making decisions, setting and achieving objectives and improving performance.

Other guiding documents have been issued by the Queensland Audit Office, Crime and Corruption Commission and Local Government Mutual Services.

The Risk Management Policy is supported by:

- Local Government Act 2009

- Local Government Regulation 2012
- AS/NZS ISO 31000:2018 Risk Management - Guidelines
- Torres Strait Island Regional Council Enterprise Risk Management Guidelines Document
- Risk Appetite Statement
- Risk Register
- Other guiding documents issued by the Queensland Audit Office, Crime and Corruption Commission and Local Government Mutual Services.

## 6. DEFINITIONS

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**Risk** – The effect of uncertainty on objectives. Risk may also include a missed opportunity.

**Council** – A group elected or appointed as an advisory or legislative body.

**Enterprise Risk Management (ERM)** – Encompasses all the major risk categories and includes the coordination, integration, consolidation and consistency of reporting by the various Council functions with identified risks.

**Governance** – The system by which an organisation is controlled and operates, and the mechanisms by which it, and its people, are held to account.

**Risk Management Framework** – A set of practices, processes, and technologies that enable an organisation to identify, assess, and analyse risk to manage risk within the organisation.

**Risk Appetite** – The level of risk Council is willing to take in the pursuit of its strategic objectives.

**Risk Register** – A list of identified and assessed risks directly related to either a particular directorate or to the whole of Council across all risk categories (recorded in Council's risk management software – "Riskware").

## 7. REVIEW

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This policy is to be reviewed if legislation changes, or every three (3) years if no changes have been required to be enacted, at the direction of the Chief Executive Officer.

Policy type:	<input checked="" type="checkbox"/> Council <input type="checkbox"/> Administrative
Directorate:	Corporate Services
Responsible Officer	Manager Governance and Risk
Authorised on:	11 December 2024
Effective date:	11 December 2024
Next review date:	July 2027
Review history:	2024
Version	4.0



**Torres Strait Island Regional Council**  
**Enterprise Risk Management**  
**Guidelines**



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## 1. Statement of Commitment

The major risk for most organisations is failing to achieve their stated strategic business or project objectives or are perceived to have failed by their stakeholders. Torres Strait Island Regional Council (Council) is committed to establishing an environment that is not overly risk averse, but one that enables risks to be logically and systematically identified, analysed, evaluated, treated, monitored and managed.

Risk is inherent in all of Council's activities, so a formal and systematic process will be adopted to minimise and, where possible, eliminate all risks that directly or indirectly impact Council's ability to achieve the vision and strategic objectives outlined in the Corporate Plan, consistent with Council's Risk Appetite Statement.

TSIRC is aware that managing risk is not just about avoiding or minimising adverse outcomes, but also has a positive application, in that the proactive analysis of potential risks can also assist the organisation in achieving new and potential opportunities.

This Enterprise Risk Management Guidelines has been developed to demonstrate Council's commitment, by detailing the integrated Risk Management framework to be employed by all staff members, contractors, committees and volunteers engaged in Council business and defining the responsibilities of individuals and committees involved in managing risk.

In addition, the Guidelines have been developed to:

- Ensure compliance with legal and statutory requirements.
- Ensure risk management is an integral part of strategic planning, management and day to day activities of the organisation;
- Promote a robust risk management culture within the Council;
- Enable threats and opportunities that face the organisation to be identified and appropriately managed;
- Facilitate continual improvement and enhancement of Council's processes and systems;
- Improve planning processes by enabling the key focus of the organisation to remain on core business and service delivery;
- Encourage ongoing promotion and awareness of risk management throughout Council.

## 2. Introduction

*The purpose of risk management is to create and protect value.*

For Council to deliver the strategies and achieve the objectives as outlined in the Corporate Plan, Council needs to effectively identify and manage risks. Risk is the effect of uncertainty on objectives, for example, an event or action, which has the potential to prevent TSIRC from achieving its corporate objectives. A risk can also be defined as an opportunity that is not being maximised by the Council to meet its objectives.

Enterprise Risk Management (ERM) involves managing risks across various categories like health and safety, IT, finance, and in the full spectrum of strategic and operational risk. It is a structured approach of aligning strategy, processes, people, technology and knowledge to assess and address risks. By implementing ERM, Council can break down traditional barriers related to functions, divisions, departments, and cultures.

The International Standards for Risk Management – ISO 31000:2018 highlights that risk management is an ongoing and adaptable process tailored to an organisation's unique needs and culture. It should be integrated into the organisation's purpose, leadership, strategy, objectives, and operations rather than treated as a separate entity.

### 3. Definitions

**Risk:** The effect of uncertainty on objectives. Risk may also include a missed opportunity.

**Risk Management:** Coordinated activities to direct and control Council regarding risk.

**Enterprise Risk Management (ERM):** Encompasses all the major risk categories and includes the coordination, integration, consolidation and consistency of reporting by the various Council functions with identified risks.

**Risk Appetite Statement:** A statement that clarifies the level of risk Council is willing to take in the pursuit of its strategic objectives.

**Risk Register:** A list of identified and assessed risks directly related to either a particular directorate or to the whole of Council across all risk categories (recorded in Council's risk management software – "Riskware").

**Likelihood:** The chance of something happening, whether defined, measured or determined objectively or subjectively (probability or frequency).

**Consequence:** The outcome of an event affecting objectives (impact/magnitude). An event can lead to a range of consequences. A consequence can be certain or uncertain and can have a positive or negative effect on objectives. Consequences can be expressed qualitatively or quantitatively.

**Risk Owner:** The person with the accountability and authority to manage a risk. The owner may delegate some duties in relation to managing the risks for which they are responsible, however they are ultimately accountable for the risks allocated to them.

**Risk Treatment:** The process to modify existing risks or create new risks. Options for "treating" a risk include: Avoid, Accept, Minimise.

**Risk Treatment Action Plan:** A document that outlines the steps to be taken to reduce risks to acceptable levels. It includes information on current controls, required risk treatments, necessary resources, timing and reporting and accountability.

### 4. Risk Management Principles

For risk management to be effective in Council, leadership and commitment is required to ensure integration, implementation and improvement of Council's Enterprise Risk Management Framework. The following principles of the Risk Management Guidelines - ISO 31000:2018 are to be applied in the design, evaluation and implementation of risk management at Council:

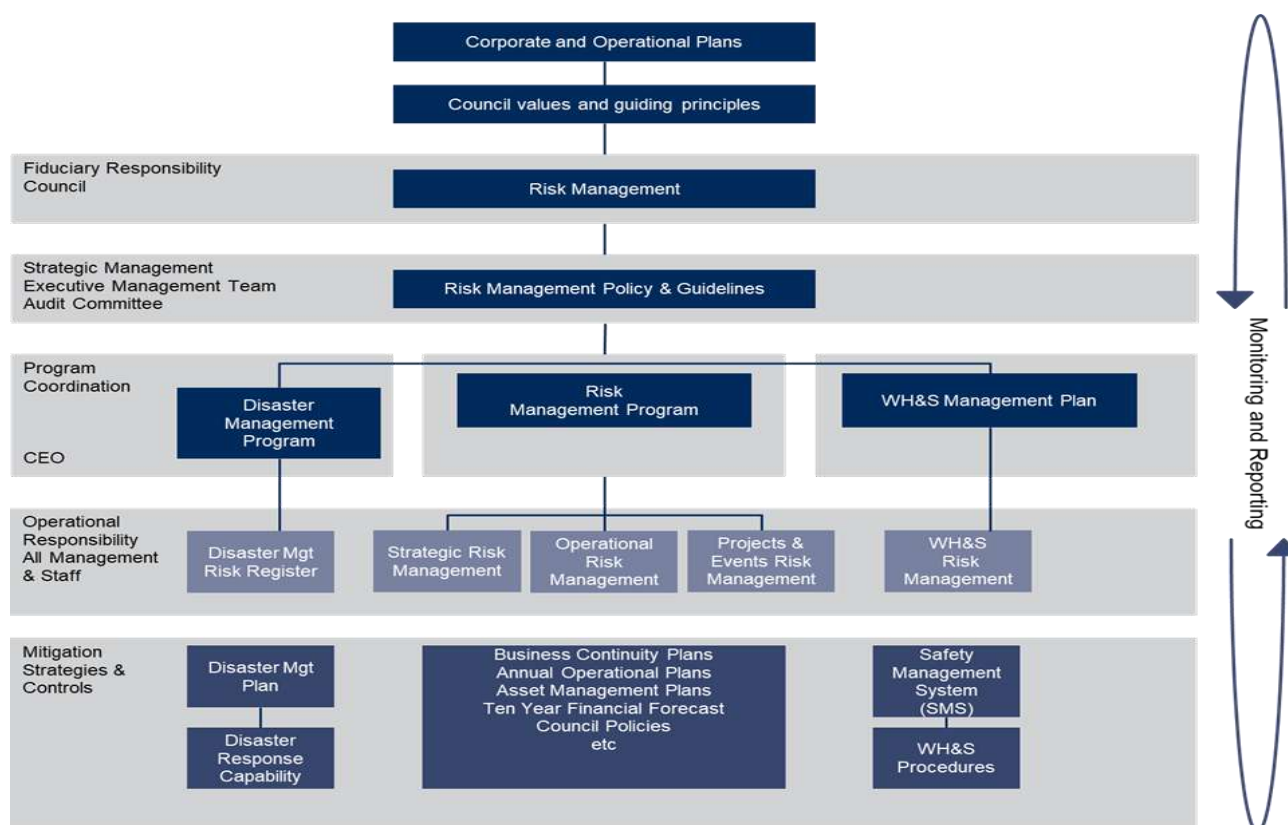
Principle	Description
<b>Integrated</b>	Risk management is an integral part of all organisational activities.
<b>Structured and Comprehensive</b>	A structured and comprehensive approach to risk management contributes to consistent and comparable results.
<b>Customised</b>	The risk management framework and process are customised and proportionate to the organisation's external and internal context related to its objectives.
<b>Inclusive</b>	Appropriate and timely involvement of stakeholders enables their knowledge, views, and perceptions to be considered. This results in improved awareness and informed risk management.
<b>Dynamic</b>	Risks can emerge, change or disappear as an organisation's external and internal context changes. Risk management anticipates, detects, acknowledges, and responds to those changes and events in an appropriate and timely manner.



Principle	Description
<b>Best Available Information</b>	The inputs to risk management are based on historical and current information and future expectations. Risk management explicitly takes into account any limitations and uncertainties associated with such information and expectations. Information should be timely, clear, and available to relevant stakeholders.
<b>Human and Cultural Factors</b>	Human behavior and culture significantly influence all aspects of risk management at each level and stage.
<b>Continual Improvement</b>	Risk management is continually improved with the help of learning and experience.

## 5. Risk Management Framework

The Risk Management Framework explains the relationship between Council's risk management components and other management systems and frameworks.



## 6. Basis, Roles & Responsibilities

<b>Council</b>	<p>The Council will:</p> <ul style="list-style-type: none"> <li>Retain ultimate responsibility for risk management;</li> <li>Establish and communicate its risk appetite, guiding itself and management in their actions and ability to accept and manage risks;</li> <li>Review the effectiveness of the risk management systems; and</li> <li>Receive, consider, and take action as appropriate, risk management reporting from the CEO and the Audit Committee.</li> </ul>
<b>Audit Committee</b>	<p>The Audit Committee (an Advisory Committee of the Council) is responsible for:</p> <ul style="list-style-type: none"> <li>Supporting Councillors to discharge their responsibilities;</li> <li>Monitoring reports of systems and processes to ensure that Council's</li> </ul>

	<p>material risks and risk profiles are appropriately identified, assessed, managed, monitored and reviewed;</p> <ul style="list-style-type: none"> <li>▪ Liaising with the CEO and Manager Governance and Risk to ensure the development and implementation of appropriate risk management policies and procedures;</li> <li>▪ Evaluating and monitoring the adequacy of control systems and management actions by reviewing internal audit reports; and</li> <li>▪ Reviewing risk reporting and making recommendations to the Council in respect of key risk issues arising in the course of its deliberations.</li> </ul>
Chief Executive Officer (CEO)	<p>The CEO is responsible for:</p> <ul style="list-style-type: none"> <li>▪ Ensuring risk management activities, including the identification, analysis, evaluation, treatment, monitoring and communication of risk is carried out effectively within Council in accordance with this Policy;</li> <li>▪ Supporting the ongoing implementation of Risk Management in all areas of Council's operations;</li> <li>▪ Fostering a positive risk-aware culture within Council;</li> <li>▪ Ensuring reporting of significant risks across Council is undertaken and reviewed during decision making and planning; and</li> <li>▪ Ensuring workers understand their responsibilities with respect to risk management.</li> </ul>
Manager Governance and Risk	<p>The Manager Governance and Risk is responsible for:</p> <ul style="list-style-type: none"> <li>▪ Supporting the CEO in the performance of their responsibilities to develop and review the Risk Management framework, including policy, procedures, systems, and reporting;</li> <li>▪ Providing overall risk management guidance;</li> <li>▪ Monitoring the risk register, which documents strategic, operational and project risks;</li> <li>▪ Promoting effective risk informed decision making and the reduction of Council's risk exposure; and</li> <li>▪ Coordinating activities and training to raise risk awareness.</li> </ul>
Risk Owner	Staff member with the accountability and authority to manage a risk.
Risk Officer	<p>The Risk Officer is responsible for:</p> <ul style="list-style-type: none"> <li>▪ Monitoring and reporting on organisational performance based on the Enterprise Risk Management Framework and Corporate Performance Planning Framework.</li> <li>▪ Facilitating risk identification and assessment activities while offering guidance on risk management procedures.</li> <li>▪ Maintaining and updating the risk register and risk management system.</li> <li>▪ Providing the Manager Governance and Risk with information for reports to the Council, Audit Committee, and CEO on the status of risk treatment plans and assessments for new initiatives.</li> </ul>
Department Heads	Department Heads are responsible for the implementation of this Policy and associated procedures within their areas of responsibility.
Managers	Managers are accountable for the delivery and adherence to this Policy and associated Procedures within their areas of responsibility.
Employees	All workers (including employees, contractors, volunteers and all others who perform work on behalf of Council) must be competent and accountable for managing risk within their area of responsibility.

## 7. Risk Appetite

Risk appetite is the level of risk that an organisation is willing to accept while pursuing its objectives, and before any action is determined to be necessary in order to reduce the risk.

Council has a strategic plan (Corporate Plan) that outlines the key objectives and goals of Council into the future – it is how Council has defined success. In order to achieve these objectives, Council must effectively manage risk.

Risk appetite is a tool that assists Council in having clear guidance on what types of risks are appropriate, what level of risk Council is comfortable with, and which objectives and risks are most important to Council and must be prioritised for attention.

A strong risk management framework includes the following elements.



Why have a defined risk appetite?

- Facilitates a shared understanding of the acceptance of risk.
- Provides guidance to Councillors, management and staff on expectations and acceptable risks.
- Assists in resolving tensions in the business plan and priorities.
- Provides guidance for budget allocation - the allocation of scarce resources to reducing risk (risk mitigation strategies) and supporting internal controls.

There are different levels to risk appetite, for example:

- Low risk appetite – only desire to take minimal or limited risks (or no risk) to pursue organisational objectives.
- Medium risk appetite – Will take a moderate level of risk to pursue organisational objectives.
- High risk appetite – Will take on a high level of risk to pursue organisational objectives.



## 7.1 Risk Appetite Statements

The following risk appetite statements have been developed for consideration by Council:

Council has <b>no appetite</b> for risks that:	<ul style="list-style-type: none"><li>▪ Compromise the safety and welfare of staff, contractors or members of the community.</li><li>▪ Result in significant or irreparable damage to the environment.</li><li>▪ Unreasonably disrupts service delivery.</li><li>▪ Have a significant negative impact on Council's long term financial sustainability.</li><li>▪ Constitute a serious non-compliance with Council's legal obligations.</li><li>▪ Result in widespread and sustained damage to Council's reputation.</li><li>▪ Fraud or corrupt conduct.</li></ul>
No appetite for risk means undertaking activities in a way that avoids:	<ul style="list-style-type: none"><li>▪ Death or serious injury in any circumstances.</li><li>▪ Damage to the environment that cannot be controlled or reasonably rehabilitated.</li><li>▪ The loss of essential services and activities (eg. water, payroll, payment of creditors).</li><li>▪ Unsustainable lifetime costs of assets or services.</li><li>▪ A breach of legislation, fraud or corruption.</li><li>▪ A failure to benefit the Council or the community.</li></ul>
Provided that safety, environmental, financial sustainability and legislated requirements are met, Council has a <b>moderate appetite</b> for risks that are managed to support:	<ul style="list-style-type: none"><li>▪ Economic growth of the region, local business operators and residents.</li><li>▪ Achievement of Council's Corporate Plan vision, goal and objectives.</li><li>▪ Improved levels of service.</li><li>▪ Reduced costs and improved efficiency.</li><li>▪ Generation of new income sources.</li><li>▪ Enhanced collaboration between government, industry and business.</li><li>▪ Improved regional participation and engagement.</li></ul>

## 8. Risk Management Process

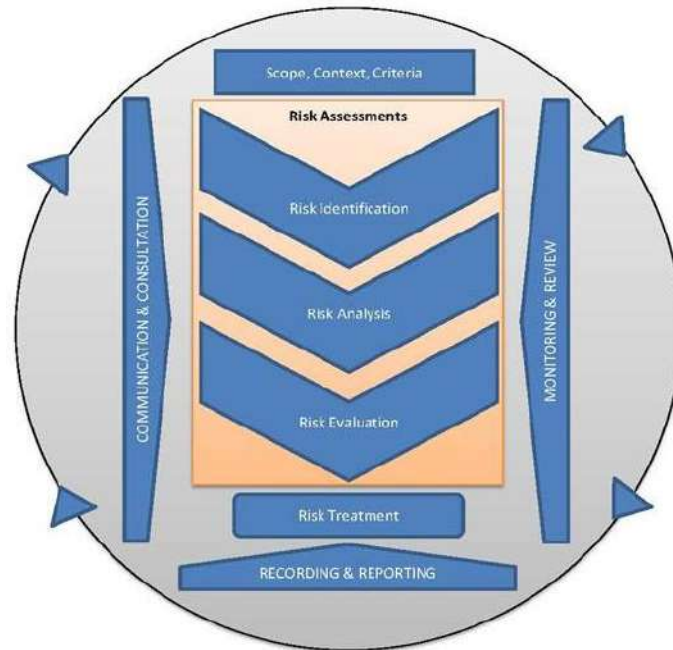
The process adopted by TSIRC to manage risks is in accordance with AS/ANZ ISO 31000:2018 Risk management – Guidelines. This process is the application of the structured risk management methodology to be used to assess; prioritise; treat and monitor risks identified. The risk management process may capture inherent risk (prior to considering controls in place), residual risk (after taking into account controls in place), or both.

The main elements of an effective Risk Management approach are as follows:

- Communicate and Consult
- Establish the Context
- Risk Assessment
  - Identify Risks
  - Analyse Risks

- Evaluate Risks
- Treat Risks
- Monitor and Review
- Record and Report

The following diagram represents the components of the Risk Management process. Each of these components are explained further below.



Source: ISO 3100:2018

### 8.1. Communicate and Consult

The purpose of communication and consultation is to ensure relevant stakeholders understand risks, the basis on which decisions are made and the reasons why particular actions are required. Communication and consultation are necessary at every stage of the Risk Management process and will occur regularly throughout the process.

All relevant stakeholders, internal and external, will be utilised to bring together different areas of expertise, ensure different views are considered and to provide sufficient information for decision making.

### 8.2. Establish the Scope, Context and Criteria

The purpose of establishing the scope, context and criteria is to customise the risk management process to enable effective risk assessment and appropriate risk treatment. This includes the criteria against which risk will be evaluated, the risk appetite of the organisation and corrective actions for the different rating achieved in the assessment of the risks.

In considering context, it is necessary to consider:

- the internal and broader external environment in which Council operates.
- objectives and decisions that need to be made.
- outcomes expected from the steps to be taken in the process.
- time, location, specific inclusions, and exclusions.
- appropriate risk assessment tools and techniques.
- resources required, responsibilities and records to be kept.

- relationships with other projects, processes, and activities.

To set risk criteria, the following should be considered:

- the nature and type of uncertainties that can affect outcomes and objectives (both tangible and intangible).
- how consequences (both positive and negative) and likelihood will be defined and measured.
- time-related factors.
- consistency in the use of measurements.
- how the level of risk is to be determined.
- how combinations and sequences of multiple risks will be taken into account.
- the organisation's capacity.

### **8.3. Risk Assessment**

#### **8.3.1. Risk Identification**

At this stage, the organisation identifies what, why and how things can arise that may affect the organisation, as the basis for further analysis. The purpose is to find, recognise and describe risks that may help or prevent Council from achieving its objectives at a strategic, operational or project level. The following factors can be used to help identify risk:

- Causes and events.
- Tangible and intangible sources of risk.
- Vulnerabilities and capabilities.
- Changes in internal and external context.
- Indicators of emerging risk.
- Nature and value of assets and resources.
- Consequences and their impact on objectives.
- Limitations of knowledge and reliability of information.
- Time-related factors.
- Biases, assumptions and beliefs of those involved.

Council should then determine if the risks identified are sources under its control.

#### **8.3.2. Risk Analysis**

The purpose of risk analysis is to comprehend the nature of risk and its characteristics including the level of risk. This stage determines the inherent risks and then calculates any residual risks taking into consideration any existing controls in place (existing processes and procedures). Risks are analysed in terms of consequence and likelihood in the context of those controls. The analysis will consider the range of potential risk consequences and how likely they are to occur.



## Determining Consequence

Council's risk consequence categories include the following:

Risk Categories
<b><i>Finance and Economic</i></b> Financial and Economic risks cover financial capacity, availability of capital, the current economic environment, financial management and reporting, knowledge management, efficiency of systems, processes and organisational structure.
<b><i>Human Resources</i></b> Includes human resource, industrial relations and organisational culture particularly relating to staff values, standards of integrity and public accountability and covers Workplace Health and Safety issues.
<b><i>Infrastructure and Assets</i></b> Covers infrastructure asset capacity and management (including IT network and hardware), project delivery, inventory and sourcing.
<b><i>Legal Compliance and Liability</i></b> Covers legal compliance and liabilities attributable to non-compliance with statutory obligations, including class actions, public liability claims, product liability, professional indemnity and public health and safety.
<b><i>Reputation &amp; Political</i></b> Covers Council's reputation with the community, customer service and capability as a regulator and the external political environment in which Council operates, including inter-governmental relations, state and national policies and relations with special interest groups.
<b><i>Service Delivery</i></b> Covers the delivery of all services provided by council.
<b><i>Management Effort</i></b> Covers all managers, senior personnel and Council as a whole
<b><i>Climate Change Impact</i></b> Covers impacts and adaptation measures resulting from Climate Change impact on Council's assets or infrastructure.

In determining the consequence of each risk, the following ratings and definitions have been applied. There are five levels used to determine the consequences and when considering how risks may impact the organisation. It is also important to think about the non-financial elements as well.

### Consequence Table

Description	Qualitative Definition - Consequence
Insignificant	An event, where the impact can be absorbed; no injuries; low financial loss.
Minor	An event, the consequences of which can be absorbed but management effort is required to minimise the impact; first aid treatment; low-medium financial loss.

Description	Qualitative Definition - Consequence
Moderate	A significant event, which can be managed under normal circumstances; medical treatment; medium financial loss.
Major	A critical event, which with proper management can be continued; extensive injuries; loss of production capability; major financial loss.
Catastrophic	A disaster, which could lead to the collapse of the organisation; death; huge financial loss.

Quantitative parameters have been developed (refer Consequence Matrix further below) to enable the organisation to consistently assign consequence ratings to potential risks. These quantitative measures assign the organisation's risk tolerance parameters applicable to each of the five consequence levels. This approach ensures that all staff can rate the consequence of a risk occurring against the organisation's established parameters instead of their own personal choice.

### Determining Likelihood

In determining the likelihood of each risk, the following ratings and definitions have been applied. In making an assessment, it must be remembered that some events happen once in a lifetime, while others can happen almost every day. Judgement is required to determine the possibility and frequency with which the specific risk is likely to occur.

#### Likelihood Table

Description	Long Description	Likelihood of Occurrence /Frequency
Rare	Evidence: Nobody has ever heard of it happening. History: Has not happened previously in our industry but is a conceivable occurrence. Experience & expectation: Almost sure this won't happen.	May occur once in 10 years
Unlikely	Evidence: Never heard of it, but it sounds like something that I know has happened elsewhere before. History: Happened previously in our industry. Experience & expectation: I will be surprised if this happened.	May occur once in 5 years
Possible	Evidence: Similar event occurred, not sure when/where/more than one occasion. History: Logged at least once within our organisation/previous employer(s). Experience & expectation: 50/50 chance that this will happen.	At least once in 2 years
Likely	Evidence: Similar events occurred several times over the years. History: Logged several times in our organisation or my previous employer(s). Experience & expectation: I will not be surprised if this happened.	More than once in 2 years
Certain	Evidence: People are strongly aware of the risk occurring on several occasions.	At least once in 12 months

### Consequence Matrix

Consequence	Rating	Finance and Economic	Human Resources	Infrastructure & Assets	Legal Compliance, Regulatory & Liability (inc. Environment)	Reputation/ Political	Service Delivery	Management Effort/Climate Change Impact
Catastrophic	5	Huge financial loss (e.g. > \$1M of revenue or budget).	Fatality or significant irreversible disability.  Staff issues cause continuing failure to deliver essential services.	Widespread, long term reduction in service capacity of substantial key assets and infrastructure.  Threat to viability of services or operation.	Extensive breach involving multiple individuals.  Extensive fines and litigation with possible class action.  DLG review or Administrator appointed.	Loss of State Government support with scathing criticism and removal of the council.  National media exposure.  Loss of power and influence restricting decision making and capabilities.	The continuing failure of Council to deliver essential services.  Substantial loss of operating capacity > 1 week.  The removal of key revenue generation.	A critical event or disaster that could lead to the collapse of the business.
Major	4	Major financial loss (eg. \$250,001 to \$1M of revenue or budget).	Extensive injuries. Lost time of more than 14 working days.	Widespread, medium to long term reduction in service capacity of key assets and infrastructure.	Major breach with possible fines or litigation.  DLG or Administrator may be involved.  Critical failure of internal controls may	State media and public concern/ exposure with adverse attention and long-term loss of support from shire residents. Adverse impact	Widespread failure to deliver several major strategic objectives and service	A critical event that with appropriate management can be overcome.



Consequence	Rating	Finance and Economic	Human Resources	Infrastructure & Assets	Legal Compliance, Regulatory & Liability (inc. Environment)	Reputation/ Political	Service Delivery	Management Effort/Climate Change Impact
			Staff issues cause widespread failure to deliver several major strategic objectives and long-term failure of day to day service delivery.	Loss or event may require replacement of key property or infrastructure.	have significant and major financial impact.	and intervention by State Government.	plans. Long-term failure of Council causing lengthy service interruption up to 1 week.	

Consequence	Rating	Finance and Economic	Human Resources	Infrastructure & Assets	Legal Compliance, Regulatory & Liability (inc. Environment)	Reputation/ Political	Service Delivery	Management Effort/Climate Change Impact
Moderate	3	High financial loss (e.g. \$50,001 to \$250,000 of revenue or budget).	Medical treatment. Lost time of up to 14 working days.  Staff issues cause failure to deliver minor strategic objectives and temporary and recoverable failure of day to day service delivery.	Short to medium term reduction in service capacity of key assets and infrastructure.  Loss with temporary disruption of key facility and services.	Serious breach involving statutory authorities or investigation.  Prosecution possible with significant financial impact.  Possible DLG involvement.  Moderate impact of legislation/regulations.	Significant state-wide concern/ exposure and short to mid-term loss of support from shire residents.  Adverse impact and intervention by another local government & LGAQ.	Failure to deliver minor strategic objectives and service plans.  Temporary & recoverable failure of Council causing intermittent service interruption for a week.	A significant event which can be managed under normal circumstances.

Consequence	Rating	Finance and Economic	Human Resources	Infrastructure & Assets	Legal Compliance, Regulatory & Liability (inc. Environment)	Reputation/ Political	Service Delivery	Management Effort/Climate Change Impact
Minor	2	Minor financial loss (e.g. \$10,001 to \$50,000 of revenue or budget).	First aid treatment. No lost time.  Staff issues cause several days interruption of day to day service delivery.	Minor loss/damage with limited downtime. Repairs required through normal operations.	Minor breach with no fine or litigation.  Contained non-compliance or breach with short term significance with minor impact.  Some impact on normal operations.	Minor local community concern manageable through good public relations.  Adverse impact by another local government.	Temporary and recoverable failure of Council causing intermittent service interruption up to 24 hrs.	An event, the impact of which can be absorbed, but management effort is needed.
Insignificant	1	Low financial loss (e.g. < \$10,000 of revenue or budget).	No injury.  Staff issues cause negligible impact of day to day service delivery.	Isolated or minimal damage where repairs are required however facility or infrastructure is still operational.	Isolated non-compliance or breach.  Minimal failure managed by normal operations.  Insignificant impact of legislation/regulations.	Transient matter, e.g. Customer complaint, resolved in day-to-day management.  Negligible impact from another local government.	Negligible impact of Council, brief service interruption for several hours to a day.	An event, the impact of which can be absorbed through normal activity.



## Determining the Overall Risk Rating

After the consequence and likelihood ratings have been determined they are combined in a matrix to determine the overall risk rating for each risk. The extent of the consequences and the extent of the likelihood risks will be assessed using a scale containing Low, Moderate, High and Extreme.

The table below illustrates how the combination of the consequence and likelihood generates the overall risk rating.

Risk Assessment Matrix

		Consequence				
Likelihood	Rating	1	2	3	4	5
		Insignificant	Minor	Moderate	Major	Catastrophic
Certain	5	L	M	H	E	E
Likely	4	L	M	H	H	E
Possible	3	L	M	M	H	H
Unlikely	2	L	L	M	M	H
Rare	1	L	L	L	M	M

### 8.3.3. Evaluate Risks

In order to effectively manage risks, it is crucial to assess and prioritise them. This ensures that management focuses on addressing the most significant risks facing the organisation. The first step in evaluating risks is to determine if there are existing controls in place to manage them effectively.

This can lead to a decision to:

- do nothing further;
- consider risk treatment options;
- undertake further analysis to better understand the risk;
- maintain existing controls;
- reconsider objectives.

The table below will help determine if there are effective controls in place to address the identified risks:

Control Assessment	Description
Not Known	Lack of information on whether or not controls are implemented or ascertainable.
Fully Effective	Effective treatments implemented, communicated and monitored on a regular basis to determine the level of effectiveness.

Control Assessment	Description
Substantially Effective	Controls are well documented and implemented. The controls address the identified risk and there is little scope for improvement. There is no convincing cost/benefit justification to change the approach.
Partially Effective	Controls have been determined, but not well implemented, documented or monitored to determine their level of relevance.
Ineffective	The controls do not appropriately address the identified risk and there is an immediate need for improvement actions. There is a significant cost/benefit justification to change the approach.

After identifying, analysing, and evaluating risks and controls, the results will be communicated with all relevant stakeholders and agreements reached with the Risk Owners prior to being documented in the Risk Register.

### Risk Register

A Risk Register has been developed in Riskware to record and assess each risk identified as part of the risk identification stage.

By following the steps of the risk assessment process explained above, we can maintain consistency in evaluating the current level of risk severity. This evaluation considers the effectiveness of the existing controls in managing or addressing the risks.

### 8.4. Treatment of Risks

After assessing each risk and determining the necessary controls, the manager is responsible for implementing the appropriate treatment. The treatment should align with the importance and urgency of the residual risk. At Council, the following risk treatment options are available:

- **Avoid the risk** – decide not to proceed with the policy, program or activity or choose an alternative means of action.
- **Accept the risk** – by informed decision. Where the risk cannot be avoided, reduced or transferred. In such cases, usually the likelihood and consequence are low. These risks should be monitored, and it should be determined how losses, if they occur, will be funded. Additionally, where a risk presents an opportunity, a decision may be taken to enhance, accept, work with or pursue the risk.
- **Minimise the risk** – by either reducing the likelihood of occurrence and/or the consequences (e.g. implement procedures for specified tasks).

Determine the most effective treatment options by considering the:

- Cost/benefit of each option including the cost of implementation (do not consider financial considerations only; organisational, political, social and environmental factors should also be considered).
- Use of proven risk controls.
- Anticipated level of risk remaining after implementation of risk treatment. The final acceptance of this risk will be a matter for the appropriate Director or CEO to decide.

Once treatment options for strategic and operational risks have been selected, they should be assembled into Risk Treatment Action Plans and reported on a quarterly basis to the Audit Committee (refer to Appendix B – Risk Treatment Action Plan template). The outcome of an effective risk treatment plan is knowledge of the risks Council can tolerate and a system that minimises those risks that it cannot tolerate.

## 8.5. Monitor and Review

The purpose of monitoring and review is to assure and improve the quality and effectiveness of process, design, implementation and outcomes. Ongoing monitoring and review of risk will be undertaken reported to the Audit Committee and the Council on a quarterly basis. Risk reviews are to be conducted at least annually or as and when the internal or external environment changes.

When completing the review process, it is important that the context in which the original risk was developed is reassessed. The review should also be informed by reports and recent events and include consideration of:

- Completeness of the register;
- Continued existence of controls;
- Adequacy of controls;
- Risk ratings;
- Treatment strategies;
- Risk owner; and
- Risk review date.

## 9. Recording and Reporting the Risk Management Process

Accurately and promptly reporting and recording risks is crucial for the effectiveness of risk management. Each step of the risk management process should be properly documented. This includes recording all risk assessments and action plans for future reference. Even if a risk is considered low and no action is taken, the rationale behind this decision should still be documented.

## 10. Reviewing the Risk Management Guidelines and Framework

In order to maintain the effectiveness of the risk management process and its support for the organisation's performance, all components of the process will be regularly evaluated. This includes reviewing the Enterprise Risk Management Guidelines which comprised the Risk Management Framework, Risk Management Policy, and Risk Register to confirm their relevance and alignment with the organisation's risk activities and boundaries.

Decisions for enhancing the Risk Management Framework will be made based on the outcomes of monitoring and reviews. These enhancements aim to improve risk management practices and foster a stronger risk management culture within the organisation.

## 11. Reporting and Communication

Risk reporting plays a key role in communicating risks throughout the organisation. Reports will be given to the Council, Audit Committee, Senior Executives, and department managers.

Operational risks, issues, and incidents within a department are discussed in regular team meetings. Managers are responsible for keeping records of any incidents. If a change is needed to prevent a loss or incident, more frequent reports to the Executive Management may be necessary until the risk level is acceptable.

The Risk Management Guidelines, including the framework, Policy, Risk Registers and associated documents and procedures will be held maintained in Council's Document Management system (ECM) and Riskware.

All staff will receive risk management training and awareness on an annual basis, either in person or via Council's learning portal.



## 12. Review

This document is to be reviewed if legislation changes, or every three (3) years if no changes have been required to be enacted, at the direction of the Chief Executive Officer.

Policy type:	<input checked="" type="checkbox"/> Council <input type="checkbox"/> Administrative
Directorate:	Corporate Services
Responsible Officer	Manager Governance and Risk
Authorised on:	11 December 2024
Effective date:	11 December 2024
Next review date:	July 2027
Review history:	2024
Version	5.0

## Appendix B - Risk Management Action Plan Template



### Risk Treatment Action Plan (RTACP)

<b>Business Unit</b>		<b>RTAP completed date</b>	
<b>Business Function</b>		<b>RTAP completed by</b>	
<b>Risk Owner</b>		<b>RTAP approved by</b>	

<b>Risk ID No</b>	<b>Risk Details</b> <i>(Risk description, source and consequence)</i>	<b>Risk Type</b> <i>(Operational/ Strategic/Project)</i>	<b>Residual Risk Rating</b> <i>(Level of risk with existing controls)</i>	<b>Risk Treatment Plan</b> <i>(Describe your Treatment Plan to mitigate/manage the Risk)</i>	<b>Resources Required</b> <i>(What physical, human or finance resources required?)</i>	<b>Performance Measure</b> <i>(How will you know is the risk treatment has been happening and is working?)</i>	<b>Timeline</b> <i>(Targeted completion date / monitoring date)</i>	<b>Responsible</b> <i>(Name and position)</i>



Engineering Services

**ZENADTH KES COASTAL HAZARD ADAPTATION STRATEGY****OFFICER RECOMMENDATION:****Council adopts the Zenadth Kes Coastal Hazard Adaptation Strategy (CHAS).****EXECUTIVE SUMMARY:**

The Zenadth Kes Coastal Hazard Adaptation Strategy (CHAS) has been developed to address and mitigate the impacts of coastal hazards on the Torres Strait Island Regional Council (TSIRC) communities. Funded by the Local Government Association Queensland (LGAQ) as part of the QCoast<sub>2100</sub> program, this strategy provides a comprehensive long-term approach to managing coastal erosion, tidal inundation, storm tides and other coastal hazard impacts driven by climatic changes and natural processes from present day to the year 2100.

**Consultation:**

The Zenadth Kes CHAS has been informed by conversations with Council and community leaders since 2017 with comprehensive community engagement between 2022-2024.

Most recently (2<sup>nd</sup> December 2024) the CHAS Workshop presented to the Environment & Climate Adaptation Advisory Committee. Council's Strategic Action Reference Group (SARG) Standing Committee has subsequently endorsed the Strategy to the full Council for adoption.

*Table 1 Summary of consultation..*

Date	Activity	Summary and attendees
<b>December 2020</b>	Conversations with TSIRC Councillors	All Councillors interviewed and share their views on prioritising community-specific, actionable outcomes. <u>Attendees</u> <ul style="list-style-type: none"><li>• TSIRC Councillors and Mayor</li></ul>
<b>22 February 2021</b>	CCA&E Committee report update	Update on Phases 1-3 <u>Attendees</u> <ul style="list-style-type: none"><li>• CCA&amp;E Committee</li></ul>
<b>4 November 2021</b>	CCA&E Committee presentation on CHAS	Update on working with TSC and TSRA <u>Attendees</u> <ul style="list-style-type: none"><li>• CCA&amp;E Committee</li></ul>
<b>11 March 2022</b>	CCA&E Committee report update	Progress update and resolution to engage Alluvium for final Phases.

Date	Activity	Summary and attendees
		<u>Attendees</u> <ul style="list-style-type: none"> <li>• Cr Hilda Mosby</li> <li>• Cr Seriako Dorante</li> <li>• Mr David Baldwin</li> <li>• Mr Peter Krebs</li> <li>• May Mosby</li> </ul>
<b>26 May 2022</b>	CHAS Communication and Engagement Planning Workshop	<p>An initial one-day workshop with elected Councillors and council staff.</p> <p><u>Attendees</u></p> <ul style="list-style-type: none"> <li>• TSIRC Councillors and Mayor</li> <li>• TSIRC staff: Jarrah Doran-Smith (TSIRC CHAS PM) David Baldwin, Brendon</li> <li>• Alluvium: Marika Seden (Alluvium), Fiona Chandler (Alluvium), Stephanie Doumtsisi (Alluvium)</li> </ul>
<b>22-23 June 2022</b>	TSRA Stronger Together - Responding to Climate Change in the Torres Strait Workshop	Engaging with Councillors, Traditional Owner representatives, Local, State and Commonwealth representatives, Non-government organisations and academics on the TSIRC CHAS.
<b>6 October 2022</b>	TSIRC CHAS Council Staff Workshop	<p>Workshops with council staff, including executives and on-ground project managers.</p> <p><u>Attendees</u></p> <ul style="list-style-type: none"> <li>• TSIRC staff: Jarrah Doran-Smith (TSIRC CHAS PM), James William, David Baldwin, Hollie Faithfull, Peter Krebs, Terrence Jeppesen, Tony Wynen, Adeah Kabai, Mathew Brodbeck, Patrick Whittington, Peter Price, Robert Yorkston, Amanda Pearce and TSIRC CEO</li> <li>• Alluvium: Marika Seden, Michael Rosenthal, Stephanie Doumtsisi</li> </ul>
<b>7 November 2022</b>	CHAS Reference Group and Councillor Briefing for workshop	<p>A workshop with a project working group comprising the Councils Climate Change Adaptation and Environment Committee, as well as executive staff representatives</p> <p><u>Attendees</u></p> <ul style="list-style-type: none"> <li>• TSIRC Councillors and Mayor</li> <li>• TSIRC staff: Jarrah Doran-Smith (TSIRC CHAS PM)</li> <li>• Workshop planning reference group: Adeah Kabai, Pat Whittington, Mat Brodbeck, Terrence Jeppesen, Amanda Pearce, Kamuel Gibuma, Mokathani Lui</li> </ul> <p>Alluvium: Marika Seden, Michael Rosenthal</p>
<b>27 April 2023</b>	CCA&E Committee report update	<p>Engineering Services staff and Ms Seden provided the Committee with an update on progress in relation to finalising arrangements for the upcoming CHAS Workshop in Cairns on 11-12 May 2023.</p> <p><u>Attendees</u></p>



Date	Activity	Summary and attendees
		<ul style="list-style-type: none"> <li>• Cr Hilda Mosby</li> <li>• Cr Seriako Dorante</li> <li>• Cr Kabay Tamu</li> <li>• Mr David Baldwin</li> <li>• Mr Jarrah Doran-Smith</li> <li>• Darryl Brooks</li> </ul> <p>Ms Marika Sedan</p>
<b>11-12 May 2023</b>	CHAS Strategy workshop	<p>A two-day forum with elected Councillors and youth representatives</p> <p><u>Attendees</u></p> <ul style="list-style-type: none"> <li>• TSIRC staff: Jarrah Doran Smith (TSIRC CHAS PM), David Baldwin, Collin Messa, CEO</li> <li>• TSIRC councillors: Mayor Phillemon Mosby, Cr. Hilda Mosby, Deputy Mayor/Cr. Getano Lui, Cr. Dimas Toby, Cr. John Levi, Cr. Kabay Tamu, Cr. Torenzo Elisala, Cr. Francis Pearson, Cr. Seriako Dorante, Cr. Rocky Stephen, Cr. Laurie Nona, Cr. Jimmy Gela (only day 2)</li> <li>• Student/Youth representatives from AFL House Cape Yor: Yesha, Ester, Robbie Toby, Emmanuel, Masie and one more girl</li> <li>• Alluvium: Marika Seden, Michael Rosenthal, Stephanie Doumtsisis</li> </ul> <p><i>Not in attendance: Cr. Conwell Tabuai, Cr. Aven S. Noah, Cr. Keith Fell.</i></p>
<b>14 September 2023</b>	CCA&E Committee report update	<p>Progress update and resolution to name CHAS and put out for public exhibition.</p> <p><u>Attendees</u></p> <ul style="list-style-type: none"> <li>• Cr Hilda Mosby</li> <li>• Cr Seriako Dorante</li> <li>• Mr David Baldwin</li> </ul> <p>Darryl Brooks</p>
<b>29 November 2023</b>	Draft CHAS released for community feedback	<p>Draft CHAS released on all social media platforms and sent to each community for community feedback.</p> <p><u>Audience</u></p> <p>All community</p>
<b>11, 19, 25 January 2024</b>	Videos released highlighting importance of CHAS released for community	<p>Videos of Council Staff, Councillors and Community released on all social media platform to encourage community feedback on the CHAS</p> <p><u>Audience</u></p> <p>All community</p>

Date	Activity	Summary and attendees
<b>1 February 2024</b>	Poster highlighting importance of CHAS released for community	Poster released on all social media platform to encourage community to engage with the CHAS. <u>Audience</u> All community
<b>13 November 2024</b>	Council workshop presentation	David B. and Jarrah D-S. present CHAS progress and next steps to full Council. Community specific sections provided to each Councillor. <u>Attendees</u> All Councillors
<b>2 December 2024</b>	Environment & Climate Adaptation Advisory Committee	<ul style="list-style-type: none"> <li>Committee members</li> <li>Alluvium presentation</li> </ul>
<b>Ongoing</b>	Targeted and ongoing conversations with Councillors, Traditional Owners, community leaders and council staff	

### Background:

TSIRC's coastal areas are vital for maintaining the cultural, environmental, and economic wellbeing of our communities. TSIRC has previously acknowledged the increasing risk of coastal hazards due to climate change and the necessity for a strategic response.

The QCoast<sub>2100</sub> program is a one-off funding program administered by LGAQ. It is designed to assist coastal Councils in making decisions regarding long-term management and response to the coastal hazards facing their communities, through the development of a CHAS.

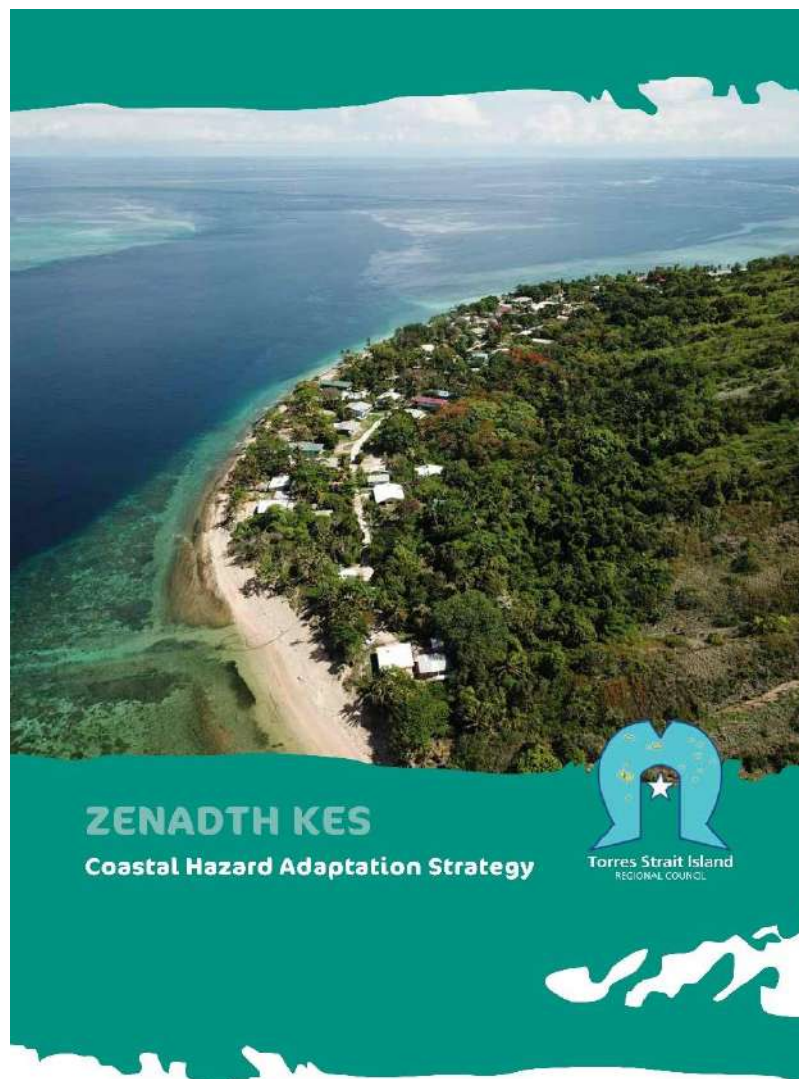
TSIRC has been developing the CHAS in collaboration with technical consultants and community leaders. It follows an eight-Phase process (Table 1), as set out in QCoast2100's Developing a Coastal Hazard Adaptation Strategy: Minimum Standards and Guideline for Queensland Local Governments.

*Table 2. Stages of a CHAS*

Phase	Description	Project status
1	Plan for life-of project stakeholder communication and engagement	Complete
2	Scope coastal hazard issues for the area of interest	Complete
3	Identify areas exposed to current and future coastal hazards	Complete
4	Identify key assets potentially impacted	Complete
5	Undertake a risk assessment of key assets in coastal hazard areas	Complete
6	Identify potential adaptation options	Complete
7	Socio-economic appraisal of adaptation options	Complete
8	Strategy development, implementation and review	Complete

The Strategy itself (Figure 1) is the summary document which provides an overview of Phases 1-8 and defines the strategic actions identified to proactively manage the potential impacts of coastal hazards. It

details the risks and mitigation techniques for all 15 TSIRC communities posed by coastal hazards, including coastal erosion, permanent tidal inundation at highest astronomical tides (HAT) due to sea-level rise (SLR) and inundation due to storm tide.



*Figure 1 Cover and report summary from the Zenadth Kes Coastal Hazard Adaptation Strategy*

### **Current Progress and Next Steps:**

With the completion of the Implementation Plan, which includes specific agencies, TSIRC departments, and supporting parties required to implement the Zenadth Kes CHAS, Council endorsement is now sought to adopt the overall strategy. The implementation plan also includes adaptation options, timing in which activities need to be actioned, indicative costs, and funding opportunities.

The Strategy includes prioritised actions over the next 5 – 10 years, across four themes:

1. Council wide initiatives to enhance community custodianship
2. Planning updates
3. Maintaining and improving existing infrastructure
4. Nature-based coastal management
5. Coastal engineering

The overarching purpose of the Strategy is to:

- Inform future decisions regarding the protection and management of our coast and foreshore areas
- Inform future land use and master planning
- Guide the management of public utilities, facilities and services such as water supply, wastewater, roads and boat ramps
- Inform management of areas of cultural and environmental significance, and
- Foster collaboration and the shared custodianship of our coastline.

#### **COMPLIANCE:**

<b>Statutory:</b>	<ul style="list-style-type: none"> <li>• Compliance with Queensland Coastal Management Plans</li> <li>• Alignment with national climate adaptation frameworks</li> </ul>
<b>Budgetary:</b>	<ul style="list-style-type: none"> <li>• Funded by the Local Government Association Queensland (LGAQ)</li> <li>• Future funding considerations for implementation phases</li> </ul>
<b>Policy:</b>	<ul style="list-style-type: none"> <li>• Environmental Policy</li> </ul>
<b>Legal:</b>	<ul style="list-style-type: none"> <li>• Ensures legal compliance with state and federal environmental regulations</li> </ul>
<b>Risk:</b>	<ul style="list-style-type: none"> <li>• Mitigates risks associated with coastal erosion and storm tide inundation</li> <li>• Reduces long-term vulnerability of infrastructure and essential services</li> </ul>
<b>Links to Strategic Plans:</b>	<ul style="list-style-type: none"> <li>• Corporate/Operational Plan</li> <li>• TSIRC Community Plan (2009-2029)</li> <li>• Environmental and Coastal Management Plans</li> </ul>
<b>Masig Statement:</b>	<ul style="list-style-type: none"> <li>• The CHAS aligns with the purpose of the Masig Statement, emphasising sustainable development and cultural preservation.</li> </ul>
<b>Standing Committee Consultation:</b>	<ul style="list-style-type: none"> <li>• Climate Change Adaptation and Environment Committee</li> </ul>
<b>Timelines:</b>	<ul style="list-style-type: none"> <li>• Immediate adoption with phased implementation over the next several years to 2100</li> </ul>

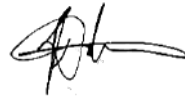


**Other Comments:**

Following the Council's endorsement of the Strategy, hard copies of the summary document will be distributed to Divisional Council offices, as well as accessible through the Council website and local Councillors' offices. Videos explaining the Strategy will also be run on the IBIS store TVs.

**Recommended:**A handwritten signature in black ink, appearing to read 'David Baldwin', with a long horizontal flourish extending to the right.

David Baldwin  
Executive Director Engineering Services

**Approved:**A handwritten signature in black ink, appearing to be a stylized 'JW', with a horizontal flourish extending to the right.

James William  
Chief Executive Officer



## ORDINARY MEETING

11 December 2024

Agenda Item

8.1

**DIRECTORATE:** *Financial Services*

**AUTHOR:** *Head of Financial Services*

### FINANCE DASHBOARD REPORT – November 2024

#### **OFFICER RECOMMENDATION:**

That Council receives and endorses the monthly financial statements attached to the officer's report for the 2024-25 year to date, for the period ended 30 November 2024, as required under Section 204 *Local Government Regulation 2012*.

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#### **EXECUTIVE SUMMARY:**

This report seeks Council endorse the monthly financial statements for the 2024-25 year to date, for the period ended 30 November 2024.

#### **Background:**

The 2024-25 budget was adopted in July 2024 and has taken into consideration the expected impacts of the year ahead including but not limited to high inflation, persistent labour shortages due to shifting workforce dynamics, shortages in contractors due to remote operations and material shortages. Our strategic approach to budget planning demonstrates management's dedication to proactively confronting potential financial challenges and positioning the organisation for resilient financial performance, all while ensuring the continued delivery of essential services to the community.

The financial report must state the progress that has been made in relation to the local government's budget for the period of the financial year up to a day as near as practicable to the end of the month before the meeting is held.

Each month, year-to-date financial statements are prepared to monitor actual performance against budget.

Below is a summary of the financial performance for the period ended stated above. Actual amounts are compared against the year-to-date budget for 2024-25. (See [Appendix A](#) for Summary Financial Statements by Department and [Appendix B](#) Detailed Capital Report).

#### **Resource implications:**

The actual operating result (before depreciation) for the year-to-date as of November 2024 reflects a surplus of \$23.3M (\$3.2M budget surplus). This positive variance is primarily driven by increased revenue from contracts and recoverable works, timing differences with receiving the 24-25 Financial Assistance Grants, and additional grant funding from the Indigenous Council Funding Program (ICFP). These timing differences will be reflected in Council's Budget Review process.

## FINANCIAL PERFORMANCE AT A GLANCE – Year to Date (YTD) 30 November 2024

Key financial results	Annual budget	YTD Original budget	YTD actual	YTD variance \$	YTD variance %	Status
Recurrent revenue	67,767,162	35,518,368	55,288,912	19,770,544	55.7%	●
Other income	5,455,590	2,305,799	2,655,278	349,478	15.2%	●
Recurrent expenditure (excl. depreciation)	(78,201,757)	(34,630,010)	(34,647,248)	(17,238)	0.0%	●
<b>Operating result (excl. depreciation)</b>	<b>(4,979,006)</b>	<b>3,194,158</b>	<b>23,296,942</b>	<b>20,102,784</b>	<b>629.4%</b>	●
Capital revenue	42,547,828	17,728,262	7,979,644	(9,748,618)	(55.0%)	●
Capital expenses	(3,500,000)	(1,458,333)	(936,641)	521,693	35.8%	●
<b>Net result (excl. depreciation)</b>	<b>34,068,822</b>	<b>19,464,086</b>	<b>30,339,945</b>	<b>10,875,859</b>	<b>55.9%</b>	●
Depreciation expense	(58,483,681)	(24,368,200)	(27,233,374)	(2,865,174)	(11.8%)	●
<b>Net result</b>	<b>(24,414,859)</b>	<b>(4,904,115)</b>	<b>3,106,571</b>	<b>8,010,685</b>	<b>163.3%</b>	●

### Key:

Act Vs Bud Var % is <= -10%

Act Vs Bud Var % is > -10% and <= -5%

Act Vs Bud Var % is > -5%



## Operating Result to Date – Favourable \$20.1M variance attributed to:

Revenue \$20.1M favourable variance:

- Building Services has a \$6.8M favourable variance against the budget for contract and recoverable works. Favourable result is due to the higher volume of priority works - which are higher in dollar value compared to usual R&M jobs and capital works revenue that has not been allocated to capital revenue year to date.
- Grants income favourable variance of \$12.7M due to the Financial Assistance grant being paid in the 24/25 financial year rather than an advance in the 23/24 financial year similar to prior years. Combined with the continuation of the Indigenous Councils Funding Program resulting in an approximate \$6M of additional funding.

Expenditure in line with budget:

- Reduction in employee benefits due to a significant number of vacancies has been offset by increased reliance on temporary staff, contractors, and consultant costs
- Lower materials and services costs across most departments (excluding the Building Services Unit (BSU)) are attributed to the high vacancy rate, which has impacted project and service delivery and subsequently reduced expenditures. This is offset by BSU expenses being overstated by housing upgrade program works done year-to-date, which will be reallocated to capital and Increased expenditure relating to the increase in the volume of R&M works

## Net Result to Date \$8.0M favourable variance:

Operating favourable variance of \$20.1M offset by:

- Capital revenue: unfavourable variance which is affected by timing of capital works completed
- Capital expenses: favourable variance due to timing of disposals
- Depreciation expense: unfavourable variance due to increase in asset cost after indexation and asset capitalisations not included in the budget

# STATEMENT OF FINANCIAL PERFORMANCE

	Annual Original Budget	YTD Original Budget	YTD actual	YTD variance \$	YTD variance %
<b>Income</b>					
<b>Recurrent revenue</b>					
Community levies, rates and charges	1,969,374	0	97,206	97,206	100.0%
Fees and charges	5,350,640	3,419,039	3,581,062	162,023	4.7%
Sales revenue	22,188,300	10,211,791	17,025,532	6,813,741	66.7%
Grants, subsidies, contributions and donations	38,258,848	21,887,539	34,585,113	12,697,574	58.0%
	67,767,162	35,518,368	55,288,912	19,770,544	55.7%
<b>Capital revenue</b>					
Grants, subsidies, contributions and donations	42,547,828	17,728,262	7,979,644	(9,748,618)	(55.0%)
	42,547,828	17,728,262	7,979,644	(9,748,618)	(55.0%)
Interest received	679,995	285,039	487,514	202,475	71.0%
Other income	66,114	28,288	241,736	213,448	754.6%
Rental income	4,709,481	1,992,473	1,926,028	(66,445)	(3.3%)
<b>Total income</b>	115,770,579	55,552,429	65,923,833	10,371,404	18.7%
<b>Expenses</b>					
<b>Recurrent expenses</b>					
Employee benefits	33,214,853	13,789,687	12,101,692	1,687,994	12.2%
Materials and services	44,276,206	20,540,878	22,252,974	(1,712,096)	(8.3%)
Finance costs	710,699	299,445	292,581	6,864	2.3%
Depreciation and amortisation	58,483,681	24,368,200	27,233,374	(2,865,174)	(11.8%)
	136,685,438	58,998,211	61,880,622	(2,882,412)	(4.9%)
<b>Capital expenses</b>	3,500,000	1,458,333	936,641	(521,693)	(35.8%)
<b>Total expenses</b>	140,185,438	60,456,544	62,817,263	2,360,719	3.9%
<b>Net result</b>	(24,414,859)	(4,904,115)	3,106,571	8,010,685	(163.3%)

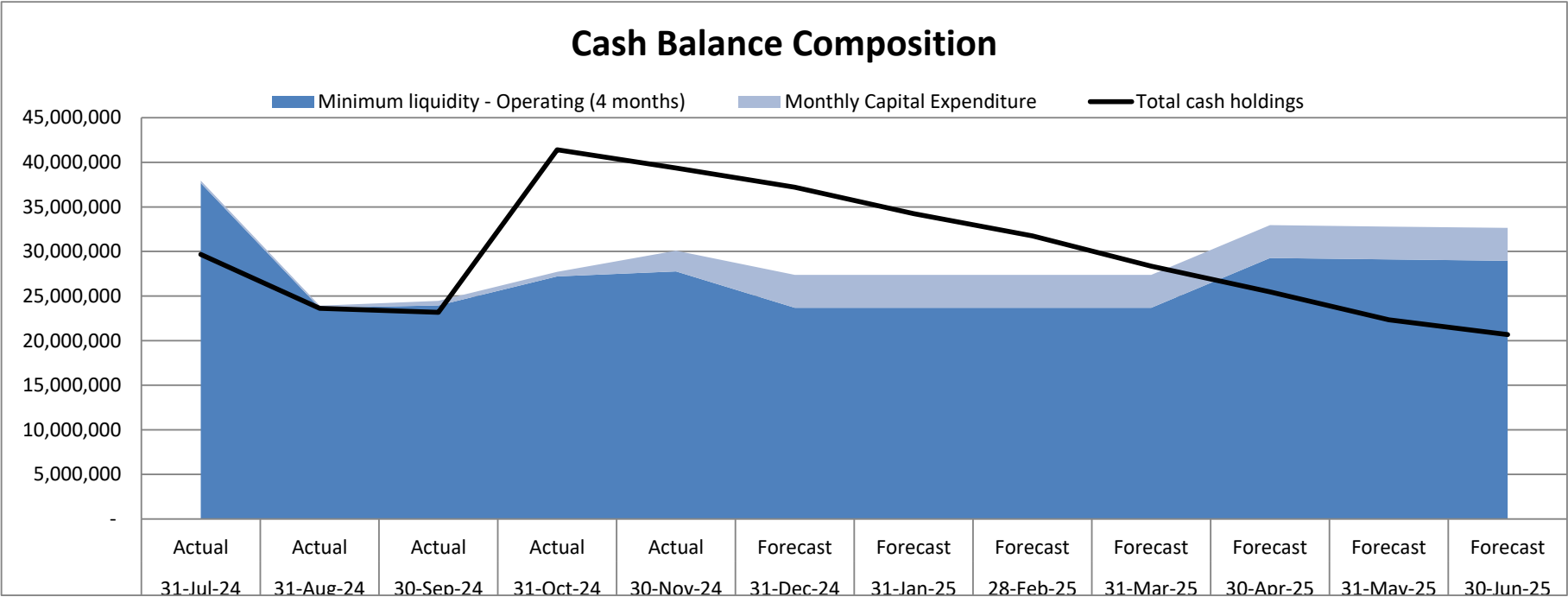


# STATEMENT OF FINANCIAL POSITION

	Current Month	Prior Month	variance \$	variance %
<b>Current assets</b>				
Cash and cash equivalents	38,935,912	41,095,952	(2,160,040)	(5.3%)
Short term deposit	69,720	69,720	0	0.0%
Trade and other receivables	16,318,231	13,786,683	2,531,548	18.4%
Inventories	415,117	415,117	0	0.0%
Contract assets	8,133,224	7,846,707	286,517	3.7%
Lease receivables	-	-	0	
<b>Total current assets</b>	<b>63,872,204</b>	<b>63,214,179</b>	<b>658,025</b>	<b>1.0%</b>
<b>Non-current assets</b>				
Lease receivables	11,220,749	11,220,749	0	0.0%
Property, plant and equipment	1,177,009,014	1,180,881,600	(3,872,586)	(0.3%)
Right of use assets	337,405	385,606	(48,201)	(12.5%)
<b>Total non-current assets</b>	<b>1,188,567,168</b>	<b>1,192,487,955</b>	<b>(3,920,787)</b>	<b>(0.3%)</b>
<b>Total assets</b>	<b>1,252,439,372</b>	<b>1,255,702,134</b>	<b>(3,262,762)</b>	<b>0.1%</b>
<b>Current liabilities</b>				
Trade and other payables	5,273,708	4,989,001	(284,707)	(5.7%)
Borrowings	-	-	0	
Provisions	1,361,238	1,367,312	6,074	0.4%
Contract liabilities	16,341,029	16,856,801	515,772	3.1%
Lease liabilities	311,506	363,156	51,650	14.2%
<b>Total current liabilities</b>	<b>23,287,481</b>	<b>23,576,270</b>	<b>288,789</b>	<b>1.2%</b>
<b>Non-current liabilities</b>				
Provisions	11,206,557	11,167,086	(39,471)	(0.4%)
Lease liabilities	- 0	- 0	0	
<b>Total non-current liabilities</b>	<b>11,206,556</b>	<b>11,167,086</b>	<b>(39,471)</b>	<b>(0.4%)</b>
<b>Net community assets</b>	<b>1,217,945,334</b>	<b>1,220,958,777</b>	<b>(3,013,443)</b>	<b>(0.2%)</b>
<b>Community Equity</b>				
Asset revaluation surplus	907,379,429	907,379,429	0	0.0%
Retained surplus/(deficiency)	307,459,334	307,459,334	0	0.0%
Current Year Surplus/(Deficit)	3,106,571	6,120,015	(3,013,443)	(49.2%)
	<b>1,217,945,334</b>	<b>1,220,958,777</b>	<b>(3,013,443)</b>	<b>(0.2%)</b>

Cash Forecasting

The Department of State Development, Infrastructure, Local Government, and Planning sustainability ratios require that the Council maintain a minimum liquidity of four months' operating cashflows. The council has based the monthly cashflow projections on the 24/25 Original Budget projections. Grant revenue has been forecasted based on the expected timing of funds receipt as per funding agreements. July to November figures reflect actual cash balances.

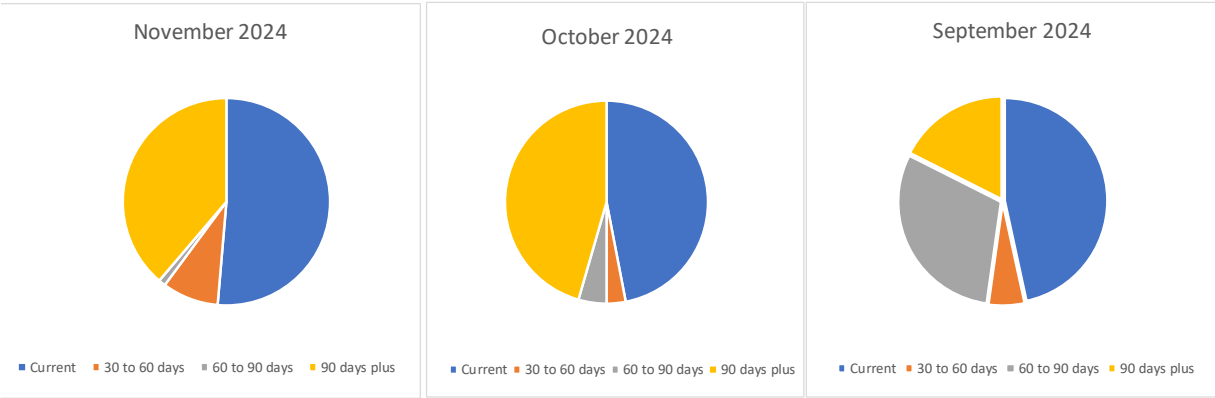


Current forecast \$20.6M (Budget \$17.1M)

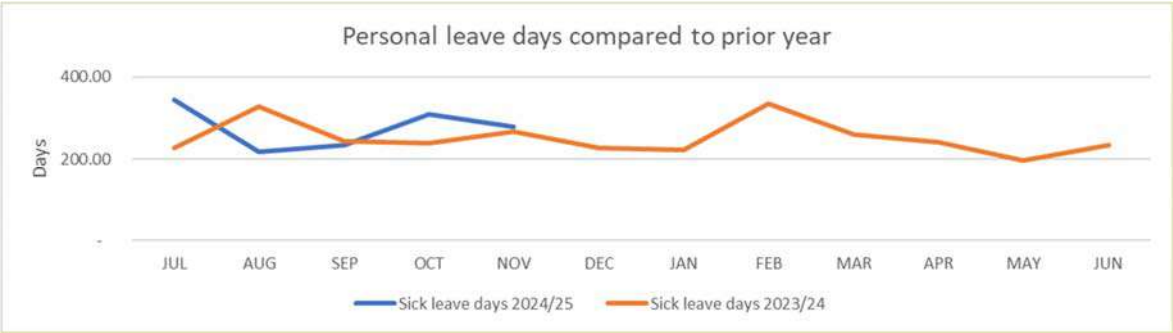
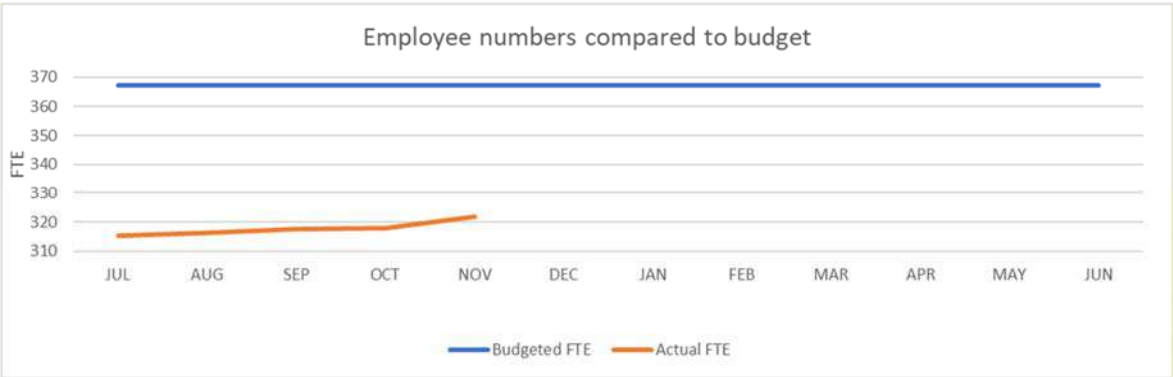
- Council's cash flow continues to decline as costs of service delivery inflate faster than revenue growth. To address these challenges, management has engaged an external consultant to conduct a comprehensive review of organisational practices and financial management. The findings and recommendations from this review will be presented to Council at ongoing intervals.
- Liquidity requirement average of \$23M based on 4-month average of budgeted annual operational outflows. In July, August & September Council was below 4-month liquidity requirements.
- The Financial Assistance Grant was budgeted to be received in June, but payment was made in July which means that the funding will now align with the appropriate financial year.
- ICFP Grant received was more than initially forecast, improving end of year cash balance forecast.
- Due to most grant funding being received in arrears, Council must outlay cash for major infrastructure projects, which is reimbursed after submitting milestone payments.

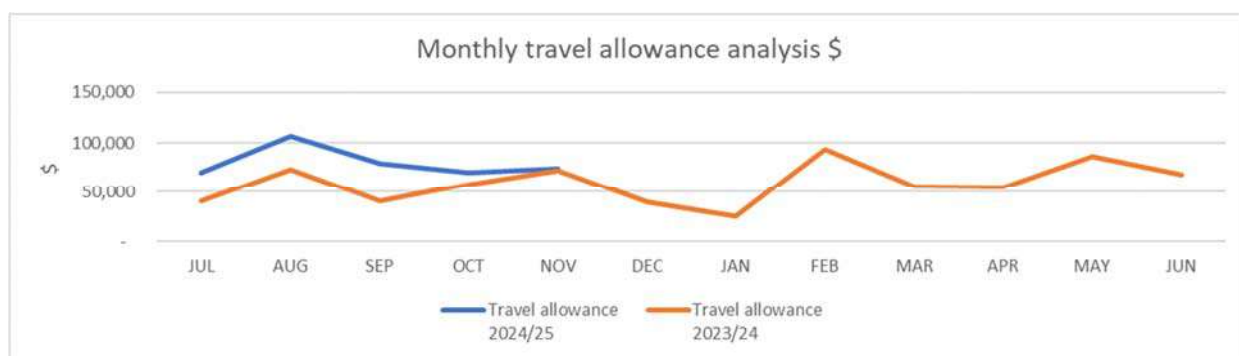
Debtor Analysis

	As at 30 November 2024		As at 31 October 2024		As at 30 September 2024	
	\$	%	\$	%	\$	%
Current	5,733,052	51%	4,849,050	47%	4,930,065	47%
30 to 60 days	980,303	9%	312,487	3%	596,563	6%
60 to 90 days	119,983	1%	461,207	4%	3,194,943	30%
90 days plus	4,328,779	39%	4,699,429	46%	1,860,341	18%
Total aged debtors	11,162,117	100%	10,322,173	100%	10,581,912	100%
Housing debtors (Note 1)	12,589,369		12,626,168		12,657,589	
Total Provision	- 13,212,363		- 13,371,274		- 13,343,667	
Net debtors (exc. Unapplied credits)	10,539,123		9,577,067		9,895,834	
Unapplied Credits	- 200,884		- 263,868		- 810,734	



Payroll Analysis





#### Grant Analysis:

Refer to the 'Funding Acquisition Report' by Corporate Services.

#### Consultation and communication:

Senior Executive Team

Department Heads / Managers

Finance Department

#### COMPLIANCE / CONSIDERATIONS:

<b>Statutory:</b>	<i>Local Government Act 2009</i> <i>Local Government Regulation 2012</i>				
<b>Budgetary:</b>	There are no direct financial implications that arise from this recommendation.				
<b>Policy:</b>	N/A				
<b>Legal:</b>	N/A				
<b>Risk:</b>	Risk Management emerges from Council's intent to effectively and efficiently manage risks that may have an impact on the achievement of strategic priorities, operational goals and project objectives as defined in the Corporate and Operational Plans.				
	<b>Significant Risks:</b>				
	<b>Risk</b>	<b>Likelihood</b>	<b>Consequence</b>	<b>Treatment</b>	<b>Financial Impact</b>



	Increase in material prices	High	Increased cost to deliver contract and recoverable works	Consider revising service agreements with funding partners to account for material increases	Negative impact to gross margins and ultimately net profits
	Poor weather conditions	Low	Delay in operational and capital works resulting in reduced community service delivery	Consider works schedule	Negative impact to net profits and service delivery
	Lack of available resources	High	Delays and inability to complete contract and recoverable works and capital programs	Consider methods for engaging skilled resources	Negative impact on gross margins and risk of returning grant funds if not able to deliver works
<b>Links to Strategic Plans:</b>	Corporate Plan 2020-25 Sustainability: Outcome 8 – We manage Council affairs responsibly to the benefit of our communities				
<b>Masig Statement:</b>	N/A				
<b>Standing Committee Consultation:</b>	N/A				
<b>Timelines:</b>	At a meeting of the local government once a month.				

#### Other Comments:

In terms of financial performance and risk, the approach taken sees the Finance Team working with the various business departments to understand and report on financial outcomes while also considering what those outcomes indicate for the future, particularly the requirement to deliver within budget. This forward-looking approach is expected to allow the management team to implement timely rectification actions to emerging trends.

Numerous drivers have affected Council operations during the financial year. Inflationary pressures (rising energy prices, global supply chain disruptions, and labour shortages) are impacting not only Council but the whole of Australia, sending the cost of goods and services higher.

While inflation now appears to be stabilising, it remains to be seen what the cumulative effect will be on Council operations in the next couple of months to year end, and years beyond based on the unpredictability of domestic and global events. Management will continue to progressively adapt, monitor, and plan into the future as the situation and its impact evolves. Continuing uncertainty in the economic climate and changes in market factors make future forecasting challenging.

**Recommended:**



Nicola Daniels  
Head of Financial Services

**Endorsed**



Hollie Faithfull  
Executive Director, Financial Services

**Approved:**



James William  
Chief Executive Officer

**ATTACHMENTS:**

- Appendix A – Key Financial Results by Department
- Appendix B – Capital Works Program

## APPENDIX A

### KEY FINANCIAL RESULTS BY DEPARTMENT

#### Executive Services

Key Financial Results	Annual Budget \$	YTD Budget \$	YTD Actual \$	YTD Variance \$	YTD Variance %	Status
Recurrent revenue	0	0	0	0	0.0%	●
Other income	0	0	0	0	0.0%	●
Recurrent expenditure (excl. depreciation)	(3,520,425)	(1,514,277)	(1,873,486)	(359,210)	-23.7%	●
<b>Operating surplus (exc. Depreciation)</b>	<b>(3,520,425)</b>	<b>(1,514,277)</b>	<b>(1,873,486)</b>	<b>(359,210)</b>	<b>-23.7%</b>	●
Capital revenue	0	0	0	0	0.0%	●
Capital expenses	0	0	0	0	0.0%	●
<b>Net result (excl. depreciation)</b>	<b>(3,520,425)</b>	<b>(1,514,277)</b>	<b>(1,873,486)</b>	<b>(359,210)</b>	<b>-23.7%</b>	●
Depreciation Expense	0	0	0	0	0.0%	●
<b>Net result</b>	<b>(3,520,425)</b>	<b>(1,514,277)</b>	<b>(1,873,486)</b>	<b>(359,210)</b>	<b>-23.7%</b>	●

**Comments:**

**Unfavourable Operating result:**

Recurrent Expenditure: Higher travel, consulting, and membership costs due to timing

#### Building Services

Key Financial Results	Annual Budget \$	YTD Budget \$	YTD Actual \$	YTD Variance \$	YTD Variance %	Status
Recurrent revenue	18,920,000	8,849,999	15,592,067	6,742,068	76.2%	●
Other income	0	0	25,850	25,850	0.0%	●
Recurrent expenditure (excl. depreciation)	(15,137,624)	(6,301,751)	(11,505,880)	(5,204,129)	-82.6%	●
<b>Operating surplus (exc. Depreciation)</b>	<b>3,782,376</b>	<b>2,548,248</b>	<b>4,112,037</b>	<b>1,563,789</b>	<b>61.4%</b>	●
Capital revenue	1,972,200	821,750	0	(821,750)	-100.0%	●
Capital expenses	0	0	0	0	0.0%	●
<b>Net result (excl. depreciation)</b>	<b>5,754,576</b>	<b>3,369,998</b>	<b>4,112,037</b>	<b>742,039</b>	<b>22.0%</b>	●
Depreciation Expense	0	0	0	0	0.0%	●
<b>Net result</b>	<b>5,754,576</b>	<b>3,369,998</b>	<b>4,112,037</b>	<b>742,039</b>	<b>22.0%</b>	●

**Comments:**

**Favourable Operating Result:**

Recurrent Revenue – The positive result is due to more priority works, which are higher in value, and unallocated capital works revenue.

Recurrent Expenditure –The higher expenditure is due to increased temp staff costs and R&M costs from a large volume of work, and unbilled internal works to be allocated to other departments.

**Favourable Net result:**

Capital Revenue - haven't been recorded yet in the financials for the current year but will be processed later.

#### Corporate Services

Key Financial Results	Annual Budget \$	YTD Budget \$	YTD Actual \$	YTD Variance \$	YTD Variance %	Status
Recurrent revenue	4,768	1,987	68,559	66,572	3351.0%	●
Other income	10,000	4,167	5,296	1,129	27.1%	●
Recurrent expenditure (excl. depreciation)	(7,196,425)	(3,185,846)	(2,626,678)	559,168	17.6%	●
<b>Operating surplus (exc. Depreciation)</b>	<b>(7,181,657)</b>	<b>(3,179,693)</b>	<b>(2,552,824)</b>	<b>626,870</b>	<b>19.7%</b>	●
Capital revenue	0	0	(140,044)	(140,044)	0.0%	●
Capital expenses	0	0	0	0	0.0%	●
<b>Net result (excl. depreciation)</b>	<b>(7,181,657)</b>	<b>(3,179,693)</b>	<b>(2,692,867)</b>	<b>486,826</b>	<b>15.3%</b>	●
Depreciation Expense	0	0	0	0	0.0%	●
<b>Net result</b>	<b>(7,181,657)</b>	<b>(3,179,693)</b>	<b>(2,692,867)</b>	<b>486,826</b>	<b>15.3%</b>	●

**Comments:**

**Favourable Operating/Net Result**

Recurrent Expenditure - favourable result impacted by a reduction in employee benefits costs due to vacancies, along with the timing of IT license payments.

#### Health and Community Services

Key Financial Results	Annual Budget \$	YTD Budget \$	YTD Actual \$	YTD Variance \$	YTD Variance %	Status
Recurrent revenue	14,295,277	7,960,765	6,646,551	(1,314,215)	-16.5%	●
Other income	531,114	222,038	205,340	(16,698)	-7.5%	●
Recurrent expenditure (excl. depreciation)	(18,138,064)	(7,810,181)	(6,525,169)	1,285,012	16.5%	●
<b>Operating surplus (exc. Depreciation)</b>	<b>(3,311,673)</b>	<b>372,623</b>	<b>326,721</b>	<b>(45,901)</b>	<b>-12.3%</b>	●
Capital revenue	9,650,593	4,021,080	370,767	(3,650,313)	-90.8%	●
Capital expenses	0	0	(257)	(257)	0.0%	●
<b>Net result (excl. depreciation)</b>	<b>6,338,920</b>	<b>4,393,703</b>	<b>697,232</b>	<b>(3,696,471)</b>	<b>-84.1%</b>	●
Depreciation Expense	(31,166,140)	(12,985,892)	(14,708,549)	(1,722,657)	-13.3%	●
<b>Net result</b>	<b>(24,827,220)</b>	<b>(8,592,188)</b>	<b>(14,011,317)</b>	<b>(5,419,129)</b>	<b>-63.1%</b>	●

**Comments:**

**Unfavourable Operating Result:**

Recurrent Revenue - delay in invoicing for Commercial Property Rent - \$125K under budget YTD: timing of delivery of grant funding has delayed release of new funding and recognition of revenue \$1.2M under budget

Recurrent Expenditure - high level of vacancies across department has impacted Employee Benefits; Materials & Services impacted by timing of grant delivery

**Unfavourable Net result:**

Capital Revenue - BSU Capitulations not yet processed for financial year and timing of delivery of capital projects have had major impacts YTD

## Financial Services

Key Financial Results	Annual Budget \$	YTD Budget \$	YTD Actual \$	YTD Variance \$	YTD Variance %	Status
Recurrent revenue		15,004,429	31,051,884	16,047,455	107.0%	●
Other income	179,995	76,706	487,514	410,808	535.6%	●
Recurrent expenditure (excl. depreciation)	(5,745,097)	(2,525,453)	(1,828,042)	697,410	27.6%	●
<b>Operating surplus (exc. Depreciation)</b>	<b>(5,565,102)</b>	<b>12,555,682</b>	<b>29,711,355</b>	<b>17,155,673</b>	<b>136.6%</b>	●
Capital revenue	2,033,906	847,461	(254,337)	(1,101,798)	-130.0%	●
Capital expenses	(3,500,000)	(1,458,333)	(938,747)	519,586	35.6%	●
<b>Net result (excl. depreciation)</b>	<b>(7,031,196)</b>	<b>11,944,809</b>	<b>28,518,270</b>	<b>16,573,461</b>	<b>138.8%</b>	●
Depreciation Expense	(1,039,700)	(433,208)	(454,257)	(21,048)	-4.9%	●
<b>Net result</b>	<b>(8,070,895)</b>	<b>11,511,601</b>	<b>28,064,014</b>	<b>16,552,413</b>	<b>143.8%</b>	●

### Comments:

#### Favourable Operating result:

Recurrent / Other Revenue - favourable due to financial assistance grant payment forecast to be received in June 2024 being received in July 2024 plus additional funding for Indigenous Councils Funding Program.

Recurrent expenditure - favourable due to timing of expenditure and internal repairs and maintenance costs to be transferred.

#### Favourable Net result:

Capital Revenue - unfavourable due to timing of works completed.

## Engineering Services

Key Financial Results	Annual Budget \$	YTD Budget \$	YTD Actual \$	YTD Variance \$	YTD Variance %	Status
Recurrent revenue	9,864,762	4,968,661	3,132,296	(1,836,365)	-37.0%	●
Other income	0	0	1,703	1,703	0.0%	●
Recurrent expenditure (excl. depreciation)	(25,993,927)	(12,261,302)	(9,536,861)	2,724,441	22.2%	●
<b>Operating surplus (exc. Depreciation)</b>	<b>(16,129,165)</b>	<b>(7,292,641)</b>	<b>(6,402,862)</b>	<b>889,779</b>	<b>12.2%</b>	●
Capital revenue	27,338,013	11,390,839	5,404,130	(5,986,709)	-52.6%	●
Capital expenses	0	0	0	0	0.0%	●
<b>Net result (excl. depreciation)</b>	<b>11,208,848</b>	<b>4,098,198</b>	<b>(998,732)</b>	<b>(5,096,930)</b>	<b>-124.4%</b>	●
Depreciation Expense	(25,833,074)	(10,763,781)	(11,870,647)	(1,106,866)	-10.3%	●
<b>Net result</b>	<b>(14,624,226)</b>	<b>(6,665,583)</b>	<b>(12,869,379)</b>	<b>(6,203,796)</b>	<b>-93.1%</b>	●

### Comments:

#### Favourable Operating result:

Recurrent & Other Revenue - impacted by project timing delays to operating projects,

Recurrent expenditure - lower expenditure due to timing delays on grant funded projects and lower salary costs due to some unfilled positions.

#### Unfavourable Net result:

Is a combination of:

Delays in capital projects that are grant funded.

Depreciation Expense - higher than forecast in the original 24/25 budget, due to increase in asset values.

## Fuel and Fleet Services

Key Financial Results	Annual Budget \$	YTD Budget \$	YTD Actual \$	YTD Variance \$	YTD Variance %	Status
Recurrent revenue	1,740,000	725,000	723,548	(1,452)	-0.2%	●
Other income	25,000	10,417	3,548	(6,869)	-65.9%	●
Recurrent expenditure (excl. depreciation)	(2,470,197)	(1,031,200)	(751,130)	280,070	27.2%	●
<b>Operating surplus (exc. Depreciation)</b>	<b>(705,197)</b>	<b>(295,784)</b>	<b>(24,034)</b>	<b>271,750</b>	<b>91.9%</b>	●
Capital revenue	1,553,116	647,132	2,599,127	1,951,996	301.6%	●
Capital expenses	0	0	2,364	2,364	0.0%	●
<b>Net result (excl. depreciation)</b>	<b>847,919</b>	<b>351,348</b>	<b>2,577,457</b>	<b>2,226,109</b>	<b>633.6%</b>	●
Depreciation Expense	(444,767)	(185,320)	(199,922)	(14,602)	-7.9%	●
<b>Net result</b>	<b>403,152</b>	<b>166,028</b>	<b>2,377,535</b>	<b>2,211,507</b>	<b>1332.0%</b>	●

### Comments:

#### Favourable Operating Result

Recurrent revenue - Sale of Fuel & Gas in line with budget

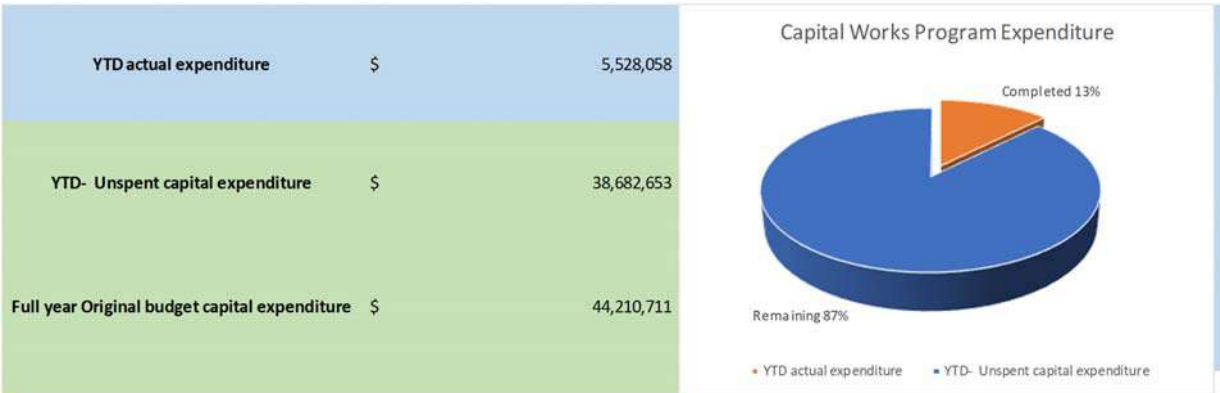
#### Favourable Net Result

Capital Revenue - incorrectly coded grant funding to be reallocated \$2.29M, remaining unfavourable variance relates to timing of works

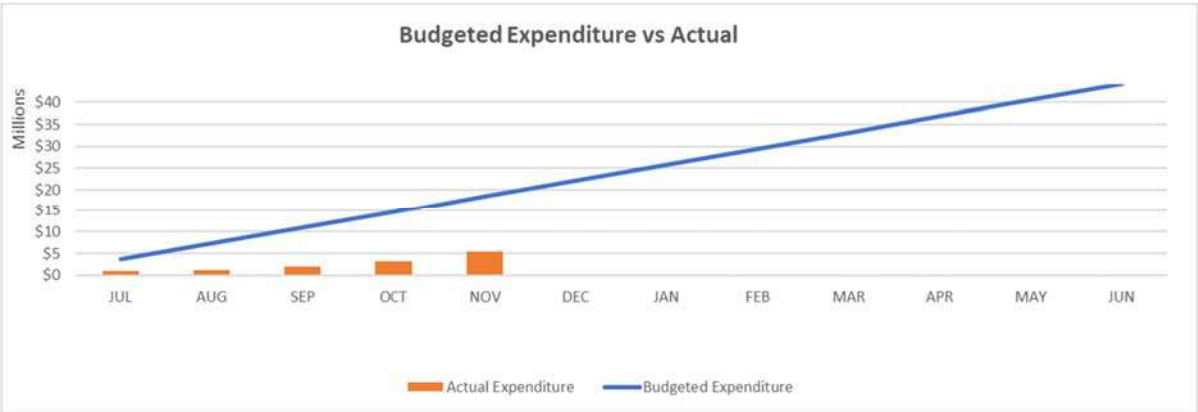


Appendix B

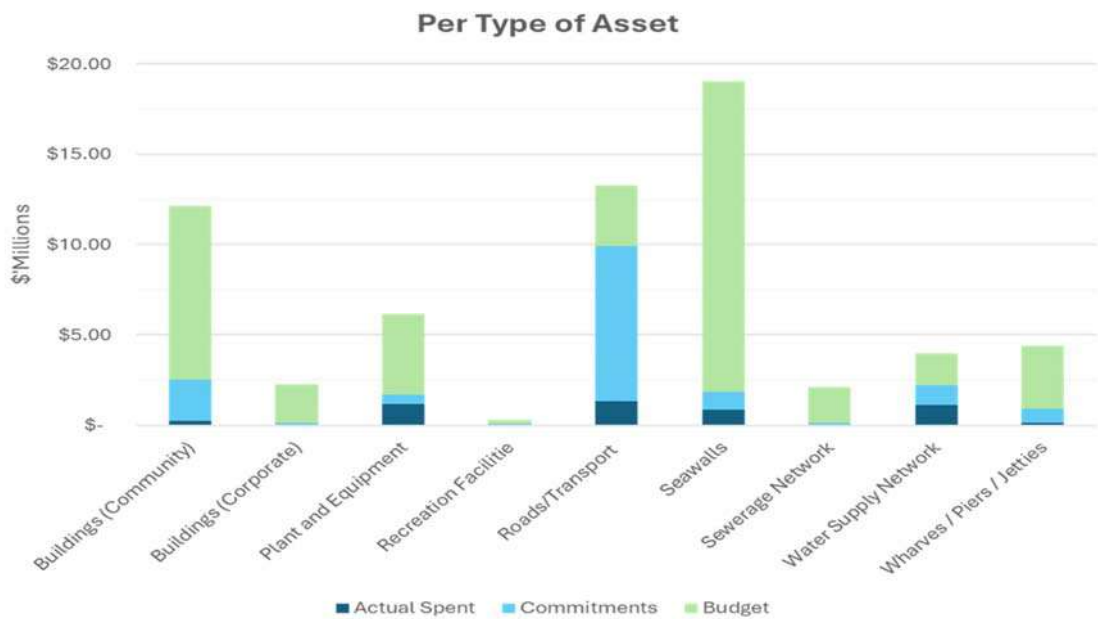
Capital Works Program



Monthly progress– Capital expenditure



Overall program performance – Per Type of Asset





**DIRECTORATE:** *Financial Services*

**AUTHOR:** *Manager Procurement and Contracts*

## **POLICY MATTER – UPDATE TO FINANCIAL AND CONTRACTUAL DELEGATIONS**

### **OFFICER RECOMMENDATION:**

**Council resolves:**

- 1. To endorse the amended Procurement and Ethical Sourcing Policy appended to this report as Attachment B;**
- 2. Pursuant to sections 236, 257 and 262 of the *Local Government Act 2009*, and subject to the limitations provided for in the Procurement & Ethical Sourcing Policy, to delegate to the Chief Executive Officer the power to enter into, negotiate, make, sign, amend or discharge contracts or sub-delegate such powers:**
  - (a) up to a value of \$500,000 excluding GST, subject to the limitations provided for in the Procurement & Ethical Sourcing Policy;**
  - (b) up to an unlimited value for recurring operational expenditure; and**
  - (c) up to \$1,000,000 excluding GST for Council's Building Services team to comply with any contractual obligations Council has to undertake works for QBuild;**
- 3. The CEO may not sub-delegate its delegated powers under resolution 2(c) above where such sub-delegation would exceed \$500,000 excluding GST; and**
- 4. To direct the CEO to provide a quarterly report to Council reporting on any contracts entered into pursuant to the delegation (and sub-delegation) in resolution 2 and 3 above and valued at or above \$200,000 excluding GST.**

### **EXECUTIVE SUMMARY:**

Between June 2023 and June 2024, Council resolved to adopt amendments to the Procurement & Ethical Sourcing Policy which had the effect of increasing the financial delegations to members of the Executive Leadership Team in relation to general procurement and QBuild related contracts.

Since then, further reviews have been conducted to streamline workflows and clarify Council's intentions in terms of procurement delegations. The proposed amendments to Appendix 1 (Financial and Contractual Delegations) to the Procurement & Ethical Sourcing Policy include these improvements:

- Revised layout of Appendix 1 (Financial and Contractual Delegations) is easier to read and apply,
- Clear and comprehensive delegations specific to QBuild related works, and
- Three additional sub-delegations specific to QBuild related contracts to streamline delivery or works.

Refer to [Attachment A](#) for a copy of the currently endorsed Appendix 1 (i.e. @ June 2024). Refer to **Attachment B** for a copy of the proposed updated Procurement & Ethical Sourcing Policy containing the revised Appendix 1 (no other changes to the policy are proposed at this time).

## Interested Parties/Consultation:

Consultation was undertaken with the Executive leadership team and key staff of Financial Services, Corporate Services and Building Services.

## Background / Previous Council Consideration:

At its meeting on 27 and 28 June 2023 Council resolved to endorse amendments to the Procurement and Ethical Sourcing Policy which had the effect of:

- Increasing the existing delegation to Executive Director Building Services from \$350,000 to \$500,000 in relation to QBuild contracts for upgrades and homeownership works only, and
- Approving a new delegation to the CEO of \$1,000,000 in relation to QBuild contracts for upgrades and homeownership works only.

At its meeting on 16 and 17 November 2023 Council resolved to endorse amendments to the Procurement and Ethical Sourcing Policy which had the effect of:

- extending the above QBuild related delegations to contracts for materials, goods and services required in order for Council's Building Services team to comply with any contractual obligations Council has to undertake works for QBuild.

At its meeting on 24 and 25 June 2024 Council resolved to endorse amendments to the Procurement and Ethical Sourcing Policy which had the effect of:

- Increasing the existing general delegation limit to the CEO from \$200,000 to \$500,000,
- Increasing the existing general delegation limit to Executive Directors from \$50,000 to \$100,000, and
- Requiring presentation of a quarterly report to Council on all TSIRC contracts that were approved under delegation and valued at or above \$200,000.

The existing version of Appendix 1 (Financial and Contractual Delegations) to the Procurement & Ethical Sourcing Policy as endorsed in June 2024 is appended to this report as **Attachment A**. No changes are sought in relation to the existing delegations described above, however:

1. it is apparent the amendments approved in November 2023 were inadvertently omitted from the version of the Procurement & Ethical Sourcing Policy that was endorsed in June 2024,
2. feedback received from staff indicates that Appendix 1 (Financial and Contractual Delegations) would benefit from an update to make it simpler to comprehend, and
3. it is proposed that the procurement processes for QBuild related works valued below \$250,000 can be effectively streamlined to help improve delivery timeframes by approving three additional sub-delegations as follows:
  - a. Head of Building Services Unit - \$250,000
  - b. Manager, construction operations - \$100,000
  - c. Manager of construction works - \$100,000

In the proposed update to the Procurement & Ethical Sourcing Policy (refer to **Attachment B**), the content of Appendix 1 (Financial and Contractual Delegations) has been amended to address these points. No other changes have been made to the content of the policy.

Those changes to the content of Appendix 1 will be incorporated via the recommendations made in this report, which are essentially identical to those endorsed by the Council in June 2024.

## **COMPLIANCE / CONSIDERATIONS:**

<b>Statutory:</b>	Delegation of local government powers is legislated under sections 236, 257 and 262 of the <i>Local Government Act 2009</i> .
<b>Budgetary:</b>	There are no direct financial implications that arise from this recommendation.
<b>Policy:</b>	The exercise of delegated financial authority must be in accordance with the Council's endorsed Procurement and Ethical Sourcing Policy.
<b>Legal:</b>	N/A
<b>Risk:</b>	Independent reporting by Manager, Procurement and Contracts to the Council re the exercise of financial authority by Delegates mitigates associated risks and ensures adequate oversight.
<b>Links to Strategic Plans:</b>	Procurement activity strategically aligns to specific delivery objectives under the Sustainability pillar of Council's Corporate Plan.
<b>Masig Statement:</b>	N/A
<b>Standing Committee Consultation:</b>	N/A
<b>Timelines:</b>	The financial delegations will take effect immediately on endorsement of the updated Procurement & Ethical Sourcing Policy (Attachment B).

### **Recommended:**



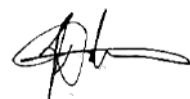
Nicola Daniels  
Head of Financial Services

### **Endorsed**



Hollie Faithfull  
Executive Director, Financial Services

### **Approved:**



James William  
Chief Executive Officer

## **ATTACHMENTS:**

Appendix 1 to the Procurement & Ethical Sourcing Policy as endorsed in June 2024 - **Attachment A**

Proposed update to the Procurement & Ethical Sourcing Policy - **Attachment B**



## **Appendix 1 – Financial and Contractual Delegations**

Officers may incur expenditure on behalf of Council if:

- the expenditure is provided for in Council's budget; and
- the officer's position has been delegated the power to enter into contracts up to an amount not less than the amount of the expenditure proposed to be incurred.

Each delegation to an officer of the power to enter into a contract must be delegated by the Chief Executive Officer.

The delegation is a positional delegation and remains in force unless revoked by the Chief Executive Officer.

Any officer incurring expenditure on behalf of Council must do so in accordance with any constraints imposed by Council or the Chief Executive Officer.

Council delegations are as follows.

<b>Position</b>	<b>Delegation (ex GST)</b>
Chief Executive Officer relating to QBuild contracts for upgrades and homeownership works only	\$1,000,000
Chief Executive Officer	\$500,000
Executive Director	\$100,000
Executive Director Building Services relating to QBuild contracts for upgrades and homeownership works only	\$500,000
Chief Engineer	\$50,000
Head of Department and Functional Manager	\$35,000
Regional Manager	\$25,000
Regional Building Supervisor	\$25,000
Senior Executive Assistant to CEO Executive Assistant to Mayor	\$25,000
Divisional Manager	\$10,000
Other officers where financial delegation is considered an operational requirement (CEO discretion)	\$10,000

Council further delegates to the Chief Executive Officer the authority to negotiate, finalise and execute recurring operational expenditure, which is within the adopted budget. This expenditure includes rent on leased Council premises, Council rates, electricity, telephone, freight, fuel, vehicle registration and other costs, regardless of whether the value of the expenditure is greater than \$500,000.



# Procurement and Ethical Sourcing Policy

<b>Responsible Manager:</b>	Executive Director Financial Services
<b>Head of power:</b>	<i>Local Government Act 2009 Local Government Regulation 2012</i>
<b>Authorised by:</b>	Council
<b>Authorised on:</b>	[INSERT DATE]
<b>Implemented from:</b>	[INSERT DATE]
<b>Last reviewed:</b>	June 2024
<b>Review history:</b>	2012, 2013, 2014, 2017, 2018, 2019, 2020, 2021, 2022, 2024
<b>To be reviewed:</b>	June 2025
<b>Corporate Plan:</b>	People, Sustainability and Prosperity

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## **1 Purpose**

This Policy provides Torres Strait Island Regional Council (Council) with a procurement framework in compliance with Section 198 of the *Local Government Regulation 2012*, which is open and transparent, provides value for money and supports the advancement of Council priorities and strategic objectives.

Council is committed to achieving value for money through procurement, ensuring local Indigenous and Torres Strait Islander businesses have equitable access to procurement opportunities within Council, and delivering improved economic, environmental and social outcomes for Council's Local Government Area (LGA) and Torres Strait region.

This Policy will ensure procurement is undertaken with integrity, that probity is appropriately managed and that accountability for outcomes is maintained through the procurement process.

### **1.1 Objectives**

Council's procurement activities aim to achieve beneficial outcomes for Council's LGA and Torres Strait region by:

- Providing opportunities for local Indigenous and Torres Strait Islander businesses to supply to Council;
- Buying local wherever possible;
- Promoting non-local businesses to foster and build local capacity or develop new local businesses to provide goods and services, to create employment and reduce supply chain costs;
- Encouraging non-local businesses to buy locally wherever possible;
- Promoting value for money whilst ensuring probity and accountability;
- Advancing Council's economic, social and environmental policies;
- Promoting compliance with relevant legislation; and
- Promoting continuous improvement and best practice.

### **1.2 Key Requisite**

Council's key requisite for procurement is to provide opportunities and encourage engagement with indigenous and local suppliers that further strengthens the region and aligns with Council's three corporate pillars.

Council recognises that value for money is not based on price alone. Scored evaluation of competing offers will take into consideration a Local Benefits Test, where an evaluation weighting of 15% must be applied.

The purpose of the Local Benefits Test is to evaluate the benefits that any supplier would bring to the local area. Other elements such as capability, quality and price remain important – however, factors such as stimulating local employment, increasing socioeconomic development in the region (including employment and training) and supporting social objectives will also be considered.

## **2 Application**

This Policy applies to all Council procurement activities.

### **2.1 Procurement**

Procurement means a commercial transaction in which Council acquires works, goods or services from a supplier, service provider or contractor.



### **3 Legislation**

All Council procurement must be carried out in compliance with the Local Government Act 2009 and the Local Government Regulation 2012.

### **4 Sound Contracting Principles**

Council officers must have regard to the sound contracting principles set out in Section 104(3) of the Local Government Act 2009:

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

#### **4.1 Value for money**

In procurement, value for money means the most appropriate and advantageous offer that meets Council's needs for the lowest overall cost.

Value for money is not determined on price alone. In assessing value for money, officers must consider:

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

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

#### **4.2 Open and effective competition**

Procurement processes must be open and transparent to suppliers and the public and result in effective competition in the provision of all goods and services. Council must give fair and equitable opportunity and consideration to all prospective suppliers.

#### **4.3 Development of competitive local business and industry**

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

When applying these principles Council will:

- Buy from local Indigenous and Torres Strait Islander businesses and organisations as a preference; subject to allocated Council budget;
- Reserve the right to invite only local, Indigenous and Torres Strait Islander owned businesses, organisations and industry to quote for appropriate contracts;
- Apply the Local Benefits Test to all procurement activities where evaluation criteria will be used, in accordance with section 5.1; and
- Engage with suppliers to foster opportunities to develop local, Indigenous/Torres Strait Islander economic opportunities, talents and skills via training, internships, work experience, apprenticeships and jobs.

#### **4.4 Environmental protection**

The objective of the principle of environmental protection is to maintain commitment to long-term ecological sustainability through procurement activities that conserve resources, save energy, minimise waste, protect human health and maintain environmental quality and safety.

In undertaking procurement activities, Council will:

- Promote the procurement and use of environmentally friendly goods and services; to set an example to other businesses and the community at large;
- Encourage the development of products and processes of low environmental impact;
- Ensure suppliers clean up construction sites and remove all plant and equipment from islands; and
- Encourage environmentally responsible activities.

It is mandatory for contractors to remove all waste and debris from islands and Council officers must ensure this is specified in all relevant procurement contracts.

#### **4.5 Ethical behaviour and fair dealing**

Council officers must behave with impartiality, fairness, independence, openness, integrity and professionalism in their discussions and negotiations with suppliers and their representatives.

It is the responsibility of Council officers to report any actual, potential or perceived conflict of interest to their manager, prior to and during any business dealings.

### **5 Procurement Requisites**

#### **5.1 Local Benefits Test**

The Local Benefits Test is an integral component and mechanism to promote, enhance and achieve Council's objectives, particularly the delivery of improved economic, environmental and social outcomes for Council's LGA and the Torres Strait region.

For all scored evaluations, a minimum weighting of 15% must be allocated to the Local Benefits Test criteria which is scored as follows:

Locality of supplier (2.5% Weighting)	TSIRC LGA (2.5 Score)	Torres Shire (2.5 Score)	Far North Qld (1.5 Score)	Qld (1 Score)	Interstate (0.5 Score)	Overseas (0 Score)
Indigenous/Torres Strait Islander ownership (2.5% Weighting)	Indigenous/Torres Strait Islander Owned Business (2.5 Score)			Non-Indigenous/Torres Strait Islander (0 score)		
Local employment (2.5% Weighting)	75% to 100% (2.5 Score)	50% to 74% (2 Score)	25% to 49% (1.5 Score)	1% to 24% (0.5 Score)	Nil (0 Score)	
Indigenous/Torres Strait Islander employment (2.5% Weighting)	75% to 100% (2.5 Score)	50% to 74% (2 Score)	25% to 49% (1.5 Score)	1% to 24% (0.5 Score)	Nil (0 Score)	
Local, Indigenous/Torres Strait Islander Apprentices & Trainees (2.5% Weighting)	High (2.5 Score)	Moderate (1.5 Score)	Low (1 Score)	Nil (0 Score)		
Use of local supply chain (2.5% Weighting)	High (2.5 Score)	Moderate (1.5 Score)	Low (1 Score)	Nil (0 Score)		
Criteria (specifically related to the Procurement activity)	<div><div>High Preference</div><div>Low Preference</div></div>					

In some cases, projects that are funded by the Federal or State Government may have specific Indigenous Economic Opportunities Plan (IEOP) requirements that as a minimum need to be considered and adhered to. These requirements do not supersede Council's Local Benefits Test and will need to be dealt with in conjunction with Council's Local Benefits Test.

## 5.2 Social Procurement

Council is committed to social procurement, a strategic approach to meeting social objectives through procurement, and facilitating employment opportunities to communities within Council's LGA and the Torres Strait region.

Social procurement delivers benefits to Council and community including:

- Developing and attracting Indigenous/Torres Strait Islander businesses and social enterprises;
- Encouraging all businesses to include Indigenous/Torres Strait Islander, social or community objectives into daily business practices;
- Promoting employment opportunities and inclusive and accessible work environments for young people or older persons who are unemployed and people with disabilities; and
- Building the skills, knowledge and ability of not-for-profit community groups to enable them to access funds and expand services.

## 5.3 Sustainable Procurement

Council is committed to protecting the environment and doing business with ethical and socially responsible suppliers and procuring goods and services that achieve sustainability outcomes such as those that have a reduced negative impact on the environment and/or an improved social outcome. When procuring goods and services, Council will consider:

- Strategies to avoid unnecessary consumption and manage demand;
- Minimising environmental impacts over the whole-of-life of the goods and /or services;
  - Products that are durable and long lasting e.g. avoiding or reducing disposable products and single use plastics;

- Products that consume less energy, fuel or water in their operation;
- Supplier's socially responsible practices; and
- Value for money over the whole-of-life of the goods and/or services, rather than just initial cost.

Indigenous/Torres Strait Islander, social and sustainable procurement must be conducted in line with consideration to the sound contracting principles and other legislative requirements.

## 6 Procurement Procedure

Council's Procurement Procedure is a supporting document to the Procurement and Ethical Sourcing Policy. The Procurement Procedure must be read in conjunction with this Policy. The Procurement Procedure provides further guidance on how this policy is to be applied in the acquisition of all goods and services.

## 7 Budgetary Provisions

Procurement must be in accordance with the adopted Annual Budget or a Council resolution and sufficient funds must be available to meet the full cost of the proposed procurement.

## 8 Procurement Thresholds

Value threshold (GST excl.)	Required Documentation
Under \$5,000	1 written quote
\$5,000 to under \$15,000	2 written quotes
\$15,000 to under \$200,000	3 written quotes
≥ \$200,000	Public tender

When seeking quotations, officers should consider the likelihood of exceeding the value thresholds listed above:

- in a financial year (where separate but similar purchases are made), or
- over the potential term of the resultant contract.

If there is a risk that these limits will be exceeded, then the appropriate number of quotes or a public tender should be sought. All thresholds are cumulative thresholds. If the value of goods or services of a similar nature procured from the same supplier is anticipated to exceed \$200,000 in a financial year or over the proposed term of the contractual arrangement, then a public tender is required.

It is recommended that if initial estimates are above \$150,000 but below \$200,000, then a public tender process should be undertaken in the first instance rather than seeking three written quotes. As estimates are often found to be significantly lower than quotes which are returned, this would mitigate the requirement to re-advertise the procurement as a tender, delaying the process and requiring re-work (unless the RFQ is via an exception).

For large scale procurement it is recommended that the use of a probity advisor is considered.

Purchase of goods and services must not be broken down into smaller components or reduced order quantities to avoid the necessity to comply with the dollar limit requirements under this Policy.



## **9 Exceptions to Procurement Thresholds**

The policy requirements must be followed unless one of the exceptions outlined in Sections 229-235 of the Local Government Regulation 2012 applies:

- A quote or tender consideration plan is prepared and adopted via Council resolution;
- A contractor is on an approved contractor list;
- A supplier is on a register of pre-qualified suppliers;
- A supplier is on a preferred supplier arrangement; or
- A supplier is on an LGA (Local Government Association) arrangement or associated company (LocalBuy/PeakServices) where LGAQ Ltd is its only shareholder.

Further exceptions exist if:

- Council resolves (Council resolution obtained) it is satisfied that there is only one supplier who is reasonably available (sole supplier); or
- Council resolves that, because of the specialised or confidential nature of the services that are sought, it would be impractical or disadvantageous for the local government to invite quotes or tenders; or
- A genuine emergency exists; or
- The contract is for the purchase of goods and is made by public auction; or
- The contract is for the purchase of second-hand goods; or
- The contract is made with, or under an arrangement with, a government agency e.g. Queensland State Government arrangements.

Even where an exemption is available, market testing should occasionally be undertaken to ensure that the sound contracting principles are being followed, by sourcing additional quotes where feasible.

### **9.1 Register of Prequalified Suppliers (ROPS)**

Council may establish a ROPS by inviting public tenders. Suppliers must submit a tender response and if successful following the evaluation process, suppliers are appointed to the ROPS for a term of up to three years. Once the ROPS is established, the quoting process should be used periodically to test the market on a regular basis and ensure value for money.

### **9.2 Preferred Supplier Arrangement (PSA)**

Council can establish a PSA where better value for money can be obtained by aggregating the demand for goods and services. Council must invite public tenders and evaluate submissions from tenderers, for suppliers to be successfully appointed to the PSA. Prices or a schedule of rates are usually fixed for the duration of the arrangement.

### **9.3 Sole Suppliers**

Where the required goods or services are available only from one original source or available from only one stockist, agent or supplier with relative ease of accessibility to Council, the supply of those goods and/or services can be applied for under a sole supplier arrangement via Council resolution.

Procurement provides a report on an annual basis listing all proposed sole supplier arrangements for the financial year, for adoption by Council. A report is also presented to Council biannually listing expenditure on sole suppliers.

## 9.4 Emergencies

In recognition that full compliance with Council's Procurement and Ethical Sourcing Policy and Procurement Procedure may not support Council's needs during a critical or emergency incident, an alternative procurement process may operate during the incident. This alternative process aims to accommodate urgent Council needs, while ensuring that the procurement process adopted is reasonable and conducted with appropriate consideration of standard procurement principles.

Any emergency procurement must be authorised by the Chief Executive Officer or relevant Executive Director, once a critical or emergency incident has been declared. Such incidents are:

- A state of disaster declared under the *Disaster Management Act 2003*, or any other emergency declaration made by the State's Premier under an enactment;
- Any incident declared by the Chief Executive Officer or relevant Executive Director where the safety or security of any person or property associated with the Council is threatened; and
- An external incident to which the Chief Executive Officer or relevant Executive Director has authorised the provision of urgent support.

Once the immediacy of the incident has passed, purchase orders must be raised to record the expenditure in the same way as they would have been in normal circumstances. Purchase Order terms and Conditions available are available on Council's website.

As soon as practical upon cessation of the emergency, a report must be presented to Council to authorise the unapproved expenditure, where this expenditure exceeds delegation, and the methodology by which it was incurred. The Council Resolution must define the genuine emergency (such as natural disaster), as well as delegate authority.

Refer to Sections 230-235 of the Local Government Regulation 2012 for further details on the above exceptions.

## 10 Financial Delegation

The Chief Executive Officer has procurement authority as detailed in Appendix 1 (Financial and Contractual Delegations). Any amount greater than this requires Council approval.

The Chief Executive Officer has delegated authority to issue requests for quotes and tenders for any project up to any amount.

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

- The officer has been granted the financial delegation by the Chief Executive Officer and this delegation has been recorded in the Register of Financial Delegations; and
- The expenditure is provided for in Council's budget; and
- The officer has received training in Council's procurement systems and Procurement Policies and Procedures; or
- There is a disaster/genuine emergency.

All financial delegations approved by the Chief Executive Officer must be recorded in a Register of Financial Delegations. Appendix 1 lists the general financial delegations authorised by the Council.

## **11 Variations to Purchases**

For the purposes of this Policy, financial variation refers solely to an increase to the previously approved contract value. The contract can be a Council purchase order or agreement signed by a delegated Council officer with an external service provider/organisation.

Other variations such as non-financial scope changes, extension of time etc. may be approved by any Council officer who holds a financial delegation.

Each financial variation can only be approved by an officer up to their authorised contractual and financial delegation. The authorising officer must have a delegation level greater than the sum of the value of the proposed variation and the current value of the contract.

All variations are to be approved in writing and each variation requires an additional line item on the original purchase order stating the scope and cost.

Manager Responsible for Review:

Executive Director Financial Services

**Adopted:** [INSERT DATE]  
**Due for Revision:** June 2025

James William  
Chief Executive Officer

## Appendix 1 – Financial and Contractual Delegations

Officers may incur expenditure on behalf of Council if:

- the expenditure is provided for in Council's budget; and
- the officer's position has been delegated the power to enter into contracts up to an amount not less than the amount of the expenditure proposed to be incurred.

Each delegation to an officer of the power to enter into a contract must be delegated by the Chief Executive Officer.

The delegation is a positional delegation and remains in force unless revoked by the Chief Executive Officer.

Any officer incurring expenditure on behalf of Council must do so in accordance with any constraints imposed by Council or the Chief Executive Officer.

Council delegations are as follows.

FINANCIAL AND CONTRACTUAL DELEGATIONS (GENERAL)		
Procurement activity	Position and Delegation limits (\$)	Specific conditions
Recurring operational expenditure	CEO – \$unlimited	May negotiate, finalise and execute recurring operational expenditure, which is within the adopted budget including: rent of leased Council premises, Council rates, electricity, telephone, freight, fuel, vehicle registration and other costs
General expenditure (leadership positions)	CEO - \$500,000 Executive Director - \$100,000 Head of department - \$35,000 Functional manager - \$35,000 Regional manager - \$25,000 Regional building supervisor - \$25,000 Executive assistant to CEO and Executive assistant to Mayor - \$25,000 Divisional manager - \$10,000	Expenditure must be provided for in council's budget
General expenditure (other nominated officers)	Officers as nominated - \$10,000	Subject to CEO discretion where financial delegation is considered an operational requirement



<b>FINANCIAL AND CONTRACTUAL DELEGATIONS (QBUILD ACTIVITIES)</b>		
<b>Procurement activity</b>	<b>Position and Delegation limits (\$)</b>	<b>Specific conditions</b>
QBuild contracts	Chief executive officer - \$1,000,000 Executive director building services - \$500,000	QBuild contracts for upgrades and home ownerships works only
Contracts for materials, goods and services required for Council's Building Services team to comply with any contractual obligations Council has to undertake works for QBuild	Chief executive officer - \$1,000,000 Executive director building services - \$500,000 Head of Building Services Unit - \$250,000 Manager, construction operations - \$100,000 Manager of construction works - \$100,000	Works must have been authorised by either QBuild or the Department of Housing, Local Government, Planning, and Public Works (or its equivalent State government department)



**DIRECTORATE:** *Financial Services*

**AUTHOR:** *Executive Director Financial Services*

## **DEBT POLICY REVIEW**

### **OFFICER RECOMMENDATION:**

Council resolves to:

1. Amend and adopt Torres Strait Island Regional Council's debt policy in the terms presented to Council at today's Ordinary Meeting; and
2. Delegate authority to the Chief Executive Officer in accordance with the *Local Government Act 2009* to exercise the functions and powers assigned to the Chief Executive Officer under the amended and endorsed policy, including the power to make any further minor administrative amendments to the policies as they arise.

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### **EXECUTIVE SUMMARY:**

Council's debt policy was last amended on 25 June 2024. Subsequent to this amendment, council officers have undertaken detailed analysis to better understand council's financial position. A recommendation from this review was that council should consider liquidity support, through utilising a working capital facility, to assist it in meeting day-to-day operational liquidity requirements.

The amended debt policy provides for:

- the ability to utilise a working capital facility to support day-to-day operational liquidity requirements, and
- a facility limit of no more than \$18 million for a defined timeframe of February 2025 to October 2025.

### **Background:**

Detailed analysis was undertaken in July and August 2024 to better understand council's financial position. A key recommendation from that report was that council should seek liquidity support to help it manage its operational cash flow particularly as unrestricted cash levels are below minimum cash cover benchmarks. Figure 1 below is an extract from the report highlighting the forecast cashflow for 2024/25.

FIGURE 1 – 2024/25 FORECAST CASHFLOW



Further analysis has also been recently undertaken to refresh this forecast, confirming that a working capital facility of \$18 million would be required over the period of February 2025 to October 2025 for council to appropriately manage its operational liquidity requirements in accordance with minimum cash cover benchmarks.

**Resource implications:**

Council will be required to prepare and submit a formal borrowing request with the Department of Local Government, Water and Volunteers. Council may also be required to undertake a formal credit review with Queensland Treasury Corporation.

There are no costs associated with applying for or holding the working capital facility. There will however be costs (interest and administration charges) in the event the working capital facility is utilised. Council will only utilise this facility if absolutely necessary.

**Consultation and communication:**

Executive Leadership Team

**COMPLIANCE / CONSIDERATIONS:**

<b>Statutory:</b>	<i>Local Government Act 2009</i> <i>Local Government Regulation 2012</i>
<b>Budgetary:</b>	There are no direct financial implications that arise from this recommendation. Use of the working capital facility is unlikely to have any material impact on the council approved budget.
<b>Policy:</b>	Debt Policy amendment required
<b>Legal:</b>	N/A
	Risk Management emerges from Council’s intent to effectively and efficiently manage risks that may have an impact on the achievement of strategic priorities, operational goals and project objectives as defined in the Corporate and Operational Plans.

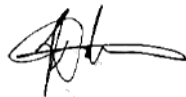
<b>Risk:</b>	<b>Significant Risks:</b>				
	<b>Risk</b>	<b>Likelihood</b>	<b>Consequence</b>	<b>Treatment</b>	<b>Likelihood after Treatment</b>
	Default Risk – inability to repay debt	Almost Certain	Council goes into administration	Strict oversight and management to ensure controlled and balanced budget. Financial KPI's for key managers. Implementation of financial sustainability practises to improve cash flow	High
	Interest Rate Risk	Likely	Increase to gross repayments	Redraw minimal amount from facility. Repayment of facility as soon as feasible. Lock in a fixed rate.	High
	Inflation % exceeds grant income increase	Likely	Council is unable to repay debts as inflation increases	Implement strong grant management process to fund Council services	High
<b>Links to Strategic Plans:</b>	Corporate Plan 2020-25 Sustainability: Outcome 8 – We manage Council affairs responsibly to the benefit of our communities				
<b>Masig Statement:</b>	N/A				
<b>Standing Committee Consultation:</b>	N/A				
<b>Timelines:</b>	At a minimum annually				

**Recommended:**



Hollie Faithfull  
Executive Director Financial Services

**Approved:**



James William  
Chief Executive Officer

**ATTACHMENTS:**

1. Amended Debt Policy
2. Debt Policy - Presentation





# Debt Policy

<b>Responsible Manager</b>	Executive Director, Financial Services
<b>Head of power</b>	<i>Local Government Act 2009</i> <i>Local Government Regulation 2012</i> <i>Statutory Bodies Financial Arrangements Act 1982</i> <i>Statutory Bodies Financial Arrangements Regulation 2019</i>
<b>Authorised by</b>	Council
<b>Authorised on</b>	25 June 2024
<b>Implemented from</b>	25 June 2024
<b>Last reviewed</b>	April 2024
<b>Review history</b>	2011, 2013, 2015, 2016, 2017, 2018, 2019, 2020, 2021, 2022, 2023, 2024
<b>To be reviewed on</b>	June 2025
<b>Corporate Plan</b>	People, Sustainability and Prosperity

## 1. Purpose

Torres Strait Island Regional Council is strongly committed to ensuring robust financial management of Council's existing and future debt.

This policy provides Council with a debt management strategy based on sound financial management principles and guidelines.

## 2. Application

This policy applies to all borrowings associated with Torres Strait Island Regional Council and associated enterprises.

## 3. Legislation/Policies

This policy is established with reference to obligations specified in:

- *Statutory Bodies Financial Arrangements Act 1982*
- *Statutory Bodies Financial Arrangements Regulation 2007*
- *Local Government Act 2009*
- *Local Government Regulation 2012*

## 4. Principles

The following principles are accepted financial management principles associated with non-current liability management.

- (a) Borrowings will not be utilised to fund recurrent operations.
- (b) The term of any borrowings should not exceed the life of the asset being funded, unless a longer term is recommended by the Queensland Treasury Corporation.
- (c) Borrowings for new assets should be linked with income producing assets that create wealth.
- (d) Before any borrowings are undertaken a full risk evaluation and financial analysis on the asset or works is required to be undertaken to enable Council to make a fully informed decision and ensure it is receiving 'value for money'.
- (e) Borrowings will only be for capital expenditure which has been approved through the annual budget and/or other documentation of a strategic nature e.g. State/Federal Government Planning.
- (f) Council will fund its capital works from revenue, grants and subsidies, contributions or specific reserves.

(g) All borrowings will be considered in line with Council's long-term financial forecast and asset management plans.

~~(g)~~(h) A working capital facility may be utilised to support day-to-day operational liquidity requirements.

## 5. Existing and Planning Borrowings

### Current Borrowings

Council has no current borrowings.

### **Borrowings planned for the next ten financial years**

Council's current Long-Term Financial Plan does not identify any new borrowings planned for the next 10 financial years.\_

Council intends to apply for a working capital facility of no more than \$18 million to support its management of operational cash flows covering the period February 2025 to October 2025.

Manager Responsible for Review:

Executive Director, Financial Services

**Adopted:** ~~25 June 2024~~ December 2024

**Due for revision:** ~~30 April 2025~~ June 2025

James William  
Chief Executive Officer

# Debt policy review

**Torres Strait Island Regional  
Council**

10 December 2024



# We are recommending that council amend its debt policy to support the use of a short-term working capital facility

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Council's current debt policy was last updated on 25 June 2024:

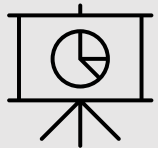
- no borrowings were planned for the next 10 financial years



A review into council's financial position (August 2024) recommended:

- council ***should seek liquidity support*** to help manage its cash flow

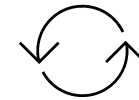
unrestricted cash levels are forecast below minimum cash cover benchmarks



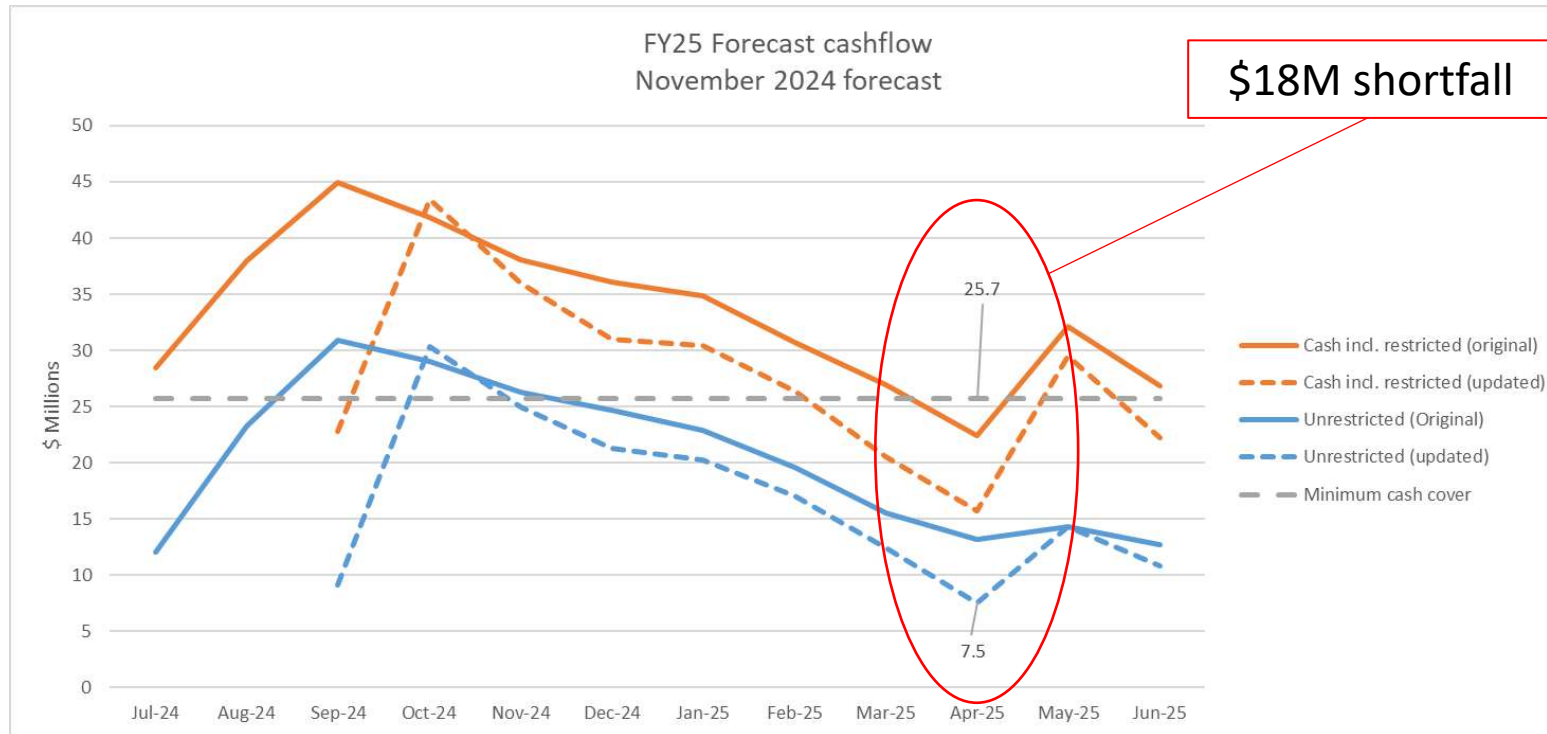
Council's forecast cashflow has been updated

- an \$18 million working capital facility limit is recommended

the debt policy must be updated to allow for a working capital facility



# Unrestricted cash is forecast to be at its lowest in April 2025, with balances remaining below the minimum threshold until October 2025



The updated forecast reflects:

- Latest view on timing for capital expenditure and grant receipts
- Actual operating grant received/forecast to be received for the:
  - financial assistance grant, and
  - indigenous council funding program
- Improved year-to-date BSU performance
- Minor forecast expenditure movements

# The working capital facility will support council's liquidity while cost saving initiatives are progressed

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Working capital facility details	
Limit:	\$18 million
Timeframe:	Limited - February 2025 to October 2025 (consider further extension of facility during FY26 budget process)
Costs:	Interest will only be charged if utilised
Application:	Formal application must be lodged with the Department of Local Government, Water, and Volunteers
Credit review:	A credit review

The working capital facility **won't** address council's net cash deficit



Delivery of the previously identified improvement initiatives will reduce this deficit

# Disclaimer

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ADO & Co Consultancy Pty Ltd (the Preparer) has prepared this report for use solely by Torres Strait Island Regional Council (the Client) in accordance with its engagement letter dated 16 February 2024.

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## ORDINARY MEETING

11 DECEMBER 2024

Agenda Item

# 8.4

**DIRECTORATE:** *Financial Services*

**AUTHOR:** *Head of Financial Services*

### MINUTES AUDIT COMMITTEE MEETING

#### **OFFICER RECOMMENDATION:**

That Council receives and notes the minutes of the Audit Committee meetings held on 15 August 2024, 27 September 2024, and 11 October 2024.

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#### **EXECUTIVE SUMMARY:**

The minutes of each Audit Committee meeting for the 2024-2025 financial year, up to 31 October 2024 are tabled with Council for their review.

The last meeting of Council's Audit Committee was held on 26 November 2024 and these minutes will be tabled at the next Council meeting for review and noting.

#### **Background:**

Section 211(c) *Local Government Regulation 2012* mandates that a written report about the matters reviewed at an audit committee meeting and the committee's recommendations about the matters should be given to Council as soon as practicable after the meeting.

## **COMPLIANCE / CONSIDERATIONS:**

<b>Statutory:</b>	<i>Local Government Act 2009</i> <i>Local Government Regulation 2012</i>
<b>Budgetary:</b>	There are no direct financial implications that arise from this recommendation.
<b>Policy:</b>	N/A
<b>Legal:</b>	N/A
<b>Risk:</b>	N/A
<b>Links to Strategic Plans:</b>	Corporate Plan 2020-25 Sustainability: Outcome 8 – We manage Council affairs responsibly to the benefit of our communities
<b>Masig Statement:</b>	N/A
<b>Standing Committee Consultation:</b>	N/A
<b>Timelines:</b>	As soon as practicable after an audit committee meeting

### **Recommended:**



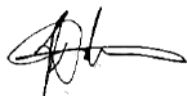
Nicola Daniels  
Head of Financial Services

### **Endorsed**



Hollie Faithfull  
Executive Director, Financial Services

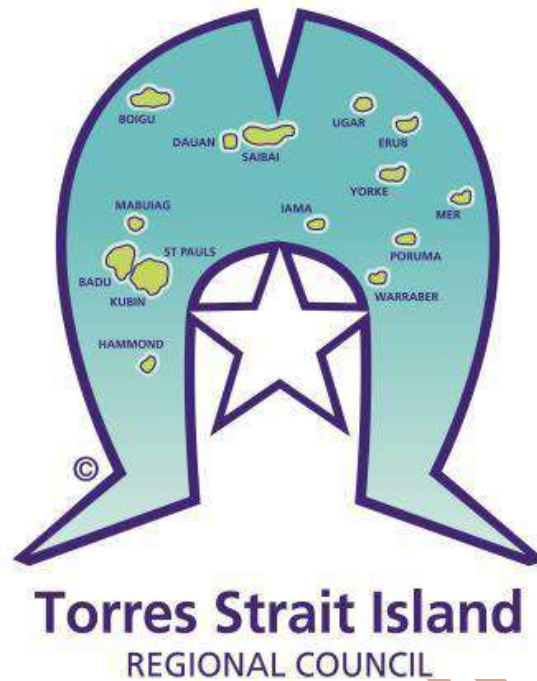
### **Approved:**



James William  
Chief Executive Officer

## **ATTACHMENTS:**

- Appendix A
  - o Audit Committee Meeting Minutes 15 August 2024 - CONFIRMED
  - o Audit Committee Meeting Minutes 27 September 2024 - CONFIRMED
  - o Audit Committee Meeting Minutes 11 October 2024 - DRAFT



## MINUTES

### AUDIT COMMITTEE MEETING

Thursday 15<sup>th</sup> August 2024

10:00am – 11:00am

Cairns Office and via Video Conference

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**Torres Strait Island Regional Council (TSIRC)**  
**Audit Committee Meeting**  
**Committee Room, TSIRC Office, Grafton St, Cairns**  
**Thursday 15<sup>th</sup> August 2024**

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**Present:**

Mr. Cam Charlton, Audit Committee Chair  
Cr. Chelsea Aniba, Audit Committee Member  
Ms. Hollie Faithfull, Executive Director Financial Services  
Ms. Susanne Andres, Executive Director Corporate Services  
Mr. David Baldwin, Executive Director Engineering Services  
Mr. Dawson Sailor, Executive Director Community Services  
Mr William Cunningham, Director, QAO (via video)  
Ms Margaret Dewhurst, Partner, BDO (via video)

**1. Welcome and Opening Comments**

The meeting was opened at 10:03am.

Mr. Cam Charlton welcomed everyone to the meeting and thanked them for their attendance.

**2. Opening Prayer**

Opening prayer from Cr. Chelsea Aniba.

**3. Apologies**

Mr. Darryl Bell, Audit Committee Member  
Cr. Keith Fell, Audit Committee Member  
Mr. James William, Chief Executive Officer  
Mr. Wayne Green, Executive Director Building Services  
Ms. Carolyn Eagle, Pacifica (via video)

**4. Conflict of Interest**

Nil.

**5. Confirmation of Previous Minutes and Action Items Registers**

**5.1** Ordinary Meeting Minutes – 7<sup>th</sup> June 2024 and Out of Session minutes – 12<sup>th</sup> June 2024

Deferred until the next meeting scheduled for 20th September 2024

**5.2** Review of Closing Matters from previous matters & Action Items Register

Deferred until the next meeting scheduled for 20th September 2024

**6. Financial Reporting**

**7.1** Draft 23/24 Financial Statements.

Report taken as read.

Ms. Hollie Faithfull verbally summarised the report and made mention of the significant staff vacancies within Financial Services and restrictions on recruitment that has led to the Financial Statements still being in a draft state.

Audit Committee members noted the challenges Financial Services are experiencing in finalising the financial statements.

Audit Committee members noted that draft financial statements will be issued to External Audit on 21 August 2024.



**7.2** Variance analysis on Draft 23/24 Financial Statements

Report taken as read.

Ms. Hollie Faithfull verbally summarised the report and answered queries from the members.

**7. General Business / Closing Matters**

Nil.

**8. Next Meeting Date and Time**

The next Audit Committee Meeting is scheduled for 20<sup>th</sup> September 2024.

**9. Close of Meeting**

Cr. Chelsea Aniba ended the meeting with a prayer.

The meeting was closed at 10:40am.

CONFIRMED



## AUDIT COMMITTEE MEETING

27 SEPTEMBER 2024

# MINUTES

**Time:** 9.00am

**Venue:** Committee Room, Level 3, 111 Grafton Street, Cairns

*Microsoft TEAMS:*

*Meeting ID: 438 645 477 841*

*Passcode: mtauRT*

### PRESENT:

#### **Chairperson**

Deputy Chairperson

Chief Executive Officer

Executive Director Building Services

Executive Director Community Services

Executive Director Corporate Services

Executive Director Financial Services

TSIRC Secretariat

Consultant

Engagement Leader Queensland Audit Office  
(Partner, BDO)

Director Queensland Audit Office

Pacifica

Pacifica

Mr Cam Charlton

Mr Darryl Bell

Mr James William

Mr Wayne Green

Mr Dawson Sailor

Ms Susanne Andres

Ms Hollie Faithfull – *left meeting at 11.00am*

Mr Darryl Brooks

Mr Anthony Ottaway – *10.25am to 10.50am (AI 9)*

Ms Margaret Dewhurst

Mr William Cunningham – *9.10am to 10.20am*

Ms Carolyn Eagle – *10.45am (AI 11)*

Ms Tracey Townsend – *10.40am (AI 11)*

### APOLOGIES:

Member

Member

Executive Director Engineering Services

Cr Keith Fell

Cr Chelsea Aniba

Mr David Baldwin

## 1. WELCOME & QUORUM CONFIRMATION

At 9.05am the Chairperson welcomed attendees, noting that a quorum of Committee members was not achieved. The Chairperson advised that the Audit Committee meeting would proceed inquorate as there is a substantial amount of material that needed to be discussed.

The Chairperson also noted that the Financial Reporting (AI 8) could not be considered as the 23/24 Financial Statements were not finalised and the Closing Report was only in draft form so an Out of Session Meeting will need to be held.

The Chairperson requested the meeting to consider the Out of Session Meeting be held at **8.30am on Friday, 11 October 2024**. TSIRC Members (including Proxy Members) to be consulted on their attendance at this meeting for the purposes of ensuring a quorum is present for the meeting to proceed.

### Action:

TSIRC Audit Committee Members (including Proxies) to be contacted to ensure that a quorum of Committee Members are present at the 11 October 2024 Audit Committee Meeting.

## 2. OPENING PRAYER

N/A

## 3. NOTING OF APOLOGIES

The following apologies were noted by the Committee:

Member	Cr Keith Fell
Member	Cr Chelsea Aniba
Executive Director Engineering Services	Mr David Baldwin

## 4. POTENTIAL CONFLICT OF INTEREST DECLARATIONS

The Chairperson called for attendees to declare any COI matters. No declarations were made.

## 5. CONFIRMATION OF PREVIOUS MEETING MINUTES

The Committee noted the minutes for the following previous meetings:

- 7 June 2024
- 12 June 2024
- 15 August 2024

## 6. REVIEW OF ACTION ITEMS REGISTER

The Executive Director Financial Services (Ms Hollie Faithfull) spoke to this item. The update was noted by the Committee.

The Chairperson requested that action items (both internal and external) be documented more clearly with timelines for resolution of the actions. The Deputy Chairperson also suggested that a one-page overview be provided with the high-level numbers in terms of how many actions are pending, overdue, etc. to give the Committee a snapshot of progress.

### Action:

Executive Director Financial Services to review/update Action Items Register to identify both internal and external audit recommendations, including refined timelines for completion dates, as well as a one-page summary of pending and overdue actions.

## 7. SIGNIFICANT ORGANISATION, RISK MANAGEMENT AND SYSTEM MATTERS *(verbal update)*

The Chief Executive Officer (Mr James William) spoke to this item and advised the Committee as follows:

- Seaswift Legal Matter – will continue to meet proactively with his CEO counterpart in Seaswift in a no prejudice basis by either parties, as the priority for both CEOs is to bring about a resolution to the dispute as swiftly as possible.
- DOGIT Transfer Legal Matter – This matter presents possibly one of the biggest risks to our business in terms of cost (or inflation of cost) because it increases the likelihood of litigation with the local PBC (Land Trust) because of their differences in view in relation to ownership and the assets that sit on the land. TSIRC has had a recent favourable decision in the Courts just recently when the Judge found that there were serious questions of law that the State and GBK have to answer and there will be a full Bench hearing in November 2024.
- Mer Social Housing Licence – will be travelling with the TSIRC DOGIT Transfer, Land Tenure and Native Title Advisor (Ms Joanne Bryant) and the Executive Director Building Services (Mr Wayne Green) to Mer to have discussions with the local PBC and the community to explore positive solutions to this matter.
- Financial Sustainability – appreciate the support of the Audit Committee Chair and Deputy Chair in stating your positions on these matters and your concerns for the for the organisation around this matter and significant progress and this has been a positive process all round.

### Action:

‘Financial Sustainability Update’ to be a standing agenda item for the Audit Committee.

## 8. FINANCIAL STATEMENTS

- 23/24 Financial Statements *(late)*
- Closing Report *(late)*

The Executive Director Financial Services advised the Committee that work is currently being finalised in relation to the 23/24 Financial Statements and issues associated with Audit and it is expected that this will be finalised in the w/e 4 Oct 2024.

Ms Margaret Dewhurst (Partner, BDO) provided the Committee with an overview of some higher level issues identified to date, noting that the Draft Closing Report will be finalised in October 2024 and other matters can then be considered in more detail:

- a significant deficiency around the lack of quality assurance over information provided for audit purposes where Audit was provided with 7 trial balances during the performance of the audit. Final draft financial statements were not provided by the agreed dates and significant adjustments were recognised during the performance of the audit (including BSU accrual, Property plant and equipment and Grant revenue and contract balances).
- a deficiency was identified in relation to the completeness of job costs used to calculate QBuild Invoices which implies that Council is not recouping costs incurred in providing repairs and maintenance services on behalf of QBuild.



- a deficiency identified during the Audit was the lack of a travel policy providing guidelines on what are considered to be reasonable expenses when travelling on official Council business.

The Chief Executive Officer advised the Committee that the findings in the Draft Closing Report are seen by the Management Team as a healthy, honest and professional criticism by Audit and these findings are being embraced as a challenge for the Management Team to work in tandem to rectify.

The Chairperson suggested that the Audit Committee is able to consider/review Travel and Financial Policies before they are endorsed by Council.

The two late papers above to be finalised and discussed at the out-of-session 11 October 2024 Audit Committee Meeting.

## 9. FINANCIAL REPORTING

- August 2024 Financial Dashboard Report presented to Council
- Organisational Practices and Financial Review

The Executive Director Financial Services spoke to the August 2024 Financial Dashboard Report that was presented to Council.

The Chief Executive Officer advised the Committee that his goal is to move away from an almost 80% ad hoc grant funding to Council to a 5-year capital program funding on a 5-year plan and the Operations funded properly on a proper plan and get Commonwealth and State funding commitments for that. To do this we need to gain proper insight into our business and our costs and to standardise that properly in order to reasonably demonstrate transparently that as an organisation we are cost-efficient and effective and then lobby Commonwealth and States to confidently fund.

### Action:

Executive Director Financial Services to organise JLL to present the 5-year Capital Investment Plan to the Committee at its next meeting on 11 October 2024.

Mr Anthony Ottaway (Consultant) spoke to the Organisational Practices and Financial Review agenda paper.

The Deputy Chairperson queried the organisation's capacity to deliver on the recommendations contained in the report, given resourcing constraints and other challenges within Council. The Chief Executive Officer expressed his confidence that this work has been undertaken and the solutions for moving forward have been identified for the right way of advocating for investment into Council by State and Commonwealth Governments.

The Chief Executive Officer advised the Committee that a feature of Mr Ottaway's work has been the engagement of the Executive Leadership Team and the Combined Leadership Team (includes Executives, Managers and Heads of Departments) and the willingness of those Teams to engage with each other in this project to break down the silos that historically have existed.

➤ *Mr Ottaway left the meeting at 10.50am.*

## 10. EXTERNAL AUDIT UPDATE

- QAO Briefing Paper

Ms Margaret Dewhurst advised the Committee that the Director Queensland Audit Office (Mr William Cunningham) had to leave the meeting due to another commitment. He tabled the report

to the Committee as 'read' and will be available for the Committee meeting on 11 October 2024 to answer any matters the Committee may wish to discuss in relation to the report.

## 11. INTERNAL AUDIT

- Internal Audit Progress Report
- Final Report | Review of Aged Care Services
- Final Report | Review of Childcare Operations
- Final Report | Implementation of Council Decisions
- Final Report | Capital Works Program Development, Delivery and Reporting

Ms Carolyn Eagle (Pacifica) spoke to this agenda item. Ms Eagle advised the Committee that their team member who prepared the Review of Aged Care Services report and the Review of Childcare Operations report has since left the organisation, so any questions arising from those two reports may have to be taken on notice.

The Contracts Management Systems Health Check report was not included in the papers for this meeting and will be presented at the next Committee meeting.

➤ *The Executive Director Financial Services left the meeting at 11.00am.*

### Action:

Pacifica to circulate the Special Project: UAT Payroll Report to the Committee out-of-session.

Ms Eagle drew the Committee's attention to the Review of Aged Care Services and the Review of Childcare Operations reports as these were the most notable risk exposure to Council. In relation to the Aged Care Services, it should be noted by the Committee that there were scope limitations in relation to this report. This report is over 2 years old and it was suggested that the Audit Committee may like to receive an update from Management in relation to further progress to date.

The Deputy Chairperson supported the recommendation for an update to be provided to the Committee in relation to the Review of Aged Care Services and the Review of Childcare Operations report, noting that the Review of Childcare Operations report contains a Compliance Notice and it is unclear what the status on this Notice is.

### Action:

An update to be provided to the Committee in relation to the Review of Aged Care Services and the Review of Childcare Operations reports, noting that the Review of Childcare Operations report contains a Compliance Notice and it is unclear what the status on this is.

Ms Eagle advised that the growth in size of the Audit Issues Register from the viewpoint of an Internal Audit perspective is not uncommon for regional councils, particularly rural and remote councils. The Internal Audit Team would like to take a different approach in the 2025 year to getting to understanding the landscape and developing an action plan with Management to prioritise and allocate responsibility to address the outstanding Audit issues.

The Chief Executive Officer recommended that the Audit Committee accept Pacifica's philosophy as outlined by Ms Eagle and endorse that an action plan with agreed priorities be developed by TSIRC and Pacifica as part of the 2025 work program.

The Chief Executive Officer also advised the Committee that the Executive Director Community

Services has in-principle funding support of \$2.4m from the Commonwealth for the Badu Centre (refurbishment) and is also currently engaging with Childcare providers to look at a more sustainable model in terms of partnering with TSIRC to divest that responsibility to the provider.

**Action:**

TSIRC and Pacifica to develop an action plan on outstanding recommendations with agreed priorities as part of the 2025 work program.

In relation to the report on the Implementation of Council Decisions, Ms Eagle advised that this has been assessed as 'marginal.'

The Chief Executive Officer acknowledged that improvements can be made by the administration to improve the quality in the preparation of the type of recommendations that are prepared for reports to Council.

The other element in the development of the officer recommendations to Council is the challenge around cultural approaches in relation to capturing both Lore (Ailan Kastom) and legislative law obligations and how does management give Council the confidence that Lore and Law considerations are covered in the recommendations submitted to Council. A suggested format in the report brief to Council on 'Compliance/Considerations' may be to state what "Cultural Considerations" have been applied. This would be a major step for a First Nation Council.

The Chief Executive Officer agreed that applying Lore within the legislative framework. This is possibly the most important issue when it comes to the governance and the interpretation especially when Ailan Kasum is enshrined in the policies of TSIRC.

Lore cannot be invoked as a touchstone to bypass Council's obligations to legislative law – that's the bottom line - and that's the current governance tension. Lore is already prescribed in the domain of Law (i.e. native title and traditional adoption laws) so there is already a framework that exists where Lore is constrained within Law. Work is being done to adjust the Council and the administration to mature both sides to taking Lore principles and applying them in a legislative framework.

In relation to the Capital Works Programme Development, Delivery and Reporting Review, Ms Eagle took that report as being read by the Committee and asked Committee members to follow up any matters with her out of session.

## **12. UPDATE ON STATUS AND PROGRESS OF ENTERPRISE RISK FRAMEWORK**

The Executive Director Corporate Services (Ms Susanne Andres) spoke to this report.

The Risk Policy has been updated with minimal changes, however, the Risk Management Guidelines have had more comprehensive updates. This has not been to Council at this stage, and will be considered at the Council Workshop in November 2024 and then by Council's Strategic Action Reference Group (SARG).

Ms Andres sought the Committee's feedback on the Enterprise Risk Framework as a workable document that will assist in the assessment of risk or whether there is anything that has been missed or should there be a different approach.

The Deputy Chairperson is initially comfortable with the draft and asked whether the Framework will feed down to 'Operational Risk' and 'Enterprise Risk' guidance (i.e. WHS risk assessments on the ground). Is training on the radar and what will it look like, as it is great to have a good document/policy/guideline is part of building a risk culture and there are a whole range of other elements such as training.

Ms Andres confirmed that training is definitely part of this framework.

The Chairperson advised that he would like to see the ELT feedback provided to this framework. He

would also like to see consideration given to the establishment of an Executive Risk Management Team (executives) to manage the process of management of the Risk Management Plan across multiple areas as some of these risks cross over.

**Action:**

Executive Director Corporate Services to provide the next Committee meeting with an update on feedback from the ELT on the Framework.

**13. COUNCIL INSURANCE RENEWAL 2024-25**

The Executive Director Corporate Services (Ms Susanne Andres) spoke to this report advising that this report has already been noted by Council.

Workers Compensation has risen by 27%, although that is an increase across the State.

The Chairperson commented that from a risk management perspective of an audit committee, we are not insurance experts and on other committees our broker has been invited to speak to the committee and advise on what insurances don't we have that we should have, or are there any other covers that we should have, or are our covers adequate or sufficient.

The Chairperson advised that other Indigenous Councils are now looking at self-insurance on the more remote areas with significant housing assets. For example, one insurance broker advised that there was no insurance for 'sexual harrassment'.

**14. CLOSING MATTERS**

Nil.

**15. NEXT MEETING – 11 OCTOBER 2024 – 8.30AM**

Noted by the Committee.

**16. CLOSE OF MEETING & PRAYER**

The Chairperson thanked attendees for their participation and formally closed the meeting at 11.58am.

MINUTES CONFIRMED – 11 October 2024

.....  
Mr Cam Charlton  
Chairperson  
TSIRC Audit Committee  
Date: 11 October 2024

.....  
James William  
Chief Executive Officer  
Torres Strait Island Regional Council  
Date: 15 October 2024





## AUDIT COMMITTEE MEETING

11 OCTOBER 2024

# MINUTES

**Time:** 8.30am

**Venue:** Committee Room, Level 3, 111 Grafton Street, Cairns

*Microsoft TEAMS [Meeting ID: 489 119 739 731 | Passcode: Hffuye]*

### PRESENT:

#### **Chairperson**

Deputy Chairperson

Member

Proxy Member

Chief Executive Officer

Executive Director Building Services

Executive Director Community Services

Executive Director Corporate Services

Executive Director Engineering Services

Executive Director Financial Services

Engagement Leader Queensland Audit Office (Partner, BDO)

Director Queensland Audit Office

Pacifica

Jones Lang LaSalle Incorporated (JLL)

Jones Lang LaSalle Incorporated (JLL)

Consultant

TSIRC Secretariat

Executive Assistant to the TSIRC CEO

Mr Cam Charlton

Mr Darryl Bell

Cr Chelsea Aniba

Cr Bob Kaigey – *joined meeting at 8.45am*

Mr James William

Mr Wayne Green

Mr Dawson Sailor

Ms Susanne Andres

Mr David Baldwin – *joined meeting at 8.50am*

Ms Hollie Faithfull

Ms Margaret Dewhurst

Mr William Cunningham

Mr Andy Smith

Mr Todd Svanberg – *9.25am to 9.40am*

Mr Tom Wing – *9.25am to 9.40am*

Mr Anthony Ottaway – *9.15am to 9.30am*

Mr Darryl Brooks

Ms Jessica Conway

### APOLOGIES:

Member

Pacifica

Pacifica

Cr Keith Fell

Ms Carolyn Eagle

Ms Tracey Townsend

## 1. WELCOME & QUORUM CONFIRMATION

At 8.35am the Chairperson welcomed attendees, noting that a quorum of Committee members was present.

The Chairperson reminded the Committee that the previous meeting (27 September 2024) was conducted inquorate owing to the volume of material to be discussed. Those materials were discussed at considerable length and the outcomes from those discussions have been captured in the draft Minutes from that meeting, however, the necessity to go through the Financial Statements and the Closing Audit Report (which were not available at the previous meeting) required this out-of-cycle Committee meeting to be convened.

The Chairperson advised that his preference for this meeting would be for members to accept the discussion captured in the minutes of 27 September 2024 and to focus on the additional papers submitted for this meeting.

The Deputy Chairperson and Cr Aniba agreed to the Chairperson's proposal.

## 2. OPENING PRAYER

Cr Chelsea Aniba delivered the opening prayer.

## 3. NOTING OF APOLOGIES

The following apologies were noted by the Committee:

Member	Cr Keith Fell
Pacifica	Ms Carolyn Eagle
Pacifica	Ms Tracey Townsend

## 4. POTENTIAL CONFLICT OF INTEREST DECLARATIONS

The Chairperson called for attendees to declare any COI matters. No declarations were made.

## 5. CONFIRMATION OF PREVIOUS MEETING MINUTES

#AC24-28/2024-10/5

BELL / CHARLTON

**The Committee confirms the Minutes of Audit Committee Meetings held on 7 June 2024, 12 June 2024, 15 August 2024 and 27 September 2024.**

***CARRIED UNANIMOUSLY***

## 6. REVIEW OF ACTION ITEMS REGISTER

Based on the commentary in relation to the review of the Committee's Action Items Register (as outlined in the Minutes of the 27 September 2024 Committee Meeting), the Chairperson recommended that this matter be noted and accepted by the Committee. This recommendation was also supported by the Deputy Chairperson and Cr Aniba.

## 7. SIGNIFICANT ORGANISATION, RISK MANAGEMENT AND SYSTEM MATTERS *(verbal update)*

The Chief Executive Officer noted the updates captured in the 27 September 2024 Committee Meeting Minutes and advised that there have been no significant changes since his last update, other than a visit to Mer has taken place with himself, the Executive Director Building Services (Mr Wayne Green) and the DOGIT Transfer, Land Tenure and Native Title Advisor (Ms Joanne Bryant) in relation to **Mer Social Housing Licence**. The visit was successful and it was evident that positive relationships need to be developed by Council with local PBCs to service the needs and interests of communities.

The Executive Director Financial Services advised the Committee that in relation to the **Seaswift matter**, we currently have contingent assets in the financial statements and that the Chief Executive Officer is required to advise the Committee in relation to the following statement:

*“Council initiated legal proceedings against a supplier in a prior period. At 30 June 2024 the case is ongoing. It is too early to determine if there will be a financial outcome from the proceedings.”*

The Chief Executive Officer advised the Committee that his view is that, on balance, both parties have matured their discussions in a very constructive way that there is recognition on both sides (without prejudice) that there is an impairment in favour of TSIRC. The question is just the amount. That is yet to be determined because their position is different to ours and that needs to be tested and resolved.

The Committee preferred use of the statement: “At 30 June 2024 the matter is ongoing.”

The Committee unanimously noted the update.

## 8. FINANCIAL STATEMENTS

- 23/24 Financial Statements
- Closing Report

The Executive Director Financial Services (Ms Hollie Faithfull) acknowledged the assistance of BDO in relation to the preparation of the **23/24 Financial Statements**. There are two minor outstanding matters (not material) and one of those matters has now been resolved by the Committee in relation to the Contingent Assets.

A high-level overview of the 23/24 Financial Statements was provided by Ms Faithfull.

The Chairperson noted for the record that for TSIRC to have a deficit of \$46m net result reflects the issue of sustainability and liquidity previously discussed at considerable length by the Committee. The Chief Executive Officer reaffirmed that the most significant issue for the organisation is asset performance. The majority of assets are reaching end-of-life (built 30 years ago) and are requiring disposal and replacement. Unplanned disposals are a particular risk to liquidity as the use of unrestricted cash is required to address these disposals.

Ms Margaret Dewhurst advised in relation to the Sustainability Ratios, the Guidelines require Council to include a narrative into that Statement and this needs to be updated. The Chairperson noted that this is a procedural change that is required. Ms Dewhurst agreed and confirmed that there will be no changes in the numbers in the Statements highlighted by the Executive Director Financial Services.

### **Resolution:**

#AC24-28/2024-10/8-1

CHARLTON/BELL

**Subject to the completion of the remaining outstanding matters documented in the 2024 Closing Report, the Audit Committee endorses the signing of the Torres Strait Island Regional Council Financial Statements for the year ended 30 June 2024 by the Mayor and CEO based on external audit clearance.**

**CARRIED UNANIMOUSLY**

Ms Margaret Dewhurst (Queensland Audit Office) spoke to the **Draft Closing Report**. Changes to the draft Report since the 27 September 2024 Committee Meeting include:

- Financial Sustainability Assessment in Section 1 is now included (this is the most significant change since the 27 September 2024 Committee Meeting);

- The Debt Service Ratio graph is not included (0.01 as a 5-year average because the debt was distinguished two years ago, but is included in the financial statements).
- Section 3 (Status of Issues) – no significant changes, other than we now have Management responses to the issues raised.
- Section 5 (Matters Previously Reported) – revised action dates will be updated/finalised with some revised action dates pushed out to 31 December 2024 and 30 June 2025. The QAO is comfortable with the updated revised action dates.
- Comprehensive Assets Valuation for the 2025 Year – QAO will be involved and it is anticipated that the review will be completed by 30 June 2025.

Ms Dewhurst concluded by thanking Council for its support in answering queries from the QAO. The Chief Executive Officer acknowledged that there were some timing issues in relation to TSIRC responses to the QAO requests and he thanked Ms Dewhurst and her Team for their patience. Better planning internally from TSIRC (including a schedule of formal meetings between TSIRC and the QAO) to prepare ahead of each stage to the Closing Report's engagements will be used in future reporting.

**Resolution:**

**#AC24-28/2024-10/8-2**

BELL/CHARLTON

**The Audit Committee receives and notes the 2024 Closing Report, subject to minor amendments discussed.**

***CARRIED UNANIMOUSLY***

**9. FINANCIAL REPORTING**

- August 2024 Financial Dashboard Report presented to Council
- Organisational Practices and Financial Review
- 5-year Capital Investment Plan

The Audit Committee noted the **Financial Dashboard Report for August 2024**.

Mr Anthony Ottaway (Consultant) spoke to the **Organisational Practices and Financial Review** agenda paper highlighting, for the information of Members not present at the 27 September 2024 Committee meeting, two key pieces of work:

- (1) understanding our financial position and the cash flow challenges that Council is experiencing. Towards the end of the financial year there are challenges in relation to having the appropriate amount of cash on hand, so TSIRC is considering a Working Capital facility; and
- (2) looking at addressing the Net Cash Deficit. Currently in the process of doing the analysis and review. Since the previous Committee meeting, a workshop has been held with TSIRC Executive Directors. A total of 34 initiatives from previous workshops held with EDs and Managers were identified:
  - High Value/High Ease (8)
  - High Value/Low Ease (2)
  - High Ease/Low Value (24)

The Chief Executive Officer advised that the work undertaken by Mr Ottaway has been based on TSIRC's existing funding model (80% grant funded).

**Resolution:**

**#AC24-28/2024-10/9-2**



CHARLTON/BELL

**The Audit Committee receives and notes the Organisation Practices and Financial Review Report update.**

***CARRIED UNANIMOUSLY***

The Committee also noted that the Organisation Practices and Financial Review Report will be a Standing Agenda Item for the Committee.

Mr Todd Svanberg and Mr Tom Wing from Jones Lang LaSalle Incorporated (JLL) addressed the Committee in relation to the **5-year Capital Investment Plan**.

The Draft Strategic Investment Plan (SIP) is currently being finalised and will be circulated out of session for comment prior to tabling at the next Committee meeting. TSIRC is not an isolated case as many other Councils are currently unfunded from a capital point of view, however TSIRC has a very heavy asset base (buildings, infrastructure, etc.) and there are points where there is a significant need for capital injection for mid-life and end-of-life is required to keep services operating.

The aim of developing the Plan is to act as an evidence-based advocacy piece to lobby funding agencies for Council's high consequence/high likelihood of failure core assets because of the stage of life they are currently at.

The Committee noted the update.

**Action:**

JLL to circulate the Draft 5-year Capital Investment Plan to Committee members out of session for comment and feedback.

## **10. EXTERNAL AUDIT UPDATE**

- QAO Briefing Paper

Mr William Cunningham (Director Queensland Audit Office) spoke to this item and the report was noted by the Committee.

## **11. INTERNAL AUDIT**

The Committee noted the following reports which were spoken to by Ms Carolyn Eagle (Pacifica) at the 27 September 2024 Committee meeting:

- Internal Audit Progress Report
- Final Report | Review of Aged Care Services
- Final Report | Review of Childcare Operations
- Final Report | Implementation of Council Decisions
- Final Report | Capital Works Program Development, Delivery and Reporting

Mr Andy Smith (Pacifica) spoke to the following additional reports:

- Final Report | Assurance Review
- Final Report | Contract Management System Health Check

In relation to the **Final Report | Assurance Review**, Mr Smith advised that the overall conclusion was that there was nothing that came to our attention to indicate that the assurance principles were not

adhered to. Although there were a small number of very low-level deficiencies, Management were aware of these and dealt with them accordingly.

The report recommended that TechnologyOne provide TSIRC Management some assurances in relation to the some Risk mitigation matters.

In relation to the **Final Report | Contract Management System Health Check**, Mr Smith advised that this report is April 2023.

The Executive Director Building Services advised that meetings have been held with TechnologyOne (as recently as October 2024) and a program is being developed to trial in February 2025 in an effort to move away from the Procore system.

The Committee noted the updates provided by Mr Smith.

## **12. UPDATE ON STATUS AND PROGRESS OF ENTERPRISE RISK FRAMEWORK**

The Executive Director Corporate Services (Ms Susanne Andres) had no further updates to provide the Committee, other than what was noted in the Minutes of the 27 September 2024 Committee Meeting.

The Committee noted the Update on Status and Progress of Enterprise Risk Framework.

## **13. COUNCIL INSURANCE RENEWAL 2024-25**

The Committee noted the report, as per the comments made in the Minutes of the 27 September 2024 Committee Meeting.

## **14. CLOSING MATTERS**

Nil.

## **15. NEXT MEETING – 26 NOVEMBER 2024 – 10.00AM**

Noted by the Committee.

## **16. CLOSE OF MEETING & PRAYER**

The Chairperson thanked attendees for their participation and formally closed the meeting at 9.50am. Cr Aniba delivered the Closing Prayer.

MINUTES CONFIRMED – 26 November 2024

.....  
Mr Cam Charlton  
Chairperson  
TSIRC Audit Committee  
Date: 26 November 2024

.....  
James William  
Chief Executive Officer  
Torres Strait Island Regional Council  
Date: 26 November 2024



**DIRECTORATE:** *Financial Services*

**AUTHOR:** *Executive Director Financial Services*

## **AUDITOR-GENERAL'S OBSERVATION REPORT ON THE AUDIT OF THE 2023/2024 TORRES STRAIT ISLAND REGIONAL COUNCIL FINANCIAL STATEMENTS**

### **OFFICER RECOMMENDATION:**

The Council notes the Auditor-General's Observation Report on the audit of the 2023/2024 Torres Strait Island Regional Council Financial Statements.

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### **EXECUTIVE SUMMARY:**

Final financial statements for the year ended 30 June 2024 were noted at Council's Ordinary Meeting held 15 November 2024 and received an unqualified audit opinion from the Queensland Audit Office (QAO).

The Auditor-General's observation report is a report about the audit that includes observations and suggestions made by the Auditor-General about anything arising out of the audit. As per the *Local Government Regulation 2012*, the Mayor must present a copy of the report at the next ordinary meeting following its receipt from QAO. The Audit Committee has considered this report.

One significant deficiency was identified by QAO whilst completing their final audit procedures this year, with two internal control deficiencies identified. Council has the following control deficiencies, financial reporting issues and other matters that have previously been raised but are not yet resolved: two significant deficiencies, nine deficiencies, two financial reporting issues and one other matter.

Management has provided a formal response to QAO on the issues raised, which has been presented to and supported by Council's Audit Committee. These responses have also been accepted by QAO.

### **Consultation:**

- External Audit
- Audit Committee
- Executive Team
- Finance Team

### **Background:**

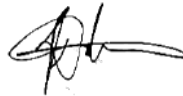
Each financial year Council's financial statements must be audited per section 212 of the Local Government Regulation 2012. The purpose of the audit is to express opinions on the financial statements and the current year financial sustainability statement.

**COMPLIANCE / CONSIDERATIONS:**

<b>Statutory:</b>	<i>Local Government Act 2009</i> <i>Local Government Regulation 2012</i>
<b>Budgetary:</b>	There are no direct financial implications that arise from this recommendation.
<b>Policy:</b>	Audit Policy
<b>Legal:</b>	N/A
<b>Risk:</b>	The inability to resolve matters in a timely manner can escalate the severity of deficiencies and be reported to parliament.
<b>Links to Strategic Plans:</b>	Corporate Plan 2020-25 Sustainability: Outcome 8 – We manage Council affairs responsibly to the benefit of our communities
<b>Masig Statement:</b>	N/A
<b>Standing Committee Consultation:</b>	N/A
<b>Timelines:</b>	Recommendations to be implemented by proposed action dates discussed in the report subject to available resources internally.

**Recommended:**

Hollie Faithfull  
Executive Director Financial Services

**Approved:**

James William  
Chief Executive Officer

**ATTACHMENTS:**

1. Auditor-General's Observation Report





## 2024 FINAL MANAGEMENT REPORT

# Torres Strait Island Regional Council

21 November 2024

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Cr Phillemon Mosby  
Mayor  
Torres Strait Island Regional Council

Dear Cr Mosby

### **Final management report for Torres Strait Island Regional Council**

We have completed our 2024 financial audit for Torres Strait Island Regional Council. QAO has issued an unmodified audit opinion on your financial statements.

The purpose of this report is to update you on any matters that have arisen since we presented our interim report to you on 28 May 2024.

### **Reporting on issues identified after the closing report**

I can confirm that we have not identified significant issues since the presentation of our closing report to the audit committee. The issues and other matters we have formally reported to management and an update on management's actions taken to resolve these issues is included as Appendix A.

Please note that under section 213 of the Local Government Regulation 2012, you must present a copy of this report at your Council's next ordinary meeting.

### **Report to Parliament**

Each year, we report the results of all financial audits and significant issues to Parliament.

We intend to include the results of our audit of Torres Strait Island Regional Council in our report to Parliament Local Government 2024. We will comment on the results of our audit, any significant internal control issues, and the overall results for the sector, including major transactions and events. We will discuss the proposed report content with your entity contact and continue to consult as we draft it. Formally, entities have an opportunity to comment on our report, and for these comments to be included in the final version tabled in Parliament.

### **Audit fee**

The final audit fee for this year is \$205,689, exclusive of GST. This fee is higher than the \$186,089 estimated in our external audit plan. We have discussed the key factors contributing to the fee variation with your Chief Executive Officer and Executive Director Financial Services. In summary, these matters were: a final reconciled trial balance was not provided at commencement of the audit, multiple versions of trial balances were provided during the performance of the audit, final draft financial statements were not provided by the agreed dates and significant adjustments were recognised during the performance of the audit.

We would like to thank you and your staff for your engagement in the audit this year and look forward to working with your team again next year.

If you have any questions about this report or would like to discuss any matters regarding our services and engagement, please do not hesitate to contact me on 4046 0051 or William Cunningham on 3149 6000.

Yours sincerely



Margaret Dewhurst  
Partner

CC: James William, Chief Executive Officer  
Cam Charlton, Chair of Audit Committee

## Appendix A1 – Status of issues

### Internal control issues

This section provides an update on the significant control deficiencies and other matters we have identified. It includes a response from management.

Our risk ratings are as follows. For more information and detail on our rating definitions, please see the webpage here: [www.qao.qld.gov.au/information-internal-controls](http://www.qao.qld.gov.au/information-internal-controls) or scan the QR code.



#### Lack of quality assurance over information provided for audit purposes

24CR-1

##### Observation

We were provided with 7 trial balances during the performance of the audit. Final draft financial statements were not provided by the agreed dates and significant adjustments were recognised during the performance of the audit. The adjustments due to errors identified from the audit process included:

##### BSU accrual

- Items identified in the prior year accrual totalling \$1,584,000 that were not capitalised or accrued in the current year.
- Accrued income was overstated by \$1,548,000 as it was not adjusted for amounts invoiced during the year.
- Errors in calculation of accrued income resulting in an adjustment of \$377,000.

##### Property plant and equipment

- Indexation was incorrectly applied due to a formula error in the fixed asset register resulting in an adjustment of \$1,617,000.
- Church assets were recognised at net value instead of gross value resulting in an understatement of depreciation expense of \$420,000.
- Church assets were recognised through profit and loss and were subsequently reclassified to equity.
- Indexation of \$187,000 was incorrectly applied to assets disposed during the year.
- WIP projects were not sufficiently reviewed resulting in completed projects not being transferred to fixed assets adjustments totalling \$2,553,000.

##### Grant revenue and contract balances

- Year-end workpapers were not sufficiently reviewed resulting in adjustments based on audit queries.

The examples above indicate a lack of quality assurance review and should be read in conjunction with the matters identified in *Appendix A2 Matters previously reported*.

### Implication

Furthermore, if account balance reconciliations are not adequately prepared and/or reviewed in a timely manner, there is a risk of error or fraud going undetected. An effective internal control environment is essential in limiting an entity's exposure to risk. Monitoring controls ensures potentially fraudulent transactions are quickly identified and good record keeping improves the reliability of transactions.

### QAO recommendation

We recommend that Council undertakes a thorough quality assurance review over information that is provided to auditors to avoid delays and additional costs. We recommend that Council utilises internal audit and the audit committee to improve internal processes and financial statement preparation processes.

### Management response

Management acknowledges the lack of quality assurance over information across the organisation in the 2024 final audit. The primary cause is significant staff shortages across key areas of the organisation, with Finance in particular, having a 33% vacancy rate. Management has struggled to fill positions due to the inability to recruit appropriate qualified and skilled staff due to market factors combined with the development of the Council's Remuneration Policy, which directly impacted the filling of vacancies. The office of the CEO has committed to focusing on finalising the Remuneration Policy as a matter of urgency to allow key areas of the organisation to recruit appropriately qualified staff.

Management is also working on streamlining processes across the organisation and implementing an education program on the importance of quality assurance over information for financial management.

Responsible Officer: Chief Executive Officer

Status: Work in progress

Action Date: 30 March 2025





## Completeness of job costs used to calculate QBuild invoices

### 24CR-2

#### Observation

Amounts to be invoiced to QBuild for maintenance (do and charge) jobs are based on costs recorded in Procore (construction management platform utilised by Building Services Unit). Based on our review of invoicing of QBuild jobs, we identified that Procore does not always capture all expenditure relating to a job. The general ledger is where all costs are recorded and there is no reconciliation process between Procore and the general ledger. As invoicing is based on costs plus mark up, if not all costs are captured, the amount of the invoice may be understated resulting in a loss on the job. Although overall the Council earns a surplus on QBuild jobs, based on a report prepared by Council, due to incorrect costs being applied the loss was estimated at \$566,675.

#### Implication

Council is not recouping costs incurred in providing repairs and maintenance services on behalf of QBuild.

#### QAO recommendation

We recommend that a procedure is implemented to ensure all costs are captured before invoices are processed. This may include a reconciliation between expenses recorded in the general ledger and those recorded in Procore. Adopting such a practice would assist in capturing all relevant costs and thereby avoid the recurrence of such financial discrepancies in the future.

#### Management response

In August 2024, BSU in collaboration with Financial Services, amended the invoicing processes to ensure that Council's ERP system TechOne is the primary source of truth for invoicing, and that appropriate checks are performed to ensure all expenditures are captured before invoicing. Internal Audit will also be undertaking a review to provide any further recommendations to ensure Council is recovering appropriately on all jobs.

Responsible Officer: Executive Director Building Services

Status: Work in progress

Action Date: 31 December 2024

## **D** Lack of a travel policy

### **24CR-3**

#### Observation

We identified a number of transactions for attendance at interstate conferences. These were approved by an Executive Director; however, we noted that Council does not have a documented employee travel policy providing guidelines of what are considered to be reasonable expenses when travelling on official Council business.

#### Implication

The lack of a strong policy could result in a lack of documentation of alignment between travel purpose and the operational or strategic deliverables of Council. Lack of demonstration of value for money could result in excess expenditure being incurred.

#### QAO recommendation

We recommend Council implement a travel policy outlining guidelines for employees when incurring expenses when travelling on Council business. The policy should provide guidelines on the following:

- Approval process for travel and attendance at conferences/meetings/courses. Consideration of when alternatives to travel such as video conferencing or online courses would be considered appropriate.
- Consideration in relation to accommodation bookings such as standard of accommodation, responsibility for costs if stays are extended.
- Payment of meals and travel allowances.

Council could make reference to Queensland Government Domestic Travelling and Relieving Expenses (Directive No 13/23) in drafting the policy.

#### Management response

Management is drafting a Travel Policy which ELT and the Audit Committee will endorse before going to Council by December 2024.

Responsible Officer: Chief Executive Officer

Status: Work in progress

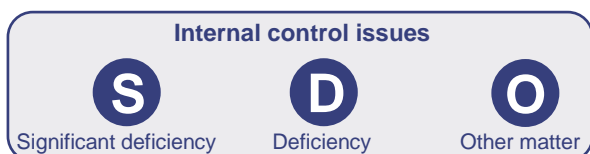
Action Date: 31 December 2024

## Appendix A2 – Matters previously reported

The following table summarises all control deficiencies, financial reporting issues and other matters that have previously been raised but are not yet resolved and some of which may have been reported as resolved in the closing report. The listing includes issues from our reports this year and those issues raised in prior years.







Our risk ratings are as follows. For more information and detail on our rating definitions, please see the webpage here: [www.qao.qld.gov.au/information-internal-controls](http://www.qao.qld.gov.au/information-internal-controls) or scan the QR code.














### Internal control issues

Ref.	Rating	Issue	Status
24IR-1	<b>S</b>	<b>IT user control environment</b> We noted that there has been several instances of employees and contractor accounts remaining active and failing to be terminated in a timely manner.	<b>Work in progress</b> Responsible officer: Executive Director Corporate Services Original action date: 31 July 2024 Revised action date: 31 December 2024
23IR-1	<b>S</b>	<b>Receipts not retained for credit card transactions</b> One credit card holder has failed to produce receipts or invoices for over half of transactions paid by credit card. A significant number and value of purchases from restaurants, cafes and other food providers has also been made with corporate credit cards.  <i>Update: Current year transactions include additional information as recommended, however reconciliations are still not timely.</i>  <i>The value of purchases from restaurants, cafes and other food providers is still significant and there is still a lack of documentation of business nexus with majority of meetings noting networking meeting. We noted where one supplier was noted as attending 15 networking meetings where purchases were made at restaurants.</i>	<b>Work in progress</b> Management have commenced a comprehensive review of outstanding receipts and obtained additional information for the 2022-23FY transactions on the CEO's credit card. During this review, unsupported PayPal transactions were identified on the CEO's credit card. While the card was cancelled and replaced, there was no action taken to investigate, report or recover the funds. We recommend that these transactions are investigated, and any losses are reported as required by the LGR. Responsible officer: Executive Director Financial Services Original action date: 31 October 2023 Revised action date: 31 December 2024
21IR-4	<b>D</b>	<b>Not all material balances reconciled during the year</b> AASB 15/1058 grant accounting not updated throughout the financial year; they are only updated at balance date. <i>Update: Adjusted and unadjusted errors identified with grant accounting.</i>	<b>Work in progress</b> Monthly reconciliations of material balances are being completed for some balances. Management is still unable to reconcile grants and contract balances regularly due to a lack of resources. Responsible officer: Executive Director Financial Services Original action date: 30 November 2021 Revised action date: 31 December 2024
22CR-1	<b>D</b>	<b>Non-compliance with procurement policy and local government regulations</b> Various examples of non-compliance with Council's	<b>Work in progress</b> Management is investigating alternative reports to complete the process at year

		<p>own procurement policies which are based on the requirements in the Local Government Regulation, paragraphs 224 to 237, were identified.</p> <p><i>Update: Process has been implemented to review purchase orders raised after a supplier invoice. Not all contractual arrangements worth \$200,000 or more have been published on the website; however, due to issues with the report, this has not been completed throughout the year.</i></p>	<p>end and re-implement a suitable monthly control.</p> <p>Responsible officer: Executive Director Financial Services</p> <p>Original action date: 31 December 2022</p> <p>Revised action date: 31 March 2025</p>
22CR-3		<p><b>Employee certified agreement</b></p> <p>Implementation of the agreement into payroll processing was not yet completed, even though it was ratified in July 2021 with an effective date of September 2021.</p>	<p><b>Work in progress</b></p> <p>Pay rates have been identified and aligned off-system and workings are underway to update in the payroll level descriptions in the system.</p> <p>Responsible officer: Executive Director Corporate Services</p> <p>Action date: 31 July 2024</p> <p>Revised action date: 31 December 2024</p>
22CR-6		<p><b>Register of interest declarations for executives not obtained in a timely manner</b></p> <p>Declarations not being completed in a timely manner for newly employed executives or employees acting in executive roles for a temporary period.</p> <p><i>Update: Noted an instance where a register was not provided for an executive who has since left the Council. Discussed, ensuring exit interview procedure includes consideration of whether all required disclosures have been made.</i></p>	<p><b>Work in progress</b></p> <p>Management working on a suitable control for exit procedures to include a review of any necessary declarations.</p> <p>Responsible officer: Executive Director Corporate Services</p> <p>Original action date: 31 December 2022</p> <p>Revised action date: 31 December 2024</p>
23IR-2		<p><b>Criminal history checks for new employees</b></p> <p>Council policy does not stipulate for which positions a criminal history check should be carried out prior to issuing an offer of employment.</p> <p><i>Update: Criminal history checks are completed for positions that warrant a higher level of vetting as part of the recruitment process.</i></p>	<p><b>Resolved pending audit verification</b></p> <p>The recruitment policy is still silent on which positions should be subject to these checks; however, the position creation form provides consideration of whether check is required.</p> <p>Responsible officer: Executive Director Corporate Services</p> <p>Original action date: 31 October 2023</p>
23IR-3		<p><b>Council meeting agendas and minutes not made publicly available within specified timeframe</b></p> <p>Council meeting minutes were not made available to the public within the timeframe required after the meeting as per the Local Government Regulation. Council meeting agendas were not made available to the public within the timeframe required prior to the meeting.</p> <p><i>Update: We noted an instance where the Council meeting agendas were provided to Councillors on the day before a meeting. The Local Government Regulations state that Indigenous Regional Councils are required to provide agenda papers to Councillors at least 4 days before a Council meeting.</i></p> <p><i>No evidence in minutes or agendas that quarterly assessment of operational plan or a summary of matters discussed, or recommendations made by audit committee was provided to Council.</i></p>	<p><b>Work in progress</b></p> <p>Council meeting minutes and agendas are being made public within the appropriate timeframe, but there were instances during the year where this did not occur.</p> <p>Responsible officer: Executive Director Corporate Services</p> <p>Original action date: 31 October 2023</p> <p>Revised action date: 15 November 2024</p>



23CR-1		<b>Excessive leave balances</b> There were 32 staff members with over 300 hours of unused annual leave, including five staff with over 500 hours.	<b>Work in progress</b> Staff with excessive leave have only increased from those previously identified. Steps are being taken to implement leave management plans with these employees. Responsible officer: Executive Director Corporate Services Original action date: 31 October 2023 Revised action date: 30 June 2025
23CR-2		<b>Business services unit capitalisations – Capital upgrades community buildings</b> Capital work performed on Council community buildings identified as being incorrectly expensed rather than capitalised for varying reasons. <i>Update: We identified various issues with the treatment of BSU capital works. There is no regular process to identify capital works until year-end in an accrual which is capitalised in the following year.</i>	<b>Work in progress</b> New process whereby all capital works will be capitalised at year-end. Responsible officer: Executive Director Financial Services Original action date: 30 November 2023 Revised action date: 31 March 2025
23CR-3		<b>Bank signatory not removed after employment finalisation</b> A manager whose employment finalised in February 2023 remained as a bank account signatory after this resignation. <i>Update 2024: Inappropriate bank signatory has since been removed; however, deficiency will remain open until the confirmation is obtained.</i>	<b>Resolved</b>
23CR-4		<b>Independence declarations not completed by evaluation panel members</b> Identified an instance where evaluation assessors have not completed a 'Conduct, Confidentiality and Conflict' declaration.	<b>Work in progress</b> Council has added resources to the procurement team who are reviewing and refreshing the processes. Responsible officer: Executive Director Financial Services Original action date: 30 November 2023 Revised action date: 31 December 2024
23CR-5		<b>Councillor interest registers not updated</b> Up-to-date register of interest forms not completed by Councillors and provided to the Chief Executive Officer within the appropriate time frame as required under Section 201C of the <i>Local Government Act</i> . <i>Update: We noted on instance where a Councillor had not disclosed a directorship on a Board.</i>	<b>Resolved</b>
23CR-6		<b>Conflict of interest regarding community grants</b> Identified an out-of-cycle application which was approved by a Councillor for a related person. A conflict was not declared in this instance.	<b>Resolved</b>
23CR-7		<b>Community grants outcome reporting requirements</b> Requirement under the community grants policy that outcome reports be submitted by grant recipients within four weeks after an event was identified as not being enforced. <i>Update: We noted one instance out of a sample of five where an outcome report could not be located for a</i>	<b>Work in progress</b> Required outcome reporting still not being enforced as a requirement internally to staff involved in the process, or externally to recipients of the grants. Responsible officer: Executive Director Corporate Services Original action date: 30 November 2023

		<i>community grant to the value of \$5,000.</i>	Revised action date: 30 November 2024
24IR-4		<b>Outdated policies on Council website</b> A number of policies on the website appeared to be out of date and passed their date of review. These included the Employee Code of Conduct, Fitness for Work Policy, and People and Wellbeing Policy. <i>Update: A draft register is being developed internally to track all existing policies and their review dates in order to facilitate timely completion of reviews.</i>	<b>Work in progress</b> Based on a review of the Council website, these policies have not been updated as reviewed, or alternatively been removed from the website. Responsible officer: Executive Director Corporate Services Original action date: 31 December 2023 Revised action date: 31 March 2025
23CR-8		<b>Landfill provision cost estimate</b> Management to draft a position paper to support the calculation for the year ended 30 June 2024 for audit review. Also, additional disclosures in the financial statements will be included on the nature of the estimation uncertainty for landfills	<b>Resolved</b>
23CR-10		<b>Grant revenue assessment</b> Inconsistencies with recognition between grants was identified as a result of the accounting standard requirements not being consistently applied across grant funding. This resulted in several immaterial errors.	<b>Work in progress</b> Management will provide a position paper as part of this year's audit to justify the assessment and recognition of revenue. Responsible officer: Executive Director Financial Services Original action date: 31 March 2024 Revised action date: 31 March 2025
		<b>Recognition of maintenance revenue</b> A change in the process and timing of recognising revenue for QBuild repair works outsourced to sub-contractors was identified. This change was not consistent with requirements under the applicable accounting standard, resulting in a revenue cut-off issue at year-end. <i>Update: Refer to adjustments to maintenance revenue noted.</i>	<b>Work in progress</b> Process has changed to ensure jobs are closed in a timely basis. Year-end review is planned to identify works that are completed as at balance date to allow timely capitalisation and recognition of revenue in the correct period. Responsible officer: Executive Director Financial Services Original action date: 30 November 2023 Revised action date: 31 March 2025

## Appendix A3 – Climate-related financial disclosures

Next year audit planning considerations	Potential effect on your reporting obligations	Potential effect on your audit
<p>In June 2023, the International Sustainability Standards Board (ISSB) issued its first 2 standards – IFRS S1 <i>General Requirements for Disclosure of Sustainability-related Financial Information</i> and IFRS S2 <i>Climate-related Disclosures</i>.</p> <p>In October 2023, the AASB released Exposure Draft SR1 <i>Australian Sustainability Reporting Standards (ASRS) 1 General requirements for disclosure of Climate-related Financial Information</i> for public feedback.</p> <p>The AASB's approach is to take a 'climate first' approach and is proposing that references to sustainability in the ISSB standards be replaced with 'climate related' in the Australian equivalents.</p> <p>In-scope entities will need to prepare a new, standalone sustainability report and have it audited.</p>	<p>In January 2024, the Commonwealth Treasury issued proposed legislation as to how it intends to mandate application of climate-related financial disclosures (and applicable assurance requirements) to entities reporting under the <i>Corporations Act 2001</i>. Queensland Treasury will determine the application to Queensland public sector entities that aren't reporting under the Corporations Act, such as departments and statutory bodies.</p> <p>Council is not included in the scope of the draft Commonwealth legislation. Therefore, you are not a mandatory reporting entity and will need to follow the guidance from Queensland Treasury.</p>	<p>We will work with management to assess Queensland Treasury requirements and guidance, as applicable.</p>



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**Audit Office**  
*Better public services*







**DIRECTORATE:** Corporate Services

**AUTHOR:** Executive Director Corporate Services

## **RESOLUTION TO CLOSE THE MEETING TO THE PUBLIC**

### **OFFICER RECOMMENDATION:**

Council resolves to close the meeting to the public pursuant to section 254J of the *Local Government Regulation 2012* to allow the Council to discuss items listed on the agenda for closed discussion and for the reasons outlined under those items.

---

### **EXECUTIVE SUMMARY:**

A local government meeting is open to the public unless the local government or committee has resolved that the meeting is to be closed.

Section 254J of the *Local Government Regulation 2012* allows the Council to close its meeting to the public to discuss one or more of the following matters:

- (a) the appointment, discipline or dismissal of the chief executive officer;
- (b) industrial matters affecting employees;
- (c) the local government's budget;
- (d) rating concessions;
- (e) legal advice obtained by the local government or legal proceedings involving the local government including, for example, legal proceedings that may be taken by or against the local government;
- (f) matters that may directly affect the health and safety of an individual or a group of individuals;
- (g) negotiations relating to a commercial matter involving the local government for which a public discussion would be likely to prejudice the interests of the local government;
- (h) negotiations relating to the taking of land by the local government under the *Acquisition of Land Act 1967*;
- (i) a matter the local government is required to keep confidential under a law of, or formal arrangement with, the Commonwealth or a State;
- (j) an investigation report given to the local government under chapter 5A, part 3, division 5 of the Act.

Section 254J(6) of the *Local Government Regulation 2012* stipulates that a local government or a committee of a local government must not make a resolution (other than a procedural resolution) in a local government meeting, or a part of a local government meeting, that is closed.

**Interested Parties/Consultation:**

N/A

**Background / Previous Council Consideration:**

N/A

**COMPLIANCE / CONSIDERATIONS:**

<b>Statutory:</b>	Section 254J of the <i>Local Government Regulation 2012</i>
<b>Budgetary:</b>	N/A
<b>Policy:</b>	<a href="#">Council meetings   State Development and Infrastructure</a>
<b>Legal:</b>	N/A
<b>Risk:</b>	Council breach of its Statutory requirements above.
<b>Links to Strategic Plans:</b>	TSIRC Corporate Plan 2020–2025 ( <i>Bisnis Plan</i> )  Delivery Pillar One – People ( <i>Bisnis – Pipol</i> )  Outcome 4: We are a transparent, open and engaging council. <ul style="list-style-type: none"><li>➤ 4.2 Evolve Council’s communication channels and community’s access to information.</li></ul>
<b>Masig Statement:</b>	N/A
<b>Standing Committee Consultation:</b>	N/A
<b>Timelines:</b>	Standard Procedure at each Monthly Council Meeting

**Other Comments:**

Nil.

**Recommended:**

*S. Andres*  
Susanne Andres  
Executive Director Corporate Services

**Approved:**

  
James William  
Chief Executive Officer

**ATTACHMENTS:**

Nil.



## ORDINARY MEETING

11 DECEMBER 2024

Agenda Item

# 16

**DIRECTORATE:** Corporate Services

**AUTHOR:** Executive Director Corporate Services

### CONSIDERATION OF MATTERS DISCUSSED IN CLOSED SESSION

#### OFFICER RECOMMENDATION:

*For the Council to formally resolve on the matters discussed in its Closed Session.*

#### EXECUTIVE SUMMARY:

Section 254J(6) of the *Local Government Regulation 2012* stipulates that a local government or a committee of local government must not make a resolution (other than a procedural resolution) in a local government meeting, or a part of a local government meeting, that is closed.

The open meeting must resume to pass a resolution if any decisions are necessary following the closed-meeting discussion.

#### Interested Parties/Consultation:

N/A

#### Background / Previous Council Consideration:

N/A

#### COMPLIANCE / CONSIDERATIONS:

<b>Statutory:</b>	Section 254J(6) of the <i>Local Government Regulation 2012</i>
<b>Budgetary:</b>	N/A
<b>Policy:</b>	<a href="#">Council meetings   State Development and Infrastructure</a>
<b>Legal:</b>	N/A
<b>Risk:</b>	Council breach of its Statutory requirements above.
<b>Links to Strategic Plans:</b>	TSIRC Corporate Plan 2020–2025 ( <i>Bisnis Plan</i> )  Delivery Pillar One – People ( <i>Bisnis – Pipol</i> )  Outcome 4: We are a transparent, open and engaging council.  ➤ 4.2 Evolve Council’s communication channels and community’s access to information.
<b>Masig Statement:</b>	N/A
<b>Standing Committee Consultation:</b>	N/A
<b>Timelines:</b>	Standard Procedure at each Monthly Council Meeting

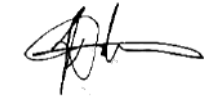
**Other Comments:**

Nil.

**Recommended:**

*S. Andres*  
Susanne Andres  
Executive Director Corporate Services

**Approved:**

A handwritten signature in black ink, appearing to read 'James William', with a stylized flourish extending to the right.

James William  
Chief Executive Officer

**ATTACHMENTS:**

Nil.





## ORDINARY MEETING

11 DECEMBER 2024

Agenda Item

# 17

**DIRECTORATE:** Corporate Services

**AUTHOR:** Executive Director Corporate Services

### MATTERS ARISING

#### OFFICER RECOMMENDATION:

*For the Council to formally resolve to consider items arising after the agenda or the meeting is made public.*

---

#### EXECUTIVE SUMMARY:

Section 74(6) of the *Local Government (Operations) Regulation 2010* allows for a local government or a committee of local government to discuss or deal with (at any meeting) items arising after the agenda for the meeting is made available to Councillors.

Business not on the agenda, or not fairly arising from the agenda, should not be considered at any local government meeting unless permission for that purpose is given by the local government at the meeting (*Source: Queensland Government 'Best practice example standing orders for local government and standing committee meetings - March 2024'*).

Council will need to make a formal resolution to consider/discuss any items nominated for this agenda item.

#### Interested Parties/Consultation:

N/A

#### Background / Previous Council Consideration:

N/A

**COMPLIANCE / CONSIDERATIONS:**

<b>Statutory:</b>	Section 74(6) of the <i>Local Government (Operations) Regulation 2010</i>
<b>Budgetary:</b>	N/A
<b>Policy:</b>	<a href="#">Council meetings   State Development and Infrastructure</a>
<b>Legal:</b>	N/A
<b>Risk:</b>	Council breach of its Statutory requirements above.
<b>Links to Strategic Plans:</b>	TSIRC Corporate Plan 2020–2025 ( <i>Bisnis Plan</i> ) Delivery Pillar One – People ( <i>Bisnis – Pipol</i> ) Outcome 4: We are a transparent, open and engaging council. ➤ 4.2 Evolve Council’s communication channels and community’s access to information.
<b>Masig Statement:</b>	N/A
<b>Standing Committee Consultation:</b>	N/A
<b>Timelines:</b>	Standard Procedure at each Monthly Council Meeting

**Other Comments:**

Nil.

**Recommended:**

*S. Andres*  
Susanne Andres  
Executive Director Corporate Services

**Approved:**

  
James William  
Chief Executive Officer

**ATTACHMENTS:**

Nil.



**DIRECTORATE:** Building Services  
**AUTHOR:** Executive Director Building Services

**BUILDING SERVICES REPORT (NOVEMBER 2024)**

**OFFICER RECOMMENDATION:**

**Council resolves to note the Building Services Report for November 2024.**

**EXECUTIVE SUMMARY:**

This report provides an overview of the ongoing activities carried out by the Building Services Unit (BSU) during the reporting period of November 2024.

**Interested Parties/Consultation:**

- Building Services Executive Director
- Building Services Management
- Business Services Accountant
- Building Services Construction Software

**Upgrade & HO Program:**

BSU continues to initiate the delivery process for this financial year, Upgrade Works & Home Ownerships. Regular meetings with funding partners are being held to address challenges related to high delivery costs, extended timeframes for project completion, and tender awarding.

Current Status (as of 30 November 2024)

Upgrade and HO Program - Revenue Comparison Nov		
2023/2024	2024/2025	Variance
\$ 4,196,228.33	\$ 7,299,195.78	\$ 3,102,967.45
The above figures are based upon actual invoices and do not include accruals.		

Priority Upgrade works, in the Vacant and Dis-Mod (OT) work types, has been initiated for enhanced visibility and priority actions.

Strategies are continuing the implementation of planning for the delivery of the NAHA Upgrade program and Home Ownerships. These strategies encompass:

- Reviewing contractors' existing workloads
- Prioritising essential works
- Conducting bulk tendering for all upgrades in each community
- Holding contractors accountable through liquidated damages
- Reviewing and modifying contracts to mitigate risk to TSIRC (e.g., material, freight, flights, etc.)

#### **R&M Program:**

The realignment of the Tier 1 stream has continually improved service delivery to our customers and most importantly our communities. This reshape has also led to increased revenue for TSIRC and decreased delivery timeframes.

As of 29 November 2024, there is a backlog of maintenance work comprising 1268 tasks with a total value of approximately \$3.1 million that has been pending for over 30 days.

R&M Program - Revenue Comparison Nov			
2023/2024		2024/2025	Variance
\$	5,084,994.12	\$ 9,417,003.16	\$ 4,332,009.04
The above figures are based upon actual invoices and do not include accruals.			

#### **Housing Investment Plan (Capital Housing Program) - \$14.4M:**

Stage 1 funding was released on September 27, 2022. In October 2023 Council resolved to deliver the program through a staged approach and in partnership with QBuild. Working closely with Community Services and identifying the priorities for deliveries (domestic violence, disability services and overcrowding) the Communities of Erub, Iama, Mabuig, Saibai and Warraber have been identified as priority 1.

Working closely with PBC to build partnerships to deliver program.

#### **Business Relationships:**

Meetings are continuing on a weekly basis between BSU and key stakeholders.

TSIRC BSU and Communities are working together in partnership to improve the delivery of service to our communities to ensure we are improving the liveability within each Division.

#### **Logistics:**

TSIRC Contract documentation has been updated to establish contractor accountability for the projects they undertake. Timely project delivery is a priority for TSIRC.

Reviewing current reporting processes to streamline and further reduce risk to TSIRC.



**COMPLIANCE / CONSIDERATIONS:**

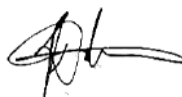
<b>Statutory:</b>	<ul style="list-style-type: none"><li>• <i>Local Government Act 2009</i></li><li>• <i>Local Government Regulation 2012</i></li><li>• <i>National Construction Code Building Act 1975</i></li><li>• <i>Building Regulation 2006</i></li><li>• <i>Queensland Building and Construction Commission Act 1991</i></li><li>• <i>Queensland Building and Construction Commission Regulation 2018</i></li></ul>
<b>Budgetary:</b>	N/A
<b>Policy:</b>	N/A
<b>Legal:</b>	N/A
<b>Risk:</b>	<p>Risk Management</p> <ul style="list-style-type: none"><li>• Continued review of scheduled works for this financial year to clarify projects and their financial impact.</li><li>• Ongoing review of departmental structure, resourcing, and processes to enhance service delivery across all levels.</li><li>• Regular monitoring of performance to manage revenue, expenses, service delivery, and community outcomes</li></ul>
<b>Links to Strategic Plans:</b>	<p>Corporate Plan 2020-2025</p> <ul style="list-style-type: none"><li>• Delivery of Capital Works program</li></ul>
<b>Masig Statement:</b>	N/A
<b>Standing Committee Consultation:</b>	N/A
<b>Timelines:</b>	N/A

**Other Comments:**

Nil.

**Recommended:**

Wayne Green  
Executive Director Building Services

**Approved:**

James William  
Chief Executive Officer

**ATTACHMENTS:**

Nil



## ORDINARY MEETING

15 NOVEMBER 2024

Agenda Item

18.2

**DIRECTORATE:** Community Services

**AUTHOR:** Dawson Sailor, Executive Director Community Services

**ORDINARY MEETING:** December 2024

**DATE:** 11 December 2024

**ITEM:** Information Report for Noting by Council

**SUBJECT:** Information Report (November 2024)

**AUTHOR:** Dawson Sailor, Executive Director Community Services

---

### **OFFICER RECOMMENDATION:**

That Council notes this report.

### **EXECUTIVE SUMMARY:**

To provide Council an update on the functional areas within the Community Services department for activities undertaken in the month of November 2024.

Some of the key initiatives rolled out or significant works within the reporting period includes:

- Housing Capital Strategy and QuickStart program collab with BSU
- Ongoing staffing matters in collaboration with People & Wellbeing and Unions
- Councillors November Workshop
- Annual Environment & Health Workshop
- Finalising Digital Inclusion Funding and Program for rollout in the new year
- Coordination of State & TSRA Elections across the region

### **Interested Parties/Consultation:**

Community Services Managers

### **Background / Previous Council Consideration:**

Utilising a mix of own-source and external-source funding, the Community Services department delivers a diverse range of programs including:

- Community Care (child, aged and disability)
- Environment and Health
- Health and Wellbeing /Indigenous Knowledge Centre
- Housing Services
- Operation of Divisional Offices
- Events coordination and Visitor Management

**Officers Comment:**

A summary of each of the functional areas are provided are attached to this report.

**COMPLIANCE / CONSIDERATIONS:**

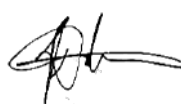
<b>Statutory:</b>	<i>Local Government Act 2009</i> <i>Local Government Regulation 2012</i> In addition, Community Services functional areas are subjected to a range of Local, State and Commonwealth legislation relevant to roles and teams.
<b>Budgetary:</b>	Ongoing monitoring and process improvement to achieve financial governance, including austerity measures, is being implemented to strengthen budget management within each functional area of Community Services. The department continues to consider opportunities to increase revenue through the supply of services and submission for external-source funds.
<b>Policy:</b>	
<b>Legal:</b>	N/A
<b>Risk:</b>	Day-to-day risk is considered low however closely monitored and mitigated by the application of adherence to policy and procedures.
<b>Links to Strategic Plans:</b>	TSIRC Corporate Plan 2020–2025 ( <i>Bisnis Plan</i> )  Outcome 1: We preserve cultural heritage, history, and place. Outcome 3: We ensure accessibility to community support services. Outcome 4: We are a transparent open and engaging council. Outcome 10: We advocate and foster regional prosperity through enterprise development.
<b>Masig Statement:</b>	N/A
<b>Standing Committee Consultation:</b>	N/A
<b>Timelines:</b>	N/A

**Other Comments:**

That Council resolves to note the Community Services Information Report.

**Recommended:**


Dawson Sailor  
Executive Director Community Services

**Approved:**


James William  
Chief Executive Officer

## **Health and Wellbeing/IKC December 2024 Council Report**

### **Gather + Grow - Developing Community Action Plan. Funded by Health and Wellbeing Queensland**

Project Office employment 24/06/2024 – 30/12/2024

Badu	First Engagement 09/10/2024 – draft attached.
St Pauls	First Engagement 11/10/2024 – draft attached
Mabuiag	No Dates scheduled – draft attached
Kubin	First Engagement 10/10/2024 – draft attached
Iama	First Engagement 30/09/2024 – draft attached
Warraber	First Engagement 01/10/2024 – draft attached
Masig	First Engagement 03/10/2024 – draft attached
Poruma	Completed.
Ugar	Completed.
Saibai	No Dates scheduled.
Boigu	No Dates scheduled.
Dauan	No Dates scheduled.
Hammond	No Dates scheduled
Erub	No Dates scheduled
Mer	No Dates scheduled

## **Health and Wellbeing**

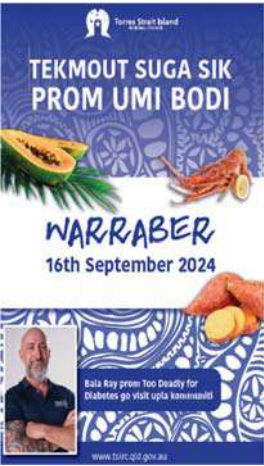
### **Employment and Activities**

#### **Funded by NIAA and DTIS**

1. Badu HLO 25 hours per week from 25/11/2024
2. St Pauls HLO 25 hours per week from 25/11/2024
3. Mabuiag No HLO – vacant
4. Kubin No HLO. HLO to commence when Blue Card is obtained
5. Hammond NO HLO – vacant
6. Iama HLO 25 hours per week from 25/11/2024
7. Warraber HLO 25 hours per week from 25/11/2024
8. Poruma HLO 16 hours per week due to dual role with IKC
9. Erub HLO 25 hours per week from 25/11/2024
10. Mer HLO 25 hours per week from 25/11/2024
11. Ugar HLO 25 hours per week from 18/11/2024
12. Masig No HLO - Vacant
13. Saibai No HLO – Vacant
14. Boigu HLO 16 hours per week due to dual role with IKC
15. Dauan HLO 25 hours per week from 25/11/2024



Too Deadly for Diabetes (Ray Kelly)  
Funded by TSIRC.



Ray Kelly visited the communities oWarraber (17/09/2024), Poruma (18/09/2024) and Erub (19/09/2024)

Ray Kelly second visit 9<sup>th</sup> oDecember to 13<sup>th</sup> oDecember to Warraber and Poruma.

Poruma – 28 community members showed interest in participating.  
Warraber –18 community members showed interest in participating.  
Erub – No participant

First Payment o\$25,000 paid.

Family and Domestic Violence  
Funded by DSDSATSIP

In March 2023 an Empowered Women Empower Women” workshop was held on Warraber. Women attended the workshop identified short-, medium- and long-term goals for women on the outer island.  
Short Team- make available selhelp tools for women in remote communities.  
Outcome Action – Journal for women with SelHelp Tools and training around having difficult conversations.  
Action completed – Journal Printed and Peacekeeper Course delivered  
Peacekeeper workshop with Journal presented to Dauan week o25/11/24  
Central Island – still to confirm time.  
Peacekeeper Course delivered on Dauan 26<sup>th</sup> and 27<sup>th</sup> oNovember 2025



IKCs enhancing Ailan digital capacity

A recent Growing our IKCs workshop was an opportunity for Indigenous Knowledge Centre coordinators from across Zouathu Kun to learn about the latest digital inclusion programs and equipment, now ready to be rolled out across outer Torres Strait Island communities in the coming months.

The coordinators learned about digital skills development and promoting IKCs to enhance residents' digital capabilities and personal skills by using digital programs and learning about digital storytelling, digital art, eSports and pocket cinema.

"Workshops like these were an opportunity for our IKC community coordinators to gain the relevant knowledge about all things digital, which in turn fosters digital inclusivity and along with that preserves, promotes and maintains culture, history and language," TSIRC CEO James Williams said.

He said their attendance at the workshop was a continuation of TSIRC's relationship with the State Library of Queensland, who organized and convened the event.



Growing our IKCs workshop participants. Pic supplied

Indigenous Knowledge Centers  
Employment and Activities including F5F  
Funded by State Library of  
Queensland/TSIRC  
Staffing

- |     |          |                             |
|-----|----------|-----------------------------|
| 1.  | Badu     | Fixed Term                  |
| 2.  | Mabuiag  | Fixed Term.                 |
| 3.  | Kubin    | Fixed Term                  |
| 4.  | Hammond  | Fixed Term                  |
| 5.  | Iama     | Fixed Term                  |
| 6.  | Warraber | Fixed Term                  |
| 7.  | Poruma   | Fixed Term.                 |
| 8.  | Erub     | Fixed Term                  |
| 9.  | Boigu    | Fixed Term.                 |
| 10. | Dauan    | Fixed Term –Maternity Leave |

In November IKC Coordinators attended a Growing IKC workshop in Cairns.



## Digital Inclusion - Funded by State Library of Queensland

Digital Inclusion Catalogue budget and plan submitted to SLQ. Waiting for SLQ to confirm roll out. Dates on roll out to be confirmed by SLQ.

### Boigu

- Digital Storytelling
- Digital Arts
- Esports Gaming League

### Dauan

- Digital Storytelling
- Digital Arts
- Esports Gaming League

### Mabuiag

- Podcasting Sharing Oral History
- Who's your Mob First Nations Family History
- Coding a 2d Game

### Badu

- Digital Storytelling
- Who's your Mob First Nations Family History
- Pocket Cinema

### Kubin

- Digital Storytelling
- Pocket Cinema
- Digital Arts

### Hammond

- Digital Storytelling
- Who's your Mob First Nations Family History
- Digital Arts

### Iama

- Digital Storytelling
- Pocket Cinema
- Digital Arts

### Warraber

- Podcasting Sharing Oral History
- Digital Fashion
- Digital Art

### Erub

- Pocket Cinema
- Digital Arts
- Esports Gaming League

### Poruma

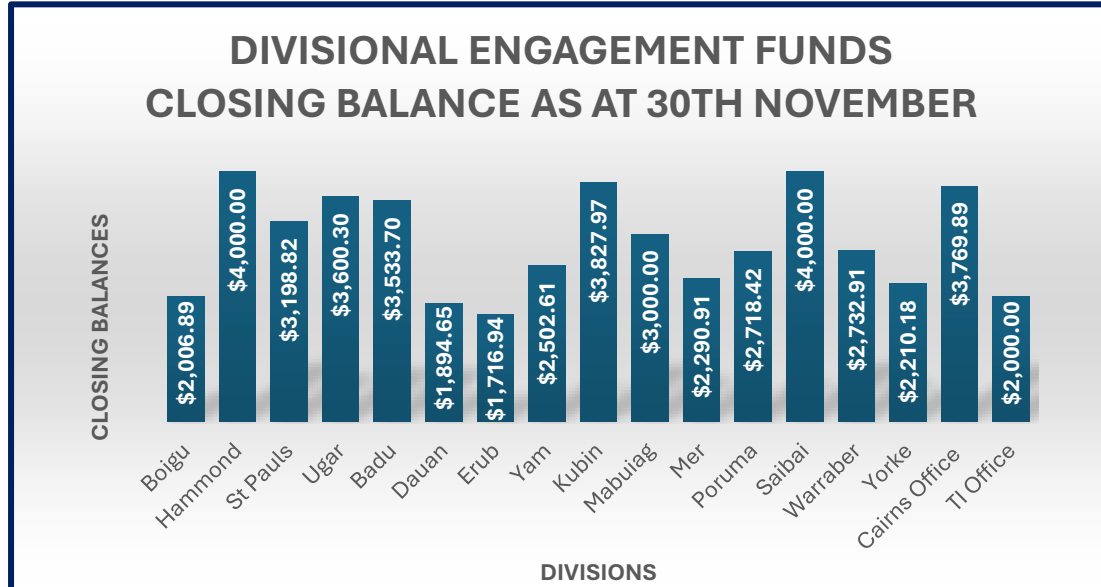
- Podcasting Sharing Oral History
- Capturing Culture
- Digital Arts

## Events – November 2024 Report

### Divisional Engagement Funds.

5 applications received in November.

Mabuiag, Mer & Masig closing balances include funds committed for December events.



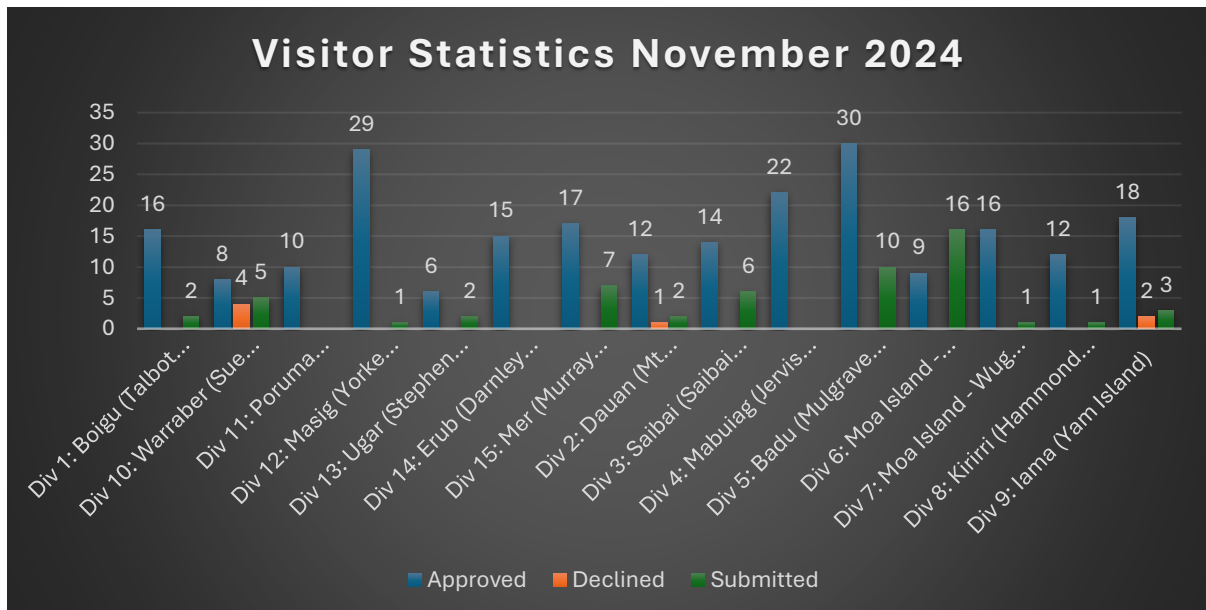
Visitor Dashboard – This report was generated 2<sup>nd</sup> December.

Visit Applications:

Total submitted: 297 which contained 633 visitors.

234 Approved

7 Declined





## MONTHLY OM REPORTS – HOUSING NOVEMBER 2024

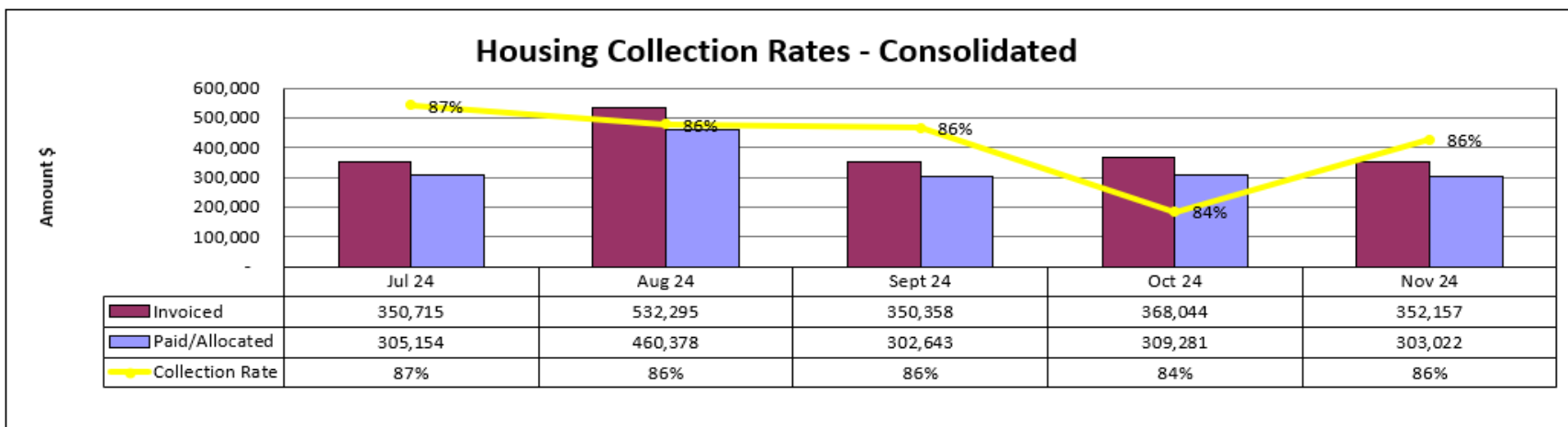
### Housing Collection Rates - November

#### Housing Collection Rates - Consolidated

Ledger Name: Accounts Rec 23/24

Last Refreshed 02-Dec-2024 06:36:43

Period	Invoiced	Paid/Allocated	Balance	Collection Rate
Jul 24	350,715	305,154	45,561	87%
Aug 24	532,295	460,378	71,917	86%
Sept 24	350,358	302,643	47,715	86%
Oct 24	368,044	309,281	58,763	84%
Nov 24	352,157	303,022	49,135	86%
Subtotal	1,953,569	1,680,479	273,090	



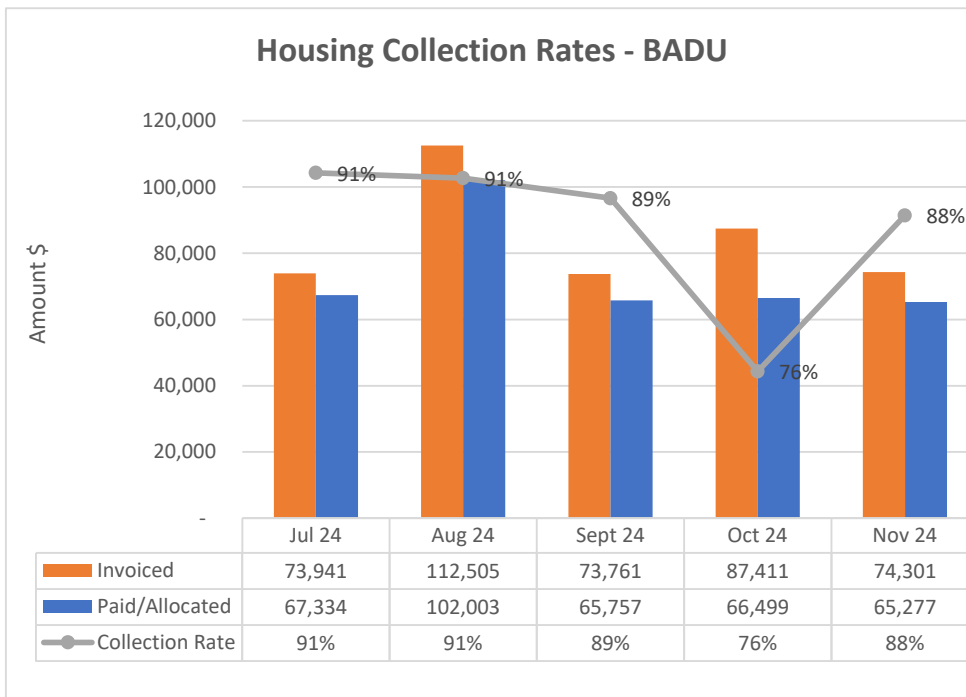
"Paid/Allocated" refers to payments matched against invoices raised during the month with payments being allocated to current invoices first.



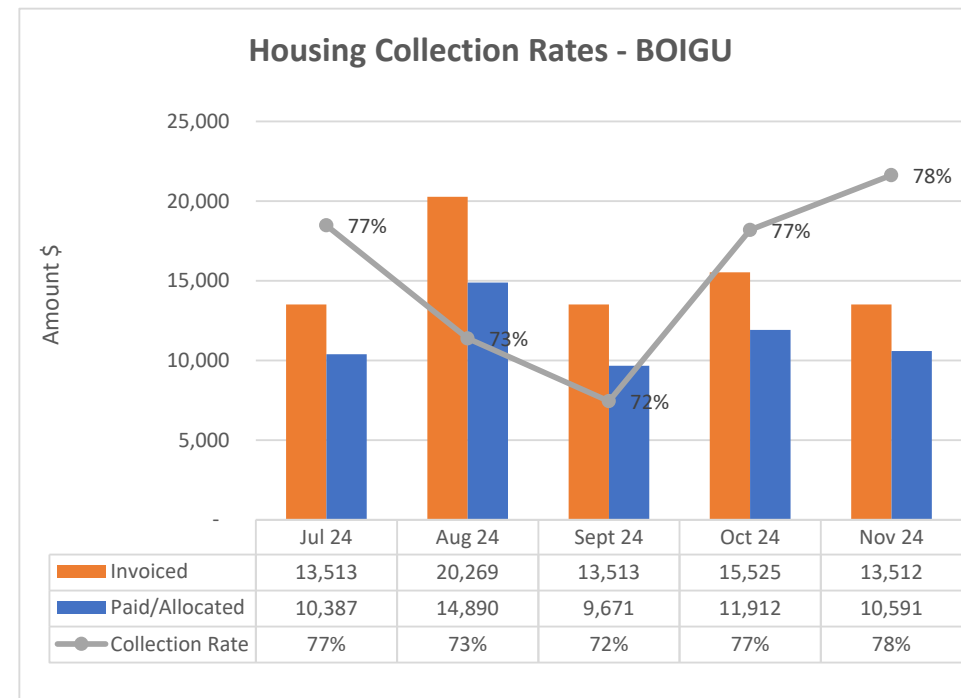


## Housing Collection Rates - November

### BADU 88% Rental Collection



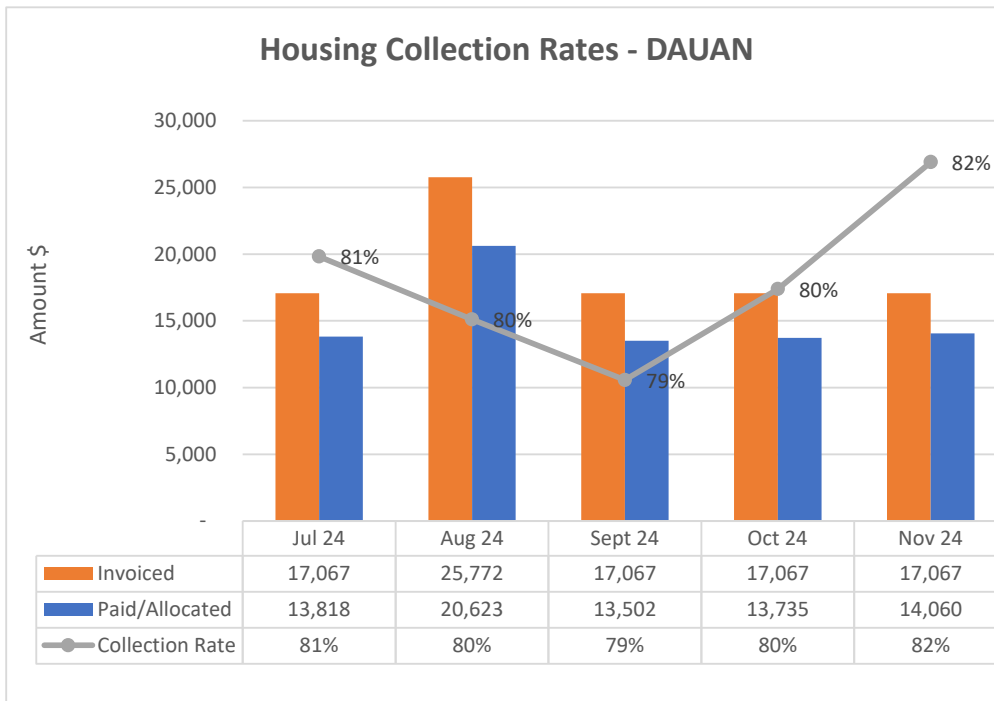
### BOIGU 78% Rental Collection



## Housing Collection Rates - November

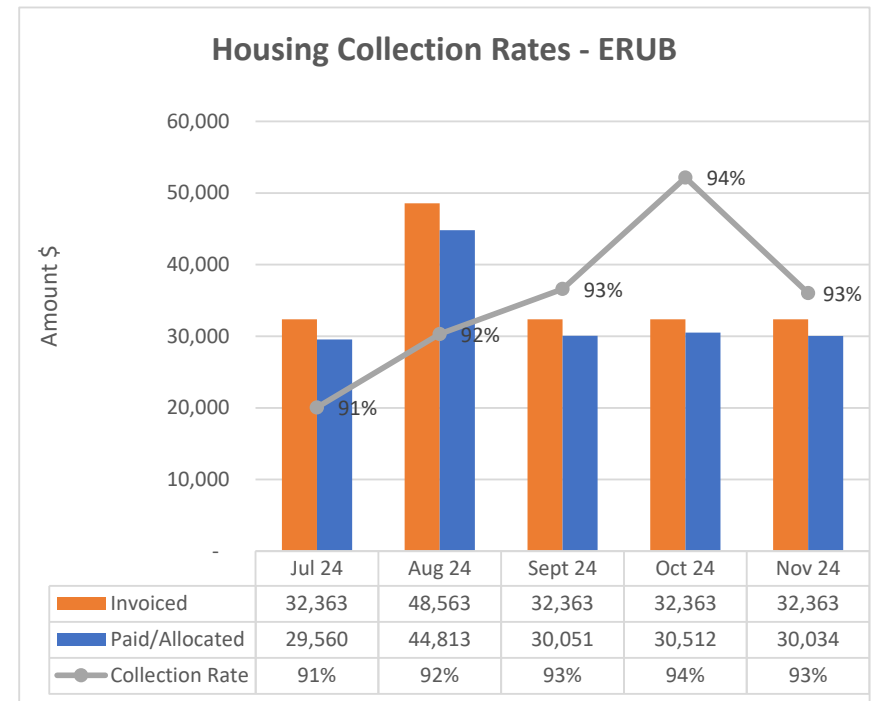
### DAUAN

### 82% Rental Collection



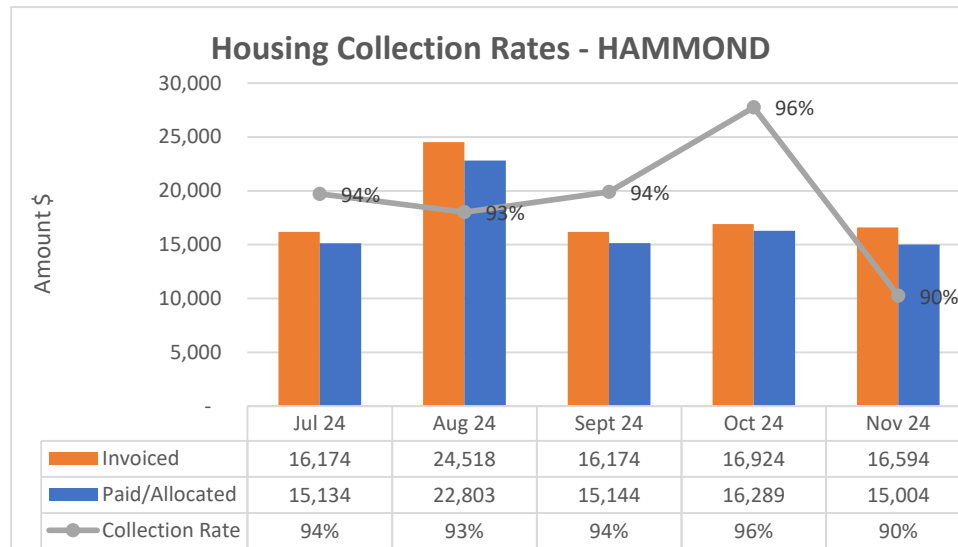
### ERUB

### 93% Rental Collection

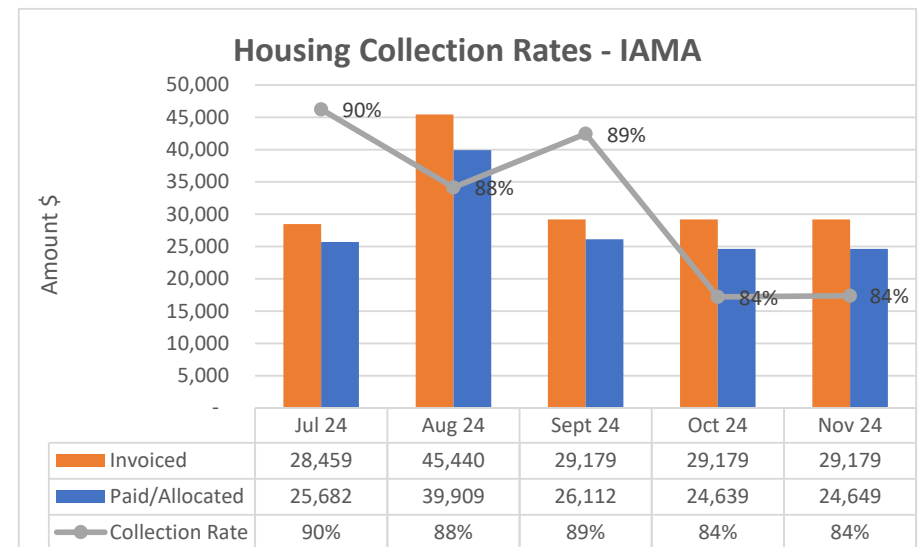


## Housing Collection Rates - November

### HAMMOND 90% Rental Collection



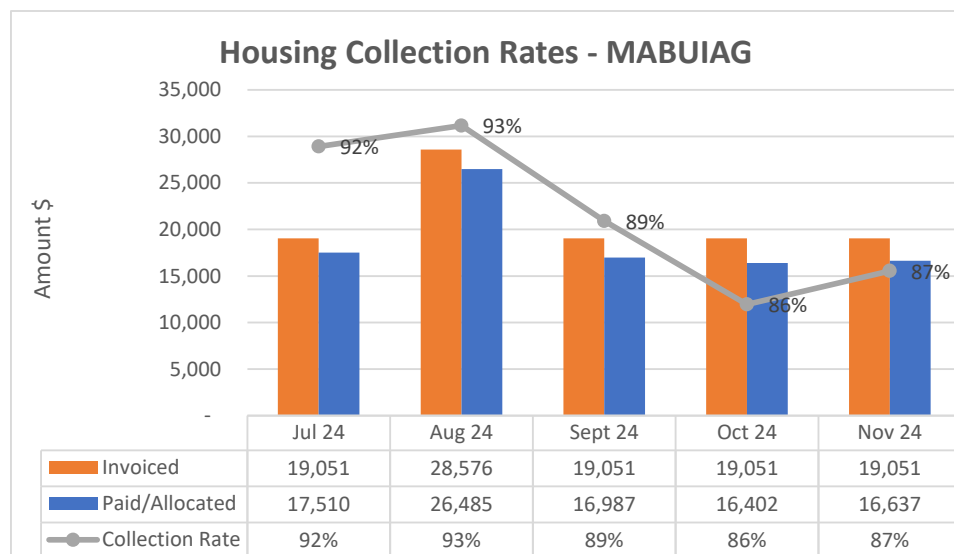
### IAMA 84% Rental Collection



## Housing Collection Rates - November

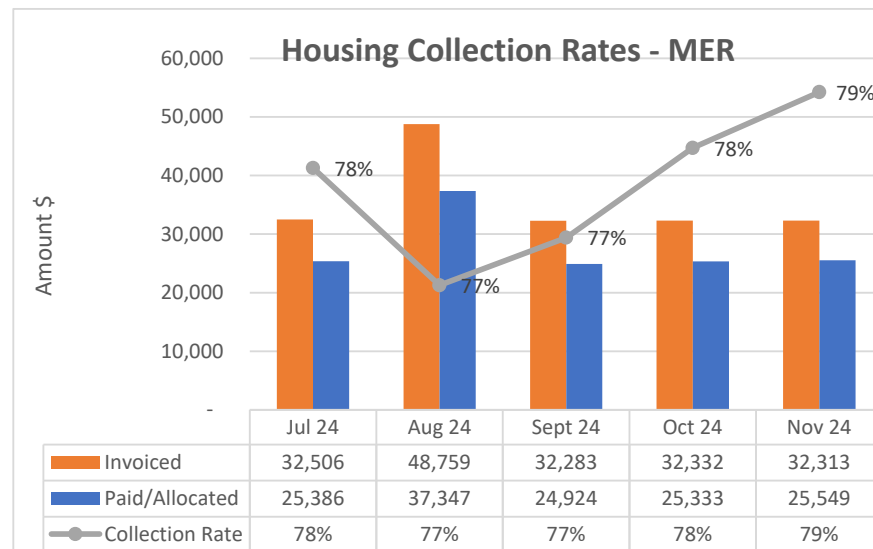
### MABUIAG

### 87% Rental Collection



### MER

### 79% Rental Collection



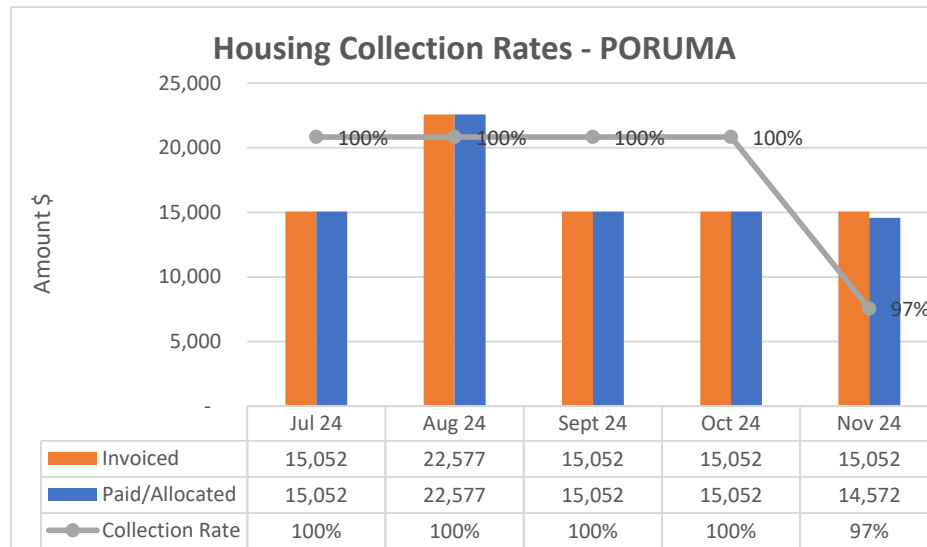




## Housing Collection Rates - November

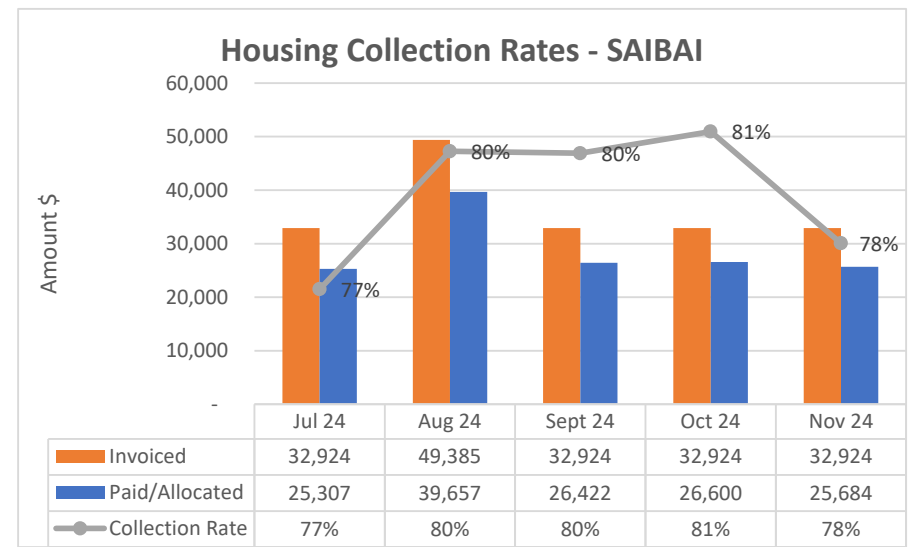
### PORUMA

### 97% Rental Collection



### SAIBAI

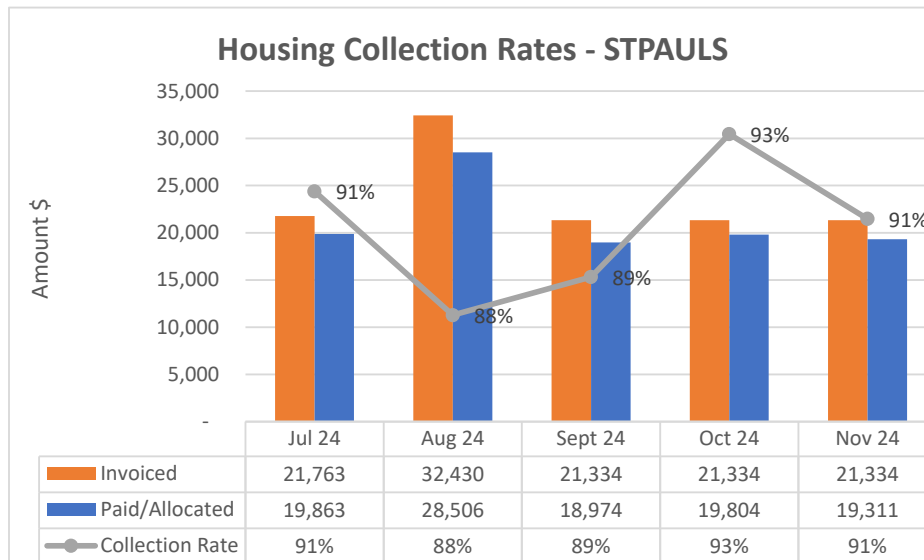
### 78% Rental Collection



## Housing Collection Rates - October

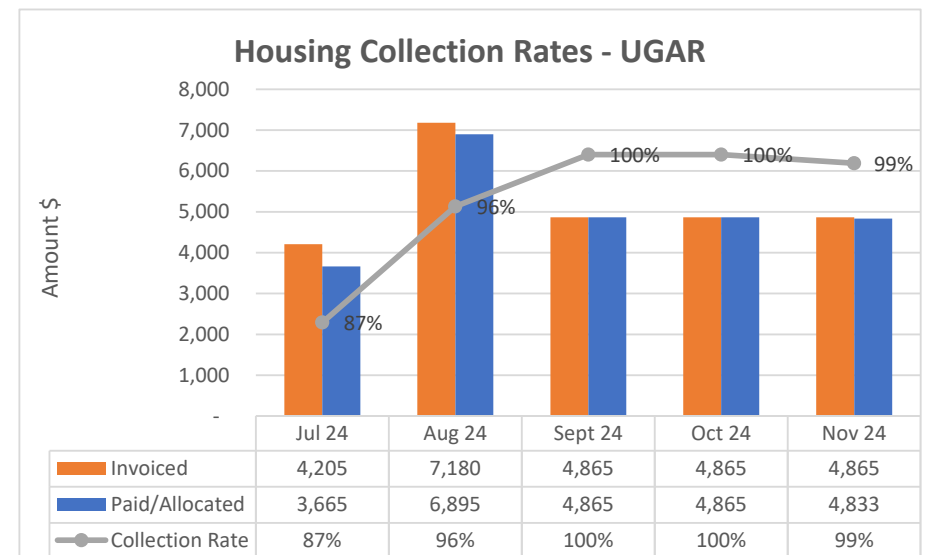
### ST PAULS

### 91% Rental Collection



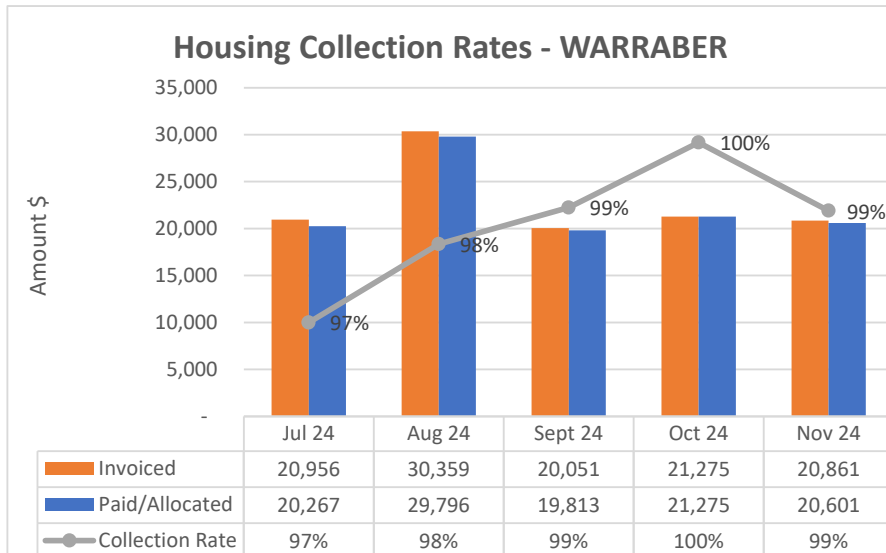
### UGAR

### 99% Rental Collection

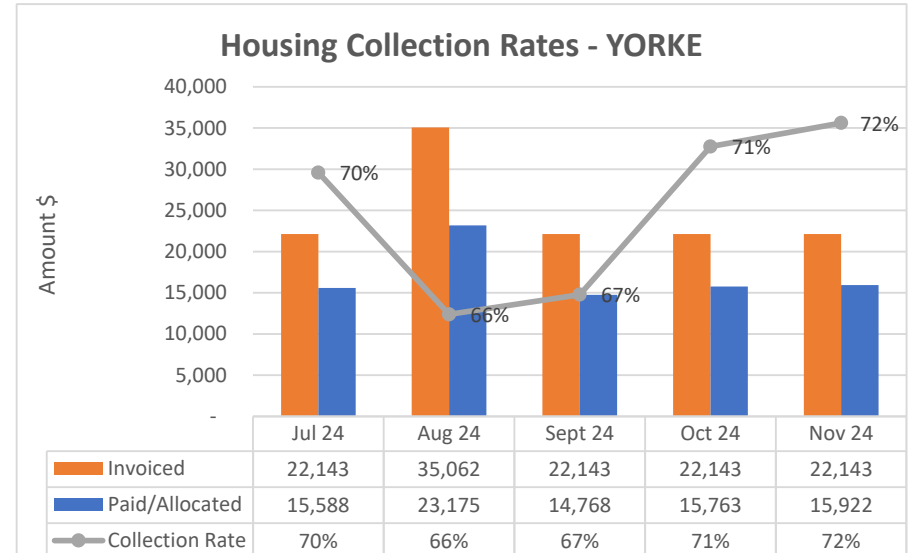


## Housing Collection Rates - November

### WARRABER 99% Rental Collection



### YORKE 72% Rental Collection



[illegible]



## TSIRC Housing Register of Needs

2024 MONTHLY OM REPORT Register of Needs	Nov 2023	Dec 2023	Jan 2024	Feb 2024	Mar 2024	April 2024	May 2024	June 2024	July 2024	August 2024	Sept 2024	Oct 2024	Nov 2024
Category One Applicants	50	50	51	51	51	52	53	54	54	55	55	58	60
Category Two Applicants	122	122	123	123	123	130	133	138	141	146	147	150	155
Category Three Applicants	45	45	45	45	45	46	46	47	48	49	49	52	53
Category Four Applicants	5	5	5	5	5	5	5	5	5	5	5	5	5

## Additional information – Current Housing Applications status:

DIVISION	CATEGORY 1	CATEGORY 2	CATEGORY 3	CATEGORY 4	Total applicants
BADU	17	27	6	1	51
BOIGU	2	14	1	0	17
DAUAN	3	8	9	2	22
ERUB	4	11	0	0	15
HAMMOND	6	10	7	0	23
IAMA	8	15	5	0	28
MABUIAG	3	3	1	0	7
MASIG	2	7	1	0	10
MER	1	18	1	0	20
PORUMA	0	4	2	2	8
SAIBAI	5	7	6	0	18
ST PAULS	5	15	11	0	31
UGAR	1	2	1	0	4
WARRABER	3	14	2	0	19
Category total:	60	155	53	5	273



## Additional information – Proposed/External Housing Applications status:

<u>DIVISION</u>	<u>CATEGORY 1</u>	<u>CATEGORY 2</u>	<u>CATEGORY 3</u>	<u>Total applicants</u>
BADU	2	49	1	52
BOIGU	0	1	3	4
DAUAN	0	5	0	5
ERUB	1	10	4	15
HAMMOND	1	14	9	24
IAMA	1	16	3	20
MABUIAG	0	4	3	7
MASIG	5	8	1	14
MER	3	6	4	13
PORUMA	1	15	0	16
SAIBAI	0	7	0	7
ST PAULS	0	7	9	16
UGAR	1	5	4	10
WARRABER	3	21	2	26
<b>Category total:</b>	<b>18</b>	<b>171</b>	<b>43</b>	<b>229</b>

**Total Current Housing Application: 273**

**Total Proposed/External Housing application: 229**

**Total Housing Applications: 502**

## Housing Register Information – GTA, Succession of Tenancy, Disputes, Vacant Maintenance, LHA Upgrade & Katter Lease

Count of Division	Allocation Status <input type="button" value="v"/>								
Division <input type="button" value="v"/>	GTA - executed	GTA - pending	Occupied - Succession of tenancy in progress	Vacant - suspected abandonment	Vacant - maintenance in progress	Vacant - pending LHA upgrade	Occupied - allocation disputed	Vacant - limited life dwelling	Grand Total
BADU ISLAND	155	3	1			4		1	165
BOIGU ISLAND	22		9	1			4		36
DAUAN ISLAND	35	1				1		2	41
IAMA ISLAND	58							2	61
MABUIAG ISLAND	35		1						36
MURRAY ISLANDS	64	5	7	4		4		3	90
PORUMA ISLAND	28					1	1		30
SAIBAI ISLAND	65	1	2			2	1		74
ST PAULS	44					3		1	48
WARRABER ISLAND	38		1			1			40
ERUB ISLAND	59		2			2		2	65
YORKE ISLAND	41	1	3			2	3	2	52
HAMMOND ISLAND	33	1							34
UGAR ISLAND	9	1		2			1	2	15
<b>Grand Total</b>	<b>686</b>	<b>13</b>	<b>26</b>	<b>7</b>	<b>20</b>	<b>10</b>	<b>10</b>	<b>15</b>	<b>787</b>



## Vacant Maintenance Properties

DIVISION	CLI	STREET	BED#	Status on Register	COMMENTS - QBuild/BSU	SCHEDULED COMPLETION DATE
BADU	CLI 134	CHAPMAN Street	4	Vacant maintenance in progress	In progress	08/01/2024
BADU	CLI 43A	PHILLIP Street	2	Vacant maintenance in progress	In progress	25/01/2024
BADU	CLI 216	SCHOOL Street	3	Vacant maintenance in progress	In progress	13/03/2024
BADU	CLI 47	SCHOOL Street	3	Vacant maintenance in progress	In progress	25/01/2024
DAUAN	CLI 42	MAIN Road	3	Vacant maintenance in progress	In progress	22/10/2024
ERUB	CLI 128	MAGAU Village	5	Vacant maintenance in progress	In progress	26/12/2024
ERUB	CLI 158	GREENHILL Village	3	Vacant maintenance in progress	In progress	16/8/2024
SAIBAI	CLI 78	AIRPORT Drive	3	Vacant maintenance in progress	In progress	21/10/2023
SAIBAI	CLI 34	MAIN Road	2	Vacant maintenance in progress	In progress	28/12/2021
ST PAULS	CLI 137	FUTUNA Street	4	Vacant maintenance in progress	In progress	27/12/2024
ST PAULS	CLI 248A	KUBIN Road	2	Vacant maintenance in progress	In progress	28/01/2025
ST PAULS	CLI 248B	KUBIN Road	2	Vacant maintenance in progress	In progress	19/12/2024



<b>MASIG</b>	CLI 5B	WILLIAMS Road	3	Vacant maintenance in progress – HCV	Tender Submitted to QBuild in January 2022. QBuild have not issued a PO for these works to date.	19/09/2022
<b>MASIG</b>	CLI 56B	LOWATTA Road	3	Vacant maintenance in progress - HCV	Tender Submitted to QBuild in April 2021. TSIRC never received a PO to commence these works.	28/08/2020
<b>MER</b>	CLI 48	MAROU Road	1	Vacant maintenance in progress	In progress	26/12/2024
<b>MER</b>	CLI 145	MAROU Road	4	Vacant maintenance in progress	In progress	26/12/2024
<b>MER</b>	CLI 705	MAROU Road	4	Vacant maintenance in progress	Still in progress	23/12/2022
<b>MER</b>	CLI 52	MAROU Road	3	Vacant maintenance in progress	In progress	25/12/2024
<b>PORUMA</b>	CLI 66	WILLIAM Street	3	Vacant maintenance in progress	In progress	17/01/2025
<b>WARRABER</b>	CLI 22	AIKURU Street	5	Vacant maintenance in progress	In progress	25/07/2024

**\*\*Please note that all the vacant properties will be discussed at the JOM (Joint Operational Meeting) with QBuild and Housing\*\***



## REGIONAL MANAGER MONTHLY REPORT – November 2024

<b>Division</b>	Badu/Kubin/St Pauls/Iama/Warraber – Peli Ware
<b>Reporting Period:</b>	1 <sup>st</sup> November 2024 to 30 <sup>th</sup> November 2024
<b>Prepared by:</b>	Regional Manager Peli Ware

### General

- OP Plan Objective – SOP – 7 Procedures – 1 x Procedure reviewed by Corporate – Helicopter Procedure. For EDCS Review
- MSAO PA Draft in H Drive review completed by RM Joe. RM Lui to review before progressing to PWB/HOC for review and support
- Cleaner PA Draft in progress and DM PA in review
- Bana Sailor appointed FT MSAO – under RM Supervision – role includes Accommodation & DSR Monitoring and Relief Work

### HR/PWB

**Performance Appraisals still outstanding due to other work commitments and staff on leave this month.**

<b>Vacant Position</b>		<b>Regional Manager Comments</b>
MSAO – Kubin FT		Rec Memo Approved. – Appointment Date TBC
Cleaner – Kubin PT	<input type="checkbox"/>	Rec Memo Approved – Appointment Date TBC
MSAO – Badu PT		VAF – To be advertised 2025 pending below
MSAO – Badu FT		VAF – Direct Appointment PT MSAO – Brief Note in progress
<b>Higher Duties</b>		
<b>MSAO – Badu</b>		PT MSAO doing additional FT hours



## REGIONAL MANAGER MONTHLY REPORT – November 2024

### General

### EXTERNAL REPORTING

		Regional Managers Comment
<b>Local Fares Scheme</b> – accurate and submitted to <a href="mailto:localfarescheme@translink.qld.gov.au">localfarescheme@translink.qld.gov.au</a> for reporting period. Including corrective actions or submission of audit requests. 1. Mismatch Reports are not received until 1 <sup>st</sup> of the new Month.	<input type="checkbox"/>	5. Badu 6. Kubin 7. St Pauls Submitted 9. Iama Submitted 10. Warraber Submitted
<b>Services Australia</b> – Monthly Customer Traffic date submitted via online portal including additional requests ie Training; Request for Information in line with contract.  1. <b>New Pre-Engagement Pack pending</b> – St Pauls pending  2. <b>23/24 Host Online Training</b> –  3. <b>23/24 Agent Specified Personnel Online Training completed</b> – Boigu, Erub, Kubin, Mer, Saibai, St Pauls, Warraber, Iama, Masig  4. <b>Contracted hours amendment</b> – no change 5. <b>Site hours amendment</b> – no change  6. <b>Access Point Site – Stephen (Ugar)</b>  7. <b>Agent Site</b> – Saibai, Warraber, St Pauls, Mabuiag, Kubin, Mer, Erub, Masig, Boigu, Dauan	<input type="checkbox"/>   <input checked="" type="checkbox"/>   <input type="checkbox"/> <input checked="" type="checkbox"/>	Streamline divisional access to all MSAOs/DM to ensure operational reporting continuity.  New Pre-engagement forms issued 30/01/24 and to be completed by new staff in division – <b>Followed up with DM - St Pauls remains Outstanding – MSAO has been encouraged to apply for relevant IDs.</b>  No outstanding Agent specified personnel training  Recommend service to be contracted from Council through Services Australia EOI process. Create employment opportunity in divisions.



## REGIONAL MANAGER MONTHLY REPORT – November 2024

8. Service Australia EOI – Mer		Customer service time exceed contracted hours of two hours per day therefore maintaining a consistent backlog of council tasks.
Torres Strait Treaty		No treaty visit captured for this month

### COMMUNITY DISASTER MANAGEMENT

<b>Community Disaster Management Plan – CDMP is current and accurate</b>  1. Contact List Update 2.	<input checked="" type="checkbox"/>	All Cluster CDMP is current and accurate.
<b>CDMG Stakeholder Meeting – twice per year (Pre/Post monsoon wet season)</b>	<input type="checkbox"/>	No report
<b>CDMP Meeting with Eunice</b>  1. Teams Meeting – Nil for October		Severe Heat Wave Warning issued for the month in all Divisions
<b>SAT Phone – tested and in working order</b>	<input checked="" type="checkbox"/>	Cluster SAT Phones tested and working. – SAT Phone & HF Radio testing on going. <b>Inconsistency with completion of tasks – Email from Disaster Coordinator</b>
<b>HF Radio – tested and in working order</b>	<input checked="" type="checkbox"/>	Future division visit for HF Radio testing – TBC – no update rec'd – <b>lack of timely testing across all divisions</b>
<b>Situation Report (if any) – provided to Disaster Coordinator</b>	<input checked="" type="checkbox"/>	No SITREP for November





## REGIONAL MANAGER MONTHLY REPORT – November 2024

**No SITREP received from DMs for the Fire Incidents for this month.**

### FINANCE

<b>Daily Stock Reconciliation</b> – updated to end of month; signed and filed. (discrepancy to be noted below in comments)	<input type="checkbox"/>	Streamline Daily Receipting/Stock Reconciliation Procedure – Daily Receipting/Stock Policy and Procedure in review with Corporate yet to be endorsed <b>DSR not consistent with signing off , Ergon Wallet Photo not uploaded and no confirmation with date/time upload to ECM identified in Reports</b>
<b>EFTPOS Operation</b> – tested and in working order	<input checked="" type="checkbox"/>	All POS machines are operational and can provide MOTO service if required. Div 7 replacement POS Div 6 not operational, replacement in transit.
<b>Accommodation Reconciliation</b> – updated to end of month; signed and filed. (discrepancy to be noted below in comments)	<input checked="" type="checkbox"/>	<b>Bana Sailor monitoring registers and communicating with DMs MSAOs going forward to ensure consistency with completing reconciliation</b>
<b>Purchase Orders</b> – IPO's goods receipted; Invoice Requests raised for external PO's and Stock Rec is cross-referenced  Recommendation: Ongoing Training Sessions for MSAOs and Procurement Team	<input checked="" type="checkbox"/>	Procurement Training still required for Staff. Emailed Purchasing Process sent to Staff Members – Ongoing training is needed
<b>DocFiles</b> – all DocFiles are posted and scanned to ECM with Daily Summary and filed together with Fuel Register	<input checked="" type="checkbox"/>	Hardcopy filing in division still encouraged in divisional offices.



## REGIONAL MANAGER MONTHLY REPORT – November 2024

		<p>Collation Order of Doc Files Information be streamlined within divisions</p> <ul style="list-style-type: none"> <li>• Doc File with EFT Summary attached with two digital signatures to be uploaded.</li> </ul> <p>Procedure finalised 13.05.24 for review and endorsement – <b>NOT ACTIONED</b></p>
<b>Gas Register</b> – <i>updated to end of month accurately and reconciles with Stock Rec</i>	<input checked="" type="checkbox"/>	<p>Manual record by divisions. To be implemented across all divisions <b>Fleet Team to progress Register with RMs/HOC</b></p>
<b>Fuel Operation/Reporting –</b>  Recommendation: Fuel Information to be shared with all 3 RMs collectively going forward	<input checked="" type="checkbox"/>	<p><b>Badu</b> – No Issues received.  <b>Kubin</b> – No reports from Kubin  <b>St Pauls</b> – No change for St Pauls – need to confirm why??</p>
<b>Divisional Engagement Fund Acquittal</b> – <i>acquittal submitted to <a href="mailto:Events@tsirc.qld.gov.au">Events@tsirc.qld.gov.au</a> with supporting documentation</i>	<input checked="" type="checkbox"/>	Refer Events Coordinator Report
<b>Accommodation Register</b> – <i>All guests and payment details are entered and accurate; IRFs raised and cross-referenced to Stock Rec.</i>	<input checked="" type="checkbox"/>	<p>Ongoing monitoring by Bana - need to maintain and monitor revenue forecast to actual received.            Accommodation register and reconciliation register not matching. Staff not updating and completing process in some divisions;            Creation of Collection Rate to add to next month's report  <b>Recommend to encourage credit card payment for all guest account.</b>  <b>Refer MSAO Report.</b></p>



## REGIONAL MANAGER MONTHLY REPORT – November 2024

<b>Helicopter Subsidy</b> – bookings paid and processed with GBR. Booking data entered in Helicopter Subsidy inbox/ calendar and Ugar Div 13 calendar.	<input checked="" type="checkbox"/>	N/A
<b>Helicopter Subsidy</b> – bookings paid and processed with GBR. Booking data entered in Helicopter Subsidy inbox/ calendar and Dauan Div 02 calendar.	<input checked="" type="checkbox"/>	N/A
<b>Helicopter Subsidy Acquittal</b> – reconcile monthly booking sheets/helicopter manifest and supplier tax invoice for payment.	<input checked="" type="checkbox"/>	N/A

### HUMAN RESOURCE:

<b>Timesheets</b> – Accurate recording of work times on timesheets; and timely submission to Payroll.	<input checked="" type="checkbox"/>	Staff awareness of leave types and submission timeframe needs to be improved. <b>Recommend council certified agreement 2021 document used to raise awareness/ educate staff.</b> <i>Late submission of timesheet is still an issue</i>
<b>LAF – submitted</b>		Leave to be consistent with Leave Policy
<b>HR Forms (Higher Duties; LAFs; VAFs)</b> – completed and sent to Regional Manager	<input checked="" type="checkbox"/>	Badu – PT MSAO does additional hrs until further notice.
<b>Investigation / Complaints</b> – Matter is finalised and file notes sent to People & Wellbeing or Regional Manager.	<input checked="" type="checkbox"/>	
<b>Tribal Habits</b> – Divisional Admin staff still to finalise modules on Tribal Habits for the reporting period.	<input checked="" type="checkbox"/>	eLearning – Rollout of Tribal Habits training for Cleaners, MSAOs and DM/RMs
<b>MANGO</b> – Online training/ report submission	<input checked="" type="checkbox"/>	Staff Consistency to report Near Miss Incidents in Mango and all other hazards/incidents <b>2 Mango Report rec'd for the Month out of Cluster Report.</b>
<b>First Aid Kit</b> – Stock replenished, and register is updated to reflect use.	<input type="checkbox"/>	Divisional Kits need to be assessed and restocked – Restock Supply for Badu in progress – New DM to liaise with Safety for supply



## REGIONAL MANAGER MONTHLY REPORT – November 2024

### REPAIRS & MAINTENANCE (R&Ms)

<b>R&amp;Ms</b> – all R&Ms for the month are reported on TechOne. Outstanding R&Ms are followed up with BSU	<input checked="" type="checkbox"/>	All Cluster reporting R&Ms accordingly. Turnaround time for some jobs can delay due to resources on ground and contractor availability (FIFO) <b>Recommend DMs receive monthly update of completed R&amp;M by BSU – TBC</b>
<b>Hazard Reports</b> – submitted and filed. Necessary follow up undertaken.	<input checked="" type="checkbox"/>	No Reports captured for this month

### MEETINGS

#### Community Meeting Dates:

Div 5 Badu –  
Div 6 Kubin –  
Div 7 St Pauls – No Meeting  
Div 9 Iama – 15<sup>th</sup> Nov 2024 (postponed to this date)  
Div 10 Warraber –





## REGIONAL MANAGER MONTHLY REPORT – November 2024

### COMMUNITY PROJECT

Division	Project	Update
Div 4 Mabiug	ANZAC Memorial Site	Access to Financial Support through Trustee Funds – Executive Director to advise on way forward with Divisional Manager. – Monitor for progress and assist DM
Div 5 Badu	Anzac Memorial	Follow Up Discussion with DM on progress of project – Grant Opportunity
Div 6 Kubin	Anzac Memorial	Follow Up Discussion with DM on progress of completion of Memorial Project Outdoor Basketball Court Upgrade – Follow Up with Assets Team – Yet to progress with Assets
Div 7 St Pauls	ANZAC Memorial Stadium	Follow Up Discussion with DM to establish progress of Project; DM to arrange to send Plaque back to supplier to amend incorrect spelt surname and add additional veteran names; Community Resolution and Stakeholder Engagement required for way forward
Div 7 St Pauls	ANZAC Memorial Site	Incomplete – Memorial Plaque to be sent back to supplier to fix spelling errors and add two more names – Community Resolution to be passed at a CIS for additional names. Cr Levi not available to confirm the additional names. Seaswift Quote secured at HOCs request. Yet to liaise with a Supplier for a quote for additional change
	Waterfront Gazebo x 3	Replace Roofing Iron Sheets and Installation of In-ground Benches – Project to be in partnership with Mualgal Rangers – Not Actioned – DM to advise progress – Follow Up Required. Follow up with Tony Wynen on progress of proposed fencing



## REGIONAL MANAGER MONTHLY REPORT – November 2024

	Community Sports Oval	
Div 9 Iama	TBC	
Div 10 Warraber	TBC	
Kubin	Outdoor Basketball Court Upgrade  GBK Office  Airport Toilets	Follow up with Assets Team progress/timeframe of upgrade   Follow up with Assets Team progress of Collapsed Ceiling in GBK Lease Office Space – Outstanding Works. RM to discuss issue with Assets on progress with this Public Amenities Works is outstanding – 12+ months



## REGIONAL MANAGER MONTHLY REPORT – November 2024

### 2024 COUNCIL GENERAL MEETING DATES:

Dates of OM Meeting Dates as per Notification

### GENERAL COMMENT

- **Division 5 Badu**
- **No DM Report received from Badu**
- RM Proposed Support Visit to Badu – Face to Face Support with DM/MSAO team – **CANCELLED due to SORRY BUSINESS**
- Div 4 Badu – No DM Report submitted as at 02.12.2024
- Div 4 Badu – Badu Art Centre Mural Project with TSIRC – Location: Airport Wall, TSIRC Council Building Fence and Badu Art Centre – follow up with progress
- Fuel Process – Designated Day – Tuesday & Thursdays
- Follow up with RM Moka re: New Community Hall Chiller Order **FOLLOW UP REQUIRED – still not received**
- **Division 6 Kubin**
- **No DM Report received from Kubin**
- Recruitment for FT MSAO & PT Cleaner interview conducted, Rec Memo Approved. Appointment of successful candidate to be finalised 1<sup>st</sup> week in December.
- Assets: Lease Spaces for GBK St Pauls Proposed Office and Kubin NDIS Office Space not finalised – require urgent action – delayed work. – follow up required
- Recruitment for PT Cleaner and FT MSAO Kubin in progress – Interview for PT Cleaner 6/11
- FT MSAO Bana Sailor assist Monday and Wednesday for the recruitment period – provide administration support
- **Division 7 St Pauls**
- St Pauls Admin Vehicle – High Fuel Usage with Wex Card – DM to investigate Vehicle Log Book matches Bookings Sheet – **Reminder Email to DM – Staff Usage to be Work Related**
- DM St Pauls on LWOP and Rec Leave for 1 month. PT MSAO Acting DM for 2 Weeks and FT MSAO Acting DM for the remaining 2 Weeks.
- Cleaner Performance Appraisal in progress – RM to put in H Drive for other RMs to review and before progressing to PWB and EDCS Review and Support;
- FT MSAO Bana Sailor commenced role under RM supervision. Main role is to monitor data entry in registers and work closely with divisions. Also is able to assist at Front Counter.



## REGIONAL MANAGER MONTHLY REPORT – November 2024

- **Division 9 Iama**
- **Outstanding:** Accommodation Linens purchased. Lounge, **Purchase Completed:** TV and 10kg Washing Machine
- Cleaning Supplies and Cleaning Equipment purchased for Cleaners – Mop Buckets to be purchased from Col Jones.
- Forward other department requests from respective staff to dept management follow up. E.g EOs requesting a tipper to assist with green waste removal;
- **Division 10 Warraber**
- No DM Report received by due date
- **Regional Action Items**
- Water Fountain Supply for Divisions – Follow up on progress with Management to address drinking water for staff and visitors in Divisional Offices – Follow up required
- Divisions where Peak Services Discussion around Playground and Gym Equipment meeting were not captured in DM Reports – **Follow up still required**
- All divisions are available to provide remote support for cluster if required
- **Policy and Procedures currently being reviewed by Corporate Team**
- Recruitment – PT Cleaner Kubin Interview 6<sup>th</sup> November due to applicant due back in community at that time. **COMPLETED**
- Streamline General Community Notice Template across Divisions – Divisions are implementing the use of templates and working with Brenden for other notices. - **ACTIONED**
- IT assist with BYOD Mobilestar device options for HOC review – see attached – Still in progress. RM looking at an alternative purchase of handheld scanner in the interim.- **STILL IN PROGRESS WITH IT**
- Mail Backlog for October was a minimum however still inconsistent with customer tracking progress
- Tribal Habit Training ongoing – Staff to start training online.
- AEC Voters Session and Voting Day – **lack of communication in divisions with notices, attendee to site as advised by AEC reps**





## REGIONAL MANAGER MONTHLY REPORT – November 2024

<b>Division</b>	Poruma, Masig, Ugar, Erub, Mer
<b>Reporting Period:</b>	November 2024
<b>Prepared by:</b>	Mokathani Lui

### HR/PWB

<b>Vacant Position</b>	<b>Regional Manager Comments</b>
	EOI process for Ugar DM position
<b>Higher Duties</b>	
Ugar DM – Mary Waigana effective until 31 Dec 24	
Erub MSAO – Telita Gutchen effective until 31 Dec 24	



## REGIONAL MANAGER MONTHLY REPORT – November 2024

### General

### EXTERNAL REPORTING

		Regional Managers Comment
<b>Local Fares Scheme</b> – accurate and submitted to <a href="mailto:localfarescheme@translink.qld.gov.au">localfarescheme@translink.qld.gov.au</a> for reporting period. Including corrective actions or submission of audit requests. 1. <b>Mis-match identified -</b>	<input checked="" type="checkbox"/>	LFS Reports submitted – Poruma, Masig  Mis-match identified – <b>pending Translink Audit Report</b> (missing data)  Issue: 1. Reservation bookings names do not match LFS register names /Translink record. Residents are encouraged to present their LOE when making travel reservations to avoid this issue.
<b>Services Australia</b> – Monthly Customer Traffic date submitted via online portal including additional requests ie Training; Request for Information in line with contract.  1. New Pre-Engagement Pack pending –lana and Masig  2. 23/24 Host Online Training  3. 23/24 Agent Specified Personnel Online Training completed	<input checked="" type="checkbox"/>       <input checked="" type="checkbox"/>	Streamline divisional access to all MSAOs/DM to ensure operational reporting continuity.  New Pre-engagement forms issued 30/01/24 and to be completed by new staff in division asap.



## REGIONAL MANAGER MONTHLY REPORT – November 2024

4. Contracted hours amendment – no change	<input checked="" type="checkbox"/>	Mandatory online training 24/25 Agent specified personnel training completed.
5. Site hours amendment – no change	<input checked="" type="checkbox"/>	
6. Access Point Site – Stephen (Ugar)	<input checked="" type="checkbox"/>	MSAO PT paperwork pending approval by Services Australia
7. Agent Site – Saibai, Warraber, St Pauls, Mabuiag, Kubin, Mer, Erub, Masig, Boigu, Dauan	<input checked="" type="checkbox"/>	
8. Service Australia EOI – Mer and Poruma	<input checked="" type="checkbox"/>	Agent services will advised of outcome of this process.
	<input checked="" type="checkbox"/>	Recommend service to be contracted from Council through Services Australia EOI process. Create employment opportunity in divisions. Customer service time exceed contracted hours of two hours per day therefore maintaining a consistent backlog of council tasks.
		<i>EOI – pending Telstra site visit confirmation for Mer/Poruma MGNM</i>



## REGIONAL MANAGER MONTHLY REPORT – November 2024

### COMMUNITY DISASTER MANAGEMENT

<b>Community Disaster Management Plan – CDMP is current and accurate</b>  1. Contact List Update	<input checked="" type="checkbox"/>	All Cluster CDMP is current and accurate. Ugar -Eunice – liaise with CDMG (Jimmy DEO) and Mary Waigana.
<b>CDMG Stakeholder Meeting – twice per year (Pre/Post monsoon wet season)</b>	<input type="checkbox"/>	<i>Pre-monsoon CDMP due before 30 November in divisions.</i>
<b>CDMP Meeting with Eunice</b>  1. Divisional visit by Eunice 2. Teams Meeting	<input checked="" type="checkbox"/>	Recommended regular communication session per quarter with Eunice for CDMP refresher and review of meeting sessions.
<b>SAT Phone – tested and in working order</b>	<input checked="" type="checkbox"/>	Cluster SAT Phones tested and working.
<b>HF Radio – tested and in working order</b>	<input checked="" type="checkbox"/>	Future division visit for HF Radio testing. Engineering to conduct testing as required.
<b>Situation Report (if any) – provided to Disaster Coordinator</b>	<input checked="" type="checkbox"/>	No SITREP for this month





## REGIONAL MANAGER MONTHLY REPORT – November 2024

### FINANCE

<b>Daily Stock Reconciliation</b> – <i>updated to end of month; signed and filed. (discrepancy to be noted below in comments)</i>	<input checked="" type="checkbox"/>	Divisions are working on actioned item. DSR records in H Drive
<b>EFTPOS Operation</b> – <i>tested and in working order</i>  1. EFTPOS machine is working 2. Stationary stock is available onsite	<input checked="" type="checkbox"/>	All eftpos machines are operational and can provide MOTTO service if required.  New Tyro machines have been received in all divisions.  Badu Div 5 – is available to assist divisions due to limited staff.
<b>Accommodation Reconciliation</b> – <i>updated to end of month; signed and filed. (discrepancy to be noted below in comments)</i>	<input checked="" type="checkbox"/>	Data entry error. Late amendments are not recorded on register/ reflect to accommodation reconciliation register. Revenue collection process via IRF is improving. Staff to maintain open and clear communications. Staff to operate in generic inbox to standardise comms flow.  Monthly reconciliation are now available in H drive for staff access and update.  <b><i>Recommend Teams sessions with divisions to discuss process/ revenue collection process to improve reporting. Staff training or mentoring can be facilitated by using Teams.</i></b>



## REGIONAL MANAGER MONTHLY REPORT – November 2024

<b>Purchase Orders</b> – IPO's goods receipted; Invoice Requests raised for external PO's and Stock Rec is cross-referenced	<input checked="" type="checkbox"/>	IPO/ PO are currently updated pending stock delivery to site. POs still need to GR to complete payment on supplier accounts. Keeping in contact with Creditors to keep comms open and clear.
<b>DocFiles</b> – all DocFiles are posted and scanned to ECM with Daily Summary and filed together with Fuel Register  Live data entry during 9am to 4pm. Reporting and DM approval during 4- 4.15pm.  Daily upload into ECM. Registration numbers recorded in DM Report  Revenue Discrepancy is flagged and investigated immediately by DM & team	<input checked="" type="checkbox"/>	Daily scanning of daily doc files into ECM.  Hardcopy filing in division still needs to be clarified to minimise clutter in divisional offices.
<b>Gas Register</b> – updated to end of month accurately and reconciles with Stock Rec	<input checked="" type="checkbox"/>	Manual record by divisions. Pending direction of record system from fuel/gas team. Sales of 9kg bottles between divisions needs clarity (tracking) therefore affecting future S&G restock. <i>New registers are pending direction from Fuel &amp; Fleet Manager.</i> <i>Seaswift comms must include con notes for gas delivery</i>
<b>Fuel Operation/Reporting</b> – divisional operations  Daily ULP/Diesel dips provided by engineering for divisional admin inventory <ol style="list-style-type: none"> <li>1. Fuel Order/Delivery</li> <li>2. Shipment of empty 200L drums</li> <li>3. Bowser Tech Issue</li> </ol>	<input checked="" type="checkbox"/>	Issues :  Overhead covering over fuel dispenser due to weather conditions.  Compaq Update:



## REGIONAL MANAGER MONTHLY REPORT – November 2024

<p>4. 24hr Compac installation pending – Mer – ordered and installation forecast for January/February 2025.</p> <p>5. ULP/Diesel tanks delivered to Ugar/Mer January 2023 will be transferred to another location in region.</p> <p>6. 24hr Compac system rollout and active – Saibai, Dauan, Boigu, Mabuiag, Badu, Poruma and Erub.</p>		<p>Mer – Brendan has confirmed equipment has been ordered for division.</p>
<p><b>Divisional Engagement Fund Acquittal</b> – <i>acquittal submitted to <a href="mailto:Events@tsirc.qld.gov.au">Events@tsirc.qld.gov.au</a> with supporting documentation</i></p>	<input checked="" type="checkbox"/>	<p>Divisions funds are available for events hosted by council staff. Divisional planning (event calendar) to forecast events/funding source to avoid late submission/ approval process.</p>
<p><b>Accommodation Register</b> – <i>All guests and payment details are entered and accurate; IRFs raised and cross-referenced to Stock Rec.</i></p> <p><i>Weekly Register Update</i></p> <p><i>Revenue processed each week through IRF process/ IPO process</i></p> <p><i>Reporting customer revenue collection issues to Debtors team for support.</i></p> <p><i>- Contractor payment of accommodation account.</i></p> <p><i>Accommodation Reconciliation Report in H drive:</i></p>	<input checked="" type="checkbox"/>	<p>DMs need to maintain and monitor revenue forecast to actual received.</p> <p>Accommodation register and reconciliation register do not match due to late amendments in accommodation register not updated by staff.</p> <p>Staff to encourage creditcard payment to minaminse additional IRF paperwork. Teams working with Gina to process action items.</p> <p>IRF process – no confirmation awareness provided to divisional admin to confirm payment to supplier.</p> <p><b><i>Recommend to encourage creditcard payment for all guest account.</i></b></p>
<p><b>Helicopter Subsidy</b> – bookings paid and processed with Nautilus. Booking data entered in Helicopter Subsidy inbox/ calendar.</p> <p>1. Service active and operational – Dauan &amp; Ugar</p> <p>2. Passenger booking forms, council tax invoice, supplier manifest, supplier tax invoice</p>	<input checked="" type="checkbox"/>	<p>All supplier inv matched to booking docs in shared inbox.</p>



## REGIONAL MANAGER MONTHLY REPORT – November 2024

3. TSRA grant acquittal – reconcile bookings and quarterly expenditures		BSA can assess data in H Drive for TSRA acquittal process.
<b>Helicopter Subsidy – TSRA Grant Variance</b> 1. Ugar – October (community event) 2. Dauan – N/A	<input checked="" type="checkbox"/>	Pending written confirmation of grant funding extension for Ugar/Dauan

### HUMAN RESOURCE:

<b>Timesheets – Accurate recording of work times on timesheets; and timely submission to Payroll.</b>  <i>LAF: medical &amp; bereavement leave approved.</i>	<input checked="" type="checkbox"/>	Staff awareness of leave types and submission timeframe needs to be improved. Divisional staff planned leave period overlap therefore creating ops issues including backfilling/ remote support.  <b><i>Recommend council certified agreement 2021 document used to raise awareness/ educate staff.</i></b>
<b>LAF – submitted in accordance to policy and procedures</b>	<input checked="" type="checkbox"/>	Leave forms are submitted in a timely manner for processing. Staff movements awareness needs to be improved late or no notice of movements.  DMs to monitor and track staff leave to ensure operation productivity.
<b>HR Forms (Higher Duties; LAFs; VAFs) – completed and sent to Regional Manager</b>	<input checked="" type="checkbox"/>	Higher Duty Ugar – DM extension 31 Dec 24 Erub – MSAO extension 31 Dec 24





## REGIONAL MANAGER MONTHLY REPORT – November 2024

<b>Investigation / Complaints</b> – <i>Matter is finalised and file notes sent to People &amp; Wellbeing or Regional Manager.</i>	<input checked="" type="checkbox"/>	Investigation is progress by PWB team.
<b>Tribal Habits</b> – <i>all Divisional Admin staff completed Take 5's for the reporting period.</i>	<input checked="" type="checkbox"/>	Induction is pending completion.  RMs have discussed with DMs to take lead in divisions to follow up/ remind staff.  Incomplete training modules remain for divisional admin staff.
<b>MANGO – Online training/ report submission</b> 1. Mango Incident/Hazard Reporting 2. Action items/ follow up for reported incidents 3. Clear reporting of facility reports inc photos with Asset team	<input checked="" type="checkbox"/>	Teams session between Safety and DM is planned for May to help raise awareness of operations/ reporting on MANGO app. <b><i>Recommend online refresher training for DM/DEO for reporting.</i></b>
<b>First Aid Kit</b> – <i>Stock replenished, and register is updated to reflect use.</i>	<input checked="" type="checkbox"/>	Divisional Kits need to be assessed and restocked

### REPAIRS & MAINTENANCE (R&Ms)

<b>R&amp;Ms</b> – <i>all R&amp;Ms for the month are reported on TechOne. Outstanding R&amp;Ms are followed up with BSU</i>	<input checked="" type="checkbox"/>	Improve comms between divisional admin and BSU managers for ground truthing of completed works. Divisional admin sometimes have to re-submit reports due to work orders being cancelled in the system. Communication reporting improvements on reported jobs. DMs don't know when/ why jobs have been cancelled in BSU process.
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## REGIONAL MANAGER MONTHLY REPORT – November 2024

		<b>Recommend DMs receive monthly update of completed R&amp;M by BSU</b>
<b>Hazard Reports</b> – submitted and filed. Necessary follow up undertaken.	<input type="checkbox"/>	<p>MANGO app – training or refresher required all staff who have issued work mobiles should know how to use the app and report as required.</p> <p>Need to work on a plan for better communication flow and build relationships within the organisation to identify, discuss and address issues raised in division.</p> <p><b>Safety Team – more comms required for employee awareness and reporting of incident/ hazards</b></p>

### COMMUNICATIONS

<p><b>Divisions</b> – high quality of customer service, submit external and internal reports in in timely manner. Participation in meetings providing action items. Maintain strong leadership partnership with elected councillor.</p> <ol style="list-style-type: none"> <li>1. Quality customer service</li> <li>2. Reporting (internal/ external)</li> <li>3. Participation in meetings (internal/ external)</li> <li>4. DM facilitate monthly staff meetings. Provide action items.</li> <li>5. Monthly planning/ update meeting with elected councillor</li> <li>6. Digital TV active and operational in divisions</li> <li>7. Pinnacle IT Services – active and operational</li> </ol>	<input checked="" type="checkbox"/>	<p>Measures have been included in DM Performance Appraisal as KPI.</p> <p>Communications can be improved to ensure information is available and accessible. Review and explore strategies to use current comms platform/ equipment to streamline a reporting process to minimise any miscommunications.</p>
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## REGIONAL MANAGER MONTHLY REPORT – November 2024

		<p>Regular updates with management of divisional operations.</p> <p>Digital TV can be used to help raise awareness of operational matter to gain community support of service delivery.</p> <p>Pinnacle – consistent connectivity issues in region pending weather conditions. Printers are slow or on offline pending weather.</p>
<p><b>Stakeholders</b> – clear communications between external agencies</p> <ol style="list-style-type: none"> <li>1. Participate in scheduled stakeholder agency meetings</li> <li>2. Participate in community consultations eg project planning etc</li> </ol> <p>Divisional Meeting Planners not completed for all divisions. Pending consultation or confirmation from divisional Elected Councillor.</p>	<input checked="" type="checkbox"/>	<p>DMs have submitted divisional meeting calendar effective July to December 2024 in consultation with elected councillor for community information sessions.</p> <p>2024 Trustee/Ordinary Council Meeting Dates have been circulated to all Divisions.</p>



## REGIONAL MANAGER MONTHLY REPORT – November 2024

### **GENERAL COMMENT**

Divisional team is progressing well. Staff movements (planned leave) can be planned better for divisional ops. Divisional backfilling is difficult due to staff availability. Need to explore other options to keep operational services active. Staff support and planning for professional development and health and wellbeing needs to be explored as staff are mentally and physically exhausted to constantly meet demands and expectations.

Staff succession plans need to be discussed and action plan to be included into staff KPI to identify steps forward for staff to work in other roles within the organisation and improve staff morale and productivity.

Logistic planning in progress for Christmas period. Skelton staff list is available in H drive.



## REGIONAL MANAGER MONTHLY REPORT – November 2024

<b>Division</b>	Mabuiag, Dauan, Saibai, Hammond, Boigu
<b>Reporting Period:</b>	1 <sup>st</sup> to 30 <sup>th</sup> November 2024
<b>Prepared by:</b>	Saintie Joe - Acting Regional Manager

### HR/PWB

<b>Vacant Position</b>		<b>Regional Manager Comments</b>
MSAO – PT Mabuiag	<input checked="" type="checkbox"/>	Interviews done 30/10/24. Successful candidate declined the position. Readvertised the position – applications close 5/12/24
MSAO – PT Saibai	<input checked="" type="checkbox"/>	Interviews were held on 26/11/24. Successful candidate selected. Rec memo submitted 29/11/24 to ECSD for his decision.
Cleaner – Boigu	<input type="checkbox"/> <input checked="" type="checkbox"/>	Position will be advertised in the new year as advised by Recruitment (May Mosby)

### General

#### EXTERNAL REPORTING

		<b>Regional Managers Comment</b>
<b>Local Fares Scheme</b> – accurate and submitted to <a href="mailto:localfarescheme@translink.qld.gov.au">localfarescheme@translink.qld.gov.au</a> for reporting period. Including corrective actions or submission of audit requests. 1. <b>Mis-match identified – 1 (Saibai)</b>	<input checked="" type="checkbox"/>	All but Dauan. Due to helicopter subsidy issue??





## REGIONAL MANAGER MONTHLY REPORT – November 2024

<b>Services Australia – Monthly Customer Traffic</b> date submitted via online portal including additional requests ie Training; Request for Information in line with contract.	<input checked="" type="checkbox"/>	All submitted.
<b>1. New Pre-Engagement Pack pending – BOIGU Gainau, Barbara &amp; Sania</b>	<input checked="" type="checkbox"/>	
<b>2. Agent Specified Personnel Online Training completed.</b>	<input checked="" type="checkbox"/>	
<b>3. Contracted hours amendment – no change</b>	<input checked="" type="checkbox"/>	
<b>4. Site hours amendment – no change</b>	<input checked="" type="checkbox"/>	
<b>5. Agent Site – Saibai, Boigu, Mabuiag, Dauan</b>	<input checked="" type="checkbox"/>	

### COMMUNITY DISASTER MANAGEMENT

<b>Community Disaster Management Plan – CDMP is current and accurate</b>  1. Contact List Update	<input checked="" type="checkbox"/>	All but Saibai and Mabuiag Cluster CDMP is current and accurate.  Saibai & Mabuiag to update contact details for CDMG Members
<b>CDMG Stakeholder Meeting – twice per year (Pre/Post monsoon wet season)</b>	<input type="checkbox"/>	NIL
<b>CDMP Meeting with Eunice</b>  1. Divisional visit – 2. Teams Meeting –	<input type="checkbox"/>	Unsure
<b>SAT Phone – tested and in working order</b>	<input checked="" type="checkbox"/>	Cluster SAT Phones tested and in working order
<b>HF Radio – tested and in working order</b>	<input checked="" type="checkbox"/>	Cluster HF Radio tested and working in working order
<b>Situation Report (if any) – provided to Disaster Coordinator</b>	<input checked="" type="checkbox"/>	No SITREP for November



## REGIONAL MANAGER MONTHLY REPORT – November 2024

### FINANCE

<b>EFTPOS Operation</b> – tested and in working order	<input checked="" type="checkbox"/>	
<b>Accommodation Reconciliation</b> – updated to end of month; signed and filed. (discrepancy to be noted below in comments)	<input type="checkbox"/>	?? Unsure
<b>Purchase Orders</b> – IPO's goods receipted; Invoice Requests raised for external PO's and Stock Rec is cross-referenced  Recommendation: Ongoing Training Sessions for MSAOs and Procurement Team	<input checked="" type="checkbox"/>	Actioned
<b>DocFiles</b> – all DocFiles are posted and scanned to ECM with Daily Summary and filed together with Fuel Register	<input checked="" type="checkbox"/>	All but Boigu. MSAO to upload ASAP.
<b>Gas Register</b> – updated to end of month accurately and reconciles with Stock Rec	<input checked="" type="checkbox"/>	Manual record by divisions. To be implemented across all divisions
<b>Fuel Operation/Reporting</b> –	<input checked="" type="checkbox"/>	Billing done by Melody Dwyer - Cairns.
<b>Divisional Engagement Fund Acquittal</b> – acquittal submitted to <a href="mailto:Events@tsirc.qld.gov.au">Events@tsirc.qld.gov.au</a> with supporting documentation	<input checked="" type="checkbox"/>	No outstanding acquittal
<b>Accommodation Register</b> – All guests and payment details are entered and accurate; IRFs raised and cross-referenced to Stock Rec.	<input type="checkbox"/>	?? Unsure
<b>Helicopter Subsidy – Ugar</b>	<input type="checkbox"/>	N/A
<b>Helicopter Subsidy – Dauan</b>	<input checked="" type="checkbox"/>	Bookings are on hold since 30/10/24
<b>Helicopter Subsidy Acquittal</b> – reconcile monthly booking sheets/helicopter manifest and supplier tax invoice for payment.	<input checked="" type="checkbox"/>	Usually done by RM Mokathani Lui



## REGIONAL MANAGER MONTHLY REPORT – November 2024

### HUMAN RESOURCE:

<b>Timesheets</b> – Accurate recording of work times on timesheets; and timely submission to Payroll.	<input checked="" type="checkbox"/>	Actioned
<b>LAF – submitted</b>	<input checked="" type="checkbox"/>	Actioned
<b>HR Forms (Higher Duties; LAFs; VAFs)</b> – completed and sent to Regional Manager	<input checked="" type="checkbox"/>	Actioned
<b>Investigation / Complaints</b> – Matter is finalised and file notes sent to People & Wellbeing or Regional Manager.	<input checked="" type="checkbox"/>	N/A
<b>Tribal Habits</b> – Divisional Admin staff still to finalise modules on Tribal Habits for the reporting period.	<input checked="" type="checkbox"/>	eLearning – Boigu – Barbara & Sania Anau to complete
<b>MANGO – Online training/ report submission</b>	<input checked="" type="checkbox"/>	
<b>First Aid Kit</b> – Stock replenished, and register is updated to reflect use.	<input type="checkbox"/>	Divisional Kits need to be assessed and restocked

### REPAIRS & MAINTENANCE (R&Ms)

<b>R&amp;Ms</b> – all R&Ms for the month are reported on TechOne. Outstanding R&Ms are followed up with BSU	<input checked="" type="checkbox"/>	Actioned
<b>Hazard Reports</b> – submitted and filed. Necessary follow up undertaken.	<input checked="" type="checkbox"/>	Actioned

### MEETINGS

#### Community Meeting Dates:

No community meetings held

### COMMUNITY PROJECT

Division	Project	Update
		NIL for all divisions



## REGIONAL MANAGER MONTHLY REPORT – November 2024

### 2024 COUNCIL GENERAL MEETING DATES:

### GENERAL COMMENT

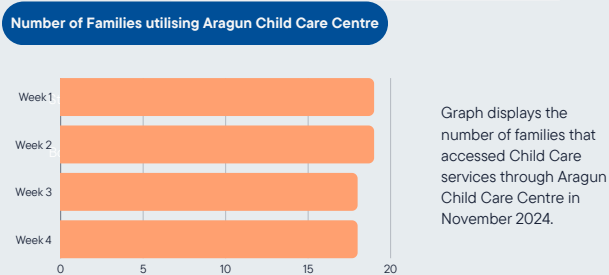
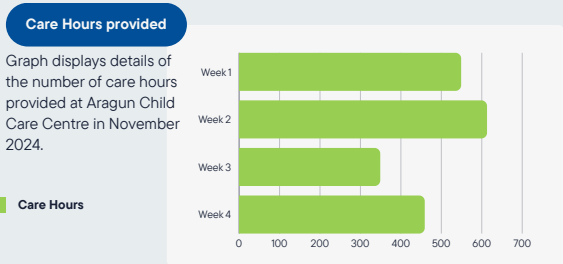
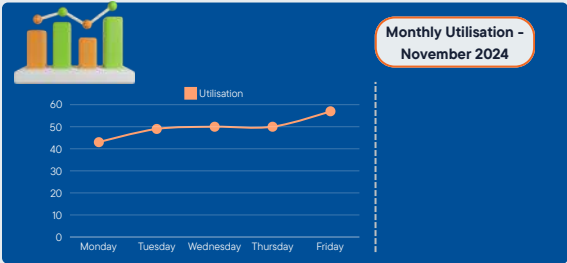
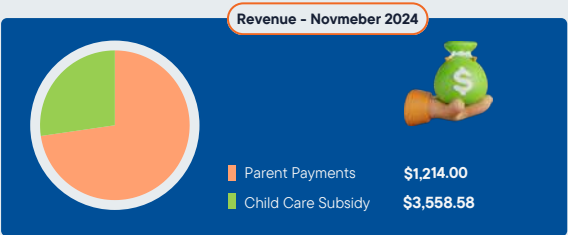
- Div 1 Boigu & Division 3 Saibai, Div 4 Mabuiag – Ongoing Community Awareness –Water restrictions

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# Child Care Information Report - November 2024

## Aragun Child Care Centre

This report provides a statistical overview of Aragon Child Care Centre's operations for November 2024.



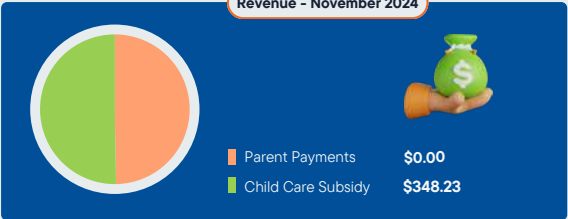


# Child Care Information Report - November 2024

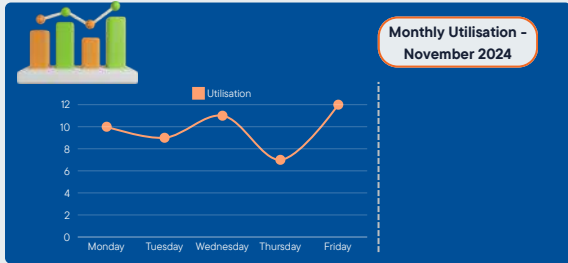
## Hammond Island After School Care

This report provides a statistical overview of Hammond After School Care's operations for November 2024.

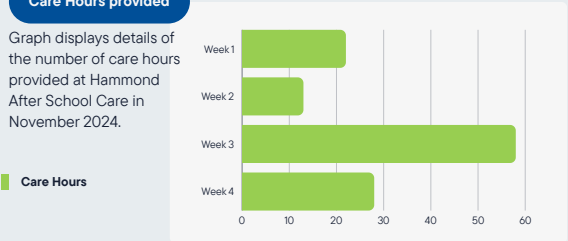
Revenue - November 2024



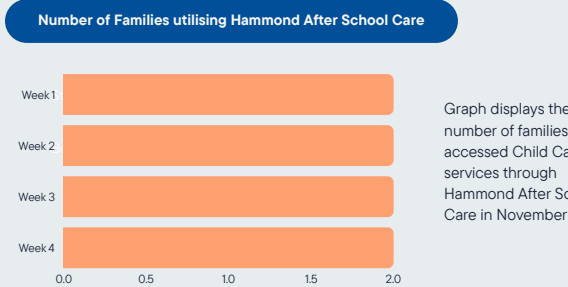
Monthly Utilisation - November 2024



Care Hours provided



Number of Families utilising Hammond After School Care

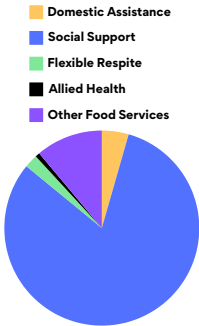


Graph displays the number of families that accessed Child Care services through Hammond After School Care in November 2024.

# Aged Care Information Report - November 2024

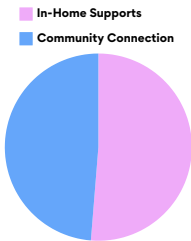


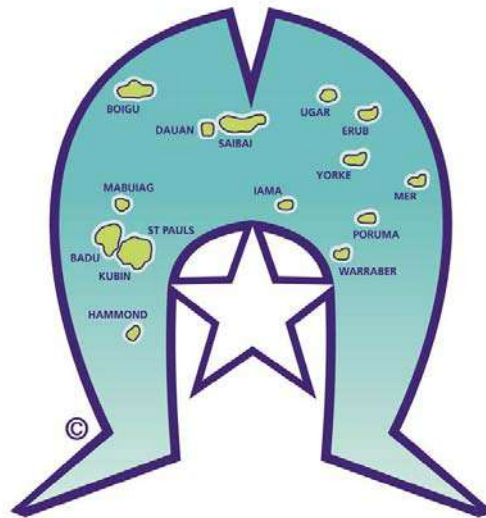
November 2024



QCSS

November 2024





**Torres Strait Island**  
REGIONAL COUNCIL





<b>Month</b>	November 2024
<b>Date submitted</b>	02 <sup>nd</sup> of December 2024
<b>Team</b>	Environment and Health
<b>Manager</b>	Rowena Johnson – Acting Manager MEH

## Corporate, Operational and Community Services Business Plan alignment

Corporate plan objective	Issue	Recommendation
Outcome 2: Our communities are safe, healthy and active.		
2.2 Advocate for greater solutions to unregistered or unsolicited community visits, border movements and intruders.	<ul style="list-style-type: none"> <li>• Work with key agencies and partners to investigate key community security and surveillance opportunities.</li> </ul>	SOP
2.3 Facilitate community-led strategy for public social behaviour concerns.	<ul style="list-style-type: none"> <li>• Work with each community to understand applicable public social behaviour concerns and facilitate recommendations with key agencies.</li> <li>• Work with key partners to investigate and advocate for programs that facilitate safe places and/or houses.</li> <li>• Partner with key agencies to develop more culturally aligned community education programs.</li> </ul>	Develop policy and stakeholder relation ship
2.6 Enable a positive nutritional culture and sustainable food sourcing.	<ul style="list-style-type: none"> <li>• Facilitate access and assistance to Community Gardens.</li> <li>• Facilitate access and support program for home produce production.</li> <li>• Facilitate delivery of food safety and healthy eating educational materials.</li> </ul>	<p>Masig garden project in progress.</p> <p>Community awareness</p> <p>Online ongoing</p>
Outcome 4: We are a transparent, open and engaging council.		
4.3 Ensure community advocacy and engagement at all levels of government.	<ul style="list-style-type: none"> <li>• Work with Community to provide a regional legal framework which addresses both State and Traditional Lore requirements.</li> </ul>	Community meetings and strategic engagement Moa horse program (TSRA&TSIRC) community engagement.
Outcome 8: We manage council affairs responsibly to the benefit of our communities.		
8.3 Develop a service delivery excellence model.	<ul style="list-style-type: none"> <li>• Define departmental customer and general service level metrics.</li> <li>• Investigate community expectations on service levels and fee for service appetite.</li> </ul>	Develop community service request policy and procedures
Outcome 9: We actively reduce our environmental footprint and manage our resources sustainably.		





9.2 Evolve waste management through recycling and reuse strategies.	<ul style="list-style-type: none"> <li>• Coordinate waste management activities through landfill, transfer station and recycling opportunities.</li> <li>• Facilitate regional clean-up and investigate long-term solutions for bulk waste, car bodies and whitegoods.</li> <li>• Investigate sewer bio-solids and grey water reuse opportunities.</li> </ul>	<p>Participate in Great Northern Clean up</p> <p>Reconvene waste management working group to draft strategy</p> <p>Illegal Dumping hotspot program</p> <p>Combined workshop</p>
9.3 Ensure a safe and sustainable drinking water program.	<ul style="list-style-type: none"> <li>• Active management of the water delivery system including on-line meter reading.</li> </ul>	<p>Water management plans and structured auditing</p> <p>EHW water testing training</p>
9.4 Ensure effective environmental health management practices.	<ul style="list-style-type: none"> <li>• Development and execution of pest management plans.</li> <li>• Work with key partners and agencies to further implement Biosecurity Plan and controls.</li> <li>• Work with individual communities to identify areas for cultural cutting and cleaning places.</li> <li>• Facilitation of domestic animal health checks.</li> <li>• Develop coordinated warning systems associated with health outbreaks.</li> </ul>	<p>Ongoing, (biosecurity plans)</p> <p>TSRA and PBC, TO collaboration</p> <p>On going</p> <p>Qld health &amp; TSIRC collaboration with Healthy Housing</p>
Outcome 10: We advocate and foster regional prosperity through enterprise development.		
10.3 Develop a visitor management strategy.	<ul style="list-style-type: none"> <li>• Investigate and refresh council's existing visitor management process and implementation roadmap.</li> </ul>	<p>Consultation, education, and awareness</p>
Outcome 11: We invest in the retention of key skills within our region.		
11.1 Advocate and facilitate key programs that retain and introduce employment or contracting within communities. implement council's Indigenous Procurement Policy	<ul style="list-style-type: none"> <li>• Facilitate study into key skill opportunities and development models.</li> <li>• Grow council's existing apprenticeship and traineeship program.</li> <li>• Work with relevant partners to ensure employment models exist post apprenticeship or traineeship.</li> </ul>	<p>Establish professional development plan for EHW.</p> <p>Support and promote trainee and shadowing</p>
11.2 Refresh council's procurement policies.	<ul style="list-style-type: none"> <li>• Develop and implement council's Indigenous Procurement Policy.</li> </ul>	<p>Include Biosecurity requirements in policy and tenders</p>
Outcome 12: We bring opportunity to our region and put our culture on the world stage.		







12.1 Develop a world class model for festivals and event delivery	<ul style="list-style-type: none"> <li>•Facilitate the development of an international cultural festival, hosted within region.</li> <li>• Work with key partners to deliver sporting and recreational festivals within region.</li> <li>• Work with applicable stakeholders and agencies to facilitate the development of key industry &amp; career market day events within region.</li> </ul>	Develop Policy, local laws, procedures and fact sheets.
<b>Operational Plan Objective</b>		<b>Recommendation</b>
23. Food Safety: - Community Education & Awareness - Licensing Program Stage 1 – Commercial premises - Licensing Program Stage 2 – Community licences	Waiting on changes to legislation that will close loopholes and provide equity.	Online food safety training on going
24. Education and Awareness on Water Sanitation, Waste Management and Sewerage	Waste Management: Landfills Construction and commercial waste Great Northern Clean up	On going Promote Blue and brown card training
25. Mosquito Management: - Inspection, Albopictus Survey - Education, Awareness, Control Activities - Assist the Dengue Action Response Team (DART) - Implement Mosquito Management Plan	Mosquito Management Plan developed and implemented	On going
26. Implement Biosecurity Plan & Strategy	Biosecurity control plan Consultation	On going Development of draft control plan
27. Animal Management: - Domestic Animal Compliance - Veterinary Services - Compliance & Enforcement Program	Schedule Vet visit Moa Horse program? Parasitic efficacy trial (AMRRIC)	Vet visit scheduled for April 2023 March 2023
28. Environmental Health Worker Development & Certification Program(s)	Scheduled and programmed training and workshops	Biosecurity Training October Certificate 4 Animal Control Regulation 10 EHW until June 30, 2024 Illegal Dumping Training Badu October
<b>Community Services Business Plan</b>		<b>TBA</b>





## Finance

Budget	YTD Budget	YTD Actuals	Issue	Recommendation
TSIRC Service Agreement with Qld Health	\$1.906m		EOFY	Performance and financial reporting completed
Other sources Pest treatments Infringements	TBA	TBA		Invoices to be prepared Expand and promote service Review workflow 22/23 outstanding
Biosecurity grant ELGB	\$90K	\$0		Drafting agreement changed to 1 FTE instead of 4 x0.25
DES waste grant	\$170K	\$0	Recruitment	2 recruited, VAF for approval for 0.5 FTE
DAF fee for service	\$238K	\$		Employ 4 EHW to assist with operational delivery
Austerity measures	Issue		Recommendation	
Cost saving opportunities	Limit services provided		Not recommended	
Transport alternatives	Limited vehicle availability		Bicycles and carts costings	
Revenue raising opportunities	Expand pest management services to include timber pests Promote pest management services Fee for service		Fit for purpose vehicle required.	

## Human Resources

Incumbent name	Position title	Position number	Issue	Recommendation

## Training and Development

Training	Location	Participants	Dates	Comments

## Physical resources

Property description	Issue	Recommendation





## Public relations

Division	Issue	Recommendation

## Coordinator EHW – Overview:

- EHW vehicle provision still an issue on several Divisions – Vehicle not suitable for:
  - Erub (single cab, issues with the vehicle – engine & smoke light on, vehicle will run on flat roads but going up hills its almost idle speed),
  - Boigu (2WD vehicle is currently tagged out)
  - Saibai (2WD not suitable for some muddy/boggy areas where surveillance is done)
  - Dauan (old Councilor's vehicle that was just given to the EHW is now tagged out)
  - Badu (aged vehicle, still leaks when it rains, defect (taillights) have been rectified).
- Animal Management issues on Arkai (horses), Wug (horses), Masig (dogs), Erub (dogs), Boigu (dogs), Poruma (dogs)
- Pest Management – There is an issue with rats on Poruma in the community (housing) and at the landfill. There are a few outstanding pest treatments that need to be done (Badu, Poruma & Masig).
- Financial delegation delays for Seniors
- Vacancy – there is still a vacancy at Kubin we have received 3 applications – with 2 being unsuitable as they are from overseas. I have forwarded the 1 application to Moses Kudub (SEHW who looks after Kubin community) for his recommendation whether to re-advertise or interview. We are also waiting for advice from Recruitment to finalize the EHW position for Warraber. Aquila Gela was successful in his application for EHW position on Masig and Naseli Tamwoy for Badu – they have both commenced this month in their respective roles. Justin David was successful in his application for EHW position at St Pauls, he commences as a EHW on Monday 02.12.2024.
- Currently have the vet in our region – due to sorry business, we have had to change the schedule around to suit each community. We also had Moses Kudub and Nodoro Kaigey travel to Kubin and St Pauls to assist with the vet visit as there was no one on the ground. To date the vet has desexed 107 animals and euthanized 26 – he is yet to complete Mer, Poruma, Boigu and Badu.
- There was a Dengue outbreak on Masig with some community members who presented with Dengue had travelled to Darnley and Badu – this saw EHWs in both communities doing vector work around the areas where those that were infected were.
- Prior to Ewan going on leave, he sent through the contract to Biosecurity regarding Fruit Fly Blocking fee for service, BSQ have sent it back with a slight change and I have signed off on the contract and sent through to Biosecurity Qld's Procurement Team and am awaiting a response.





## **Program Management Support Officer update:**

November has been month of logistics for the Team. After our EHW Workshop in Cairns, the team returned to their division to prepare for the vet visit, completing their animal census, registration and education and awareness around the local law and its animal management requirements. EHW's have issued warning letters prior to the vet visit for pet owners to be aware of their obligations and using the vet visit as an opportunity to comply.

The team has found the majority of responsible pet owners are complying with the Local Laws. There still appears to be a small percentage on noncompliance around the number of animals allowed per allotment and the desexing of female animals. After the vet visit our authorised officers will issue infringement notices (fines) to pet owners who are noncompliant.

Recruitment for Masig, Poruma, St Pauls are now complete, and our Senior Management team will be visiting the new recruits to onboard and induct over the next couple of weeks.

Our team are also trying to wrap up pest jobs before the wet season. Some Divisions have commenced preparation for pre-wet clean up and vector awareness and education.

With the festive season now upon us, have a safe and happy holiday. Look forward to another year of keeping our communities and people safe and healthy. Merry Christmas and a happy new year.



## ENVIRONMENTAL HEALTH STATISICAL CLUSTER REPORT – NOVEMBER 2024

### SEHW - DAWSON MAU

	DAUAN	SAIBAI		BOIGU	WARRABER
<b>DOG</b>					
TOTAL NUMBER OF DOGS	36	0		0	0
NEW REGISTRATIONS	0	7		0	0
<b>CATS</b>					
TOTAL NUMBER OF CATS	0	0		0	0
NEW REGISTRATIONS	0	0		0	0
<b>HORSES</b>					
TOTAL NUMBER OF HORSES	0	0		0	0
NEW REGISTRATIONS	0	0		0	0
<b>CHOOKS</b>					
TOTAL NUMBER OF HENS & CHICKS	0	0		0	0
TOTAL NUMBER OF ROOSTERS	0	0		0	0
TOTAL NUMBER OF DUCKS	0	0		0	0
<b>COMPLIANCE</b>					
NON-COMPLIANCE FOR DESEXING	9	0		0	0
NON-COMPLIANCE FOR MORE THAN 2 DOGS/CATS PER ALLOTMENT	1	0		0	0
OTHER NON-COMPLIANCE- OVERGROWN ALLOTMENT, ANIMALS WANDERING AT LARGE, ETC	0	0		0	0
NUMBER OF VERBAL WARNINGS ISSUED	2	0		0	0
NUMBER OF INFRINGEMENT NOTICES ISSUED	0	0		0	0
NUMBER OF WARNING LETTERS ISSUED	2	0		0	0
INTER-ISALND ANIMAL TRANSFER	0	0		0	0
<b>ANIMAL MANAGEMENT AWARENESS</b>					
MEETINGS	0	0		0	0
ONE-ON-ONE	0	0		0	0
FLYERS/POSTERS	0	0		0	0
VET VISIT	1	1		0	0
ANIMAL COMPLAINTS/ATTACKS	0	0		0	0
TREATMENTS – MANGE/PURPLE SPRAY/ETC	2	2		0	0
TICK TREATMENTS	0	0		0	0
EUTHANISE	0	0		0	0
FERAL/PEST ANIMAL MANAGEMENT	1	0		0	0
<b>FOOD SAFETY</b>					
NUMBER OF FOOD SALES FOR THE MONTH	0	0		0	0
PERMITS ISSUED	0	0		0	0
FOOD ACT LICENCES	0	0		0	0
FOOD SHOP INSPECTIONS	3	0		0	0
COMPLAINTS	0	0		0	0
FOOD RECALLS/ISSUES	0	0		0	0
<b>FOOD SAFETY AWARENES</b>					
MEETINGS	0	0		0	0
ONE-ON-ONE	0	0		0	0





FLYER/POSTER	0	0		0	0
FOOD SAFETY AWARENESS	0	0		0	0
IM ALERT FOOD SAFETY COURSE	0	0		0	0
<b>BIOSECURITY</b>					
SURVEILLANCE	1	0		0	0
BARGE DELIVERY INSPECTION	2	4		0	0
EDUCATION AND AWARENESS	0	0		0	0
<b>WASTE/WATER &amp; LANDFILL SURVEILLANCE</b>					
WATER RESERVIOR – SAMS/BORE WELLS/ETC	2	4		0	0
WATER TESTING – CHLORINE & PH	0	4		0	0
WASTEWATER SYSTEMS	0	0		0	0
OEVERGROWN ALLOTMENTS/DISUSED MATERIALS	2	0		0	0
LANDFILL	0	1		0	0
ILLEGAL DUMPING	0	0		0	0
<b>WATER &amp; WASTE MANAGEMENT EDUCATION/AWARENESS/PROMOTION</b>					
ONE-ON-ONE	0	0		0	0
MEETING	0	0		0	0
POSTER/FLYER	1	0		0	0
WATER EDUCATION/AWARENESS & PROMOTION	0	0		0	0
<b>PEST MANAGEMENT</b>					
INSPECTIONS	0	0		0	0
TREATMENTS – YARDS/FLEAS/TICKS/SPIDERS/ETC	0	0		0	0
AWARENESS	0	0		0	0
CLEAN UP	0	0		0	0
FEE FOR SERVICE TREATMENTS	0	0		0	0
VACANT HOUSES	0	0		0	0
GERNERAL HOUSE	47	0		0	0
OTHER	0	0		0	0
<b>HOUSING</b>					
INSPECTIONS	0	0		0	0
EDUCATION AND AWARENESS	0	0		0	0
RAINWATER TANK INSPECTION	0	0		0	0
YARD INSPECTION	1	0		0	0
OTHER	0	0		0	0
<b>ENVIRONMENTAL HEALTH EDUCATION/AWARENESS, PROMOTION, ENGAGEMENT &amp; TRAINING</b>					
HYGIENE	0	0		0	0
OTHER – SPECIAL PROJECTS (DE-CARBONIZATION/PARASITE RESEARCH/TRAINING ETC)	0	0		0	0
MEETINGS ATTENDED	2	0		0	0
<b>HEALTH CENTER VISIT</b>					
NUMBER OF VISITS PER MONTH	1	0		0	0
HEALTH CENTRE CONCERNS	0	0		0	0

## GENERAL COMMUNITY OUTCOMES

DAUAN	<ul style="list-style-type: none"> <li>Vet visit completed. Desexed 2x dogs male &amp; female. Had 2x pers 50/50 on new 2month old dogs &amp; were new at this location and new to the allotment so I didn't issue them infringements but gave them a warning letter. They were new to it so I was being fair on not issuing infringements.</li> </ul>
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	<ul style="list-style-type: none"> <li>Inspected LOT 60 Mr. Tenny Elisala overflowing septic. Went to the site took photos and applied 2x lime bags on site. Reported through housing and informed tenant to use bluephone to report the overflowing septic.</li> <li>Community Information session- EHW Roles &amp; Responsibility didn't have whole community jus handful but answered a lot of question from the community which was good.</li> </ul>
	<ul style="list-style-type: none"> <li>No EHW Vehicle. Having issues with the old councillor vehicle. Vehicle not operating properly.</li> <li>Verbal warning to pet owners to keep dogs at home and not at the IBIS.</li> </ul>
SAIBAI	<ul style="list-style-type: none"> <li>Vet Visit Saibai – 5x dogs castrate, 2x dogs spay, 2x dogs as been treated with nex- Gard/C7 Vaccination</li> <li>Landfill monitor. Landfill is cleaned and well looked after by engineering</li> <li>Road to IBIS is under construction.</li> </ul>
	<ul style="list-style-type: none"> <li>After the Vet Visit 1x dog died the next day after the vet visit. Owner was furious and talked to EHW. Owner was Ian Akiba</li> <li>Unknown numbers on animals on island. Need to conduct door to door for animal audit &amp; also for ammrir.</li> </ul>
BOIGU	<ul style="list-style-type: none"> <li></li> </ul>
	<ul style="list-style-type: none"> <li></li> </ul>
WARRABER	<ul style="list-style-type: none"> <li>N/A</li> </ul>
	<ul style="list-style-type: none"> <li>N/A</li> </ul>





## ENVIRONMENTAL HEALTH STATISICAL CLUSTER REPORT – NOVEMBER 2024

### SEHW – CASSANDRA SAYLOR

	MASIG	BESI	UGAR	ERUB	
<b>DOG</b>					
TOTAL NUMBER OF DOGS	16	0	25	66	
NEW REGISTRATIONS	0	0	2	12	
<b>CATS</b>					
TOTAL NUMBER OF CATS	6	0	13	15	
NEW REGISTRATIONS	0	0	10	4	
<b>HORSES</b>					
TOTAL NUMBER OF HORSES	0	0	0	0	
NEW REGISTRATIONS	0	0	0	0	
<b>CHOOKS</b>					
TOTAL NUMBER OF HENS & CHICKS	0	0	3	2	
TOTAL NUMBER OF ROOSTERS	0	0	9	1	
TOTAL NUMBER OF DUCKS	0	0	0	0	
<b>COMPLIANCE</b>					
NON-COMPLIANCE FOR DESEXING	2	0	3	17	
NON-COMPLIANCE FOR MORE THAN 2 DOGS/CATS PER ALLOTMENT	0	0	0	2	
OTHER NON-COMPLIANCE- OVERGROWN ALLOTMENT, ANIMALS WANDERING AT LARGE, ETC	3	0	0	2	
NUMBER OF VERBAL WARNINGS ISSUED	3	0	6	6	
NUMBER OF INFRINGEMENT NOTICES ISSUED	0	0	0	36	
NUMBER OF WARNING LETTERS ISSUED	0	0	0	2	
INTER-ISALND ANIMAL TRANSFER	0	0	2	1	
<b>ANIMAL MANAGEMENT AWARENESS</b>					
MEETINGS	2	0	0	2	
ONE-ON-ONE	3	0	4	6	
FLYERS/POSTERS	0	0	0	4	
VET VISIT	0	0	1	1	
ANIMAL COMPLAINTS/ATTACKS	2	0	0	0	
TREATMENTS – MANGE/PURPLE SPRAY/ETC	0	0	0	6	
TICK TREATMENTS	0	0	2	0	
EUTHANISE	0	0	0	4	
FERAL/PEST ANIMAL MANAGEMENT	0	0	0	0	
<b>FOOD SAFETY</b>					
NUMBER OF FOOD SALES FOR THE MONTH	0	0	0	4	



PERMITS ISSUED	0	0	0	0	
FOOD ACT LICENCES	0	0	0	0	
FOOD SHOP INSPECTIONS	0	0	2	0	
COMPLAINTS	0	0	0	0	
FOOD RECALLS/ISSUES	0	0	0	0	
<b>FOOD SAFETY AWARENES</b>					
MEETINGS	0	0	0	0	
ONE-ON-ONE	0	0	0	0	
FLYER/POSTER	0	0	0	0	
FOOD SAFETY AWARENESS	0	0	0	0	
IM ALERT FOOD SAFETY COURSE	0	0	0	0	
<b>BIOSECURITY</b>					
SURVEILLANCE	2	0	2	0	
BARGE DELIVERY INSPECTION	1	0	1	2	
EDUCATION AND AWARENESS	0	0	0	0	
<b>WASTE/WATER &amp; LANDFILL SURVEILLANCE</b>					
WATER RESERVIOR – SAMS/BORE WELLS/ETC	0	0	0		
WATER TESTING – CHLORINE & PH	1	0	4	0	
WASTE WATER SYSTEMS	0	0	0	0	
OVERGROWN ALLOTMENTS/DISUSED MATERIALS	0	0	2	0	
LANDFILL	0	0	2	4	
ILLEGAL DUMPING	5	0	0	0	
<b>WATER &amp; WASTE MANAGEMENT EDUCATION/AWARENESS/PROMOTION</b>					
ONE-ON-ONE	0	0	0	3	
MEETING	0	0	0	0	
POSTER/FLYER	0	0	0	0	
WATER EDUCATION/AWARENESS & PROMOTION	0	0	0	0	
<b>PEST MANAGEMENT</b>					
INSPECTIONS	0	0	0	1	
TREATMENTS – YARDS/FLEAS/TICKS/SPIDERS/ETC	1	0	0	0	
AWARENESS	2	0	0	4	
CLEAN UP	0	0	0	0	
FEE FOR SERVICE TREATMENTS	0	0	0	0	
VACANT HOUSES	1	0	4	2	
GERNERAL HOUSE	1	0	14	4	
OTHER	0	0	0	0	
<b>HOUSING</b>					
INSPECTIONS	1	0	0	4	
EDUCATION AND AWARENESS	0	0	0	10	
RAINWATER TANK INSPECTION	1	0	0	10	
YARD INSPECTION	0	0	0	5	
OTHER	0	0	0	0	





ENVIRONMENTAL HEALTH EDUCATION/AWARENESS, PROMOTION46, ENGAGEMENT & TRAINING					
HYGIENE	0	0	0	0	
OTHER – SPECIAL PROJECTS (DE-CARBONIZATION/PARASITE RESEARCH/TRAINING ETC)	0	0	0	0	
MEETINGS ATTENDED	3	0	3	3	
<b>HEALTH CENTER VISIT</b>					
NUMBER OF VISITS PER MONTH	1	0	3	4	
HEALTH CENTRE CONCERNS	1	0	0	0	

GENERAL COMMUNITY OUTCOMES	
<b>MASIG</b>	(ISSUES & CONCERNS) • NIL
	(POSITIVE NEWS) • No signs of mosquitoes flying around, also no more dengue cases to date
<b>BESI</b>	(ISSUES & CONCERNS) • NIL
	(POSITIVE NEWS) • NIL
<b>UGAR</b>	(ISSUES & CONCERNS) • NIL
	(POSITIVE NEWS) • Got a few community members to desex their pets after not wanting to desex from previous approach
<b>ERUB</b>	(ISSUES & CONCERNS) • The amount of pets didn't want to comply to get desex. Issue infringement notice on the 2 <sup>nd</sup> of December.
	(POSITIVE NEWS) • Community wanting to renew registration for their pet and some do comply. • Dengue awareness and education is going excellent.







## **ENVIRONMENTAL HEALTH STATISICAL CLUSTER REPORT – NOVEMBER 2024**

### **SEHW – MOSES KUDUB**

	ARKAI	KIRIRI	MER	WUG
<b>DOG</b>				
TOTAL NUMBER OF DOGS	0	0	0	0
NEW REGISTRATIONS	0	0	0	0
<b>CATS</b>				
TOTAL NUMBER OF CATS	0	0	0	0
NEW REGISTRATIONS	0	0	0	0
<b>HORSES</b>				
TOTAL NUMBER OF HORSES	0	0	0	0
NEW REGISTRATIONS	0	0	0	0
<b>CHOOKS</b>				
TOTAL NUMBER OF HENS & CHICKS	0	0	0	0
TOTAL NUMBER OF ROOSTERS	0	0	0	0
TOTAL NUMBER OF DUCKS	0	0	0	0
<b>COMPLIANCE</b>				
NON-COMPLIANCE FOR DESEXING	0	0	0	0
NON-COMPLIANCE FOR MORE THAN 2 DOGS/CATS PER ALLOTMENT	0	0	0	0
OTHER NON-COMPLIANCE- OVERGROWN ALLOTMENT, ANIMALS WANDERING AT LARGE, ETC	0	0	0	0
NUMBER OF VERBAL WARNINGS ISSUED	0	0	0	0
NUMBER OF INFRINGEMENT NOTICES ISSUED	0	0	0	0
NUMBER OF WARNING LETTERS ISSUED	0	0	0	0
INTER-ISLAND ANIMAL TRANSFER	0	0	0	0
<b>ANIMAL MANAGEMENT AWARENESS</b>				
MEETINGS	0	0	0	0
ONE-ON-ONE	0	0	0	0
FLYERS/POSTERS	0	0	0	0
VET VISIT	0	0	0	0
ANIMAL COMPLAINTS/ATTACKS	0	0	0	0
TREATMENTS – MANGE/PURPLE SPRAY/ETC	0	0	0	0
TICK TREATMENTS	0	0	0	0
EUTHANISE	0	0	0	0
FERAL/PEST ANIMAL MANAGEMENT	0	0	0	0
<b>FOOD SAFETY</b>				



NUMBER OF FOOD SALES FOR THE MONTH	0	0	0	0
PERMITS ISSUED	0	0	0	0
FOOD ACT LICENCES	0	0	0	0
FOOD SHOP INSPECTIONS	0	0	0	0
COMPLAINTS	0	0	0	0
FOOD RECALLS/ISSUES	0	0	0	0
<b>FOOD SAFETY AWARENES</b>				
MEETINGS	0	0	0	0
ONE-ON-ONE	0	0	0	0
FLYER/POSTER	0	0	0	0
FOOD SAFETY AWARENESS	0	0	0	0
IM ALERT FOOD SAFETY COURSE	0	0	0	0
<b>BIOSECURITY</b>				
SURVEILLANCE	0	0	0	0
BARGE DELIVERY INSPECTION	0	0	0	0
EDUCATION AND AWARENESS	0	0	0	0
<b>WASTE/WATER &amp; LANDFILL SURVEILLANCE</b>				
WATER RESERVIOR – SAMS/BORE WELLS/ETC	0	0	0	0
WATER TESTING – CHLORINE & PH	0	0	0	0
WASTE WATER SYSTEMS	0	0	0	0
OVERGROWN ALLOTMENTS/DISUSED MATERIALS	0	0	0	0
LANDFILL	0	0	0	0
ILLEGAL DUMPING	0	0	0	0
<b>WATER &amp; WASTE MANAGEMENT EDUCATION/AWARENESS/PROMOTION</b>				
ONE-ON-ONE	0	0	0	0
MEETING	0	0	0	0
POSTER/FLYER	0	0	0	0
WATER EDUCATION/AWARENESS & PROMOTION	0	0	0	0
<b>PEST MANAGEMENT</b>				
INSPECTIONS	0	0	0	0
TREATMENTS – YARDS/FLEAS/TICKS/SPIDERS/ETC	0	0	0	0
AWARENESS	0	0	0	0
CLEAN UP	0	0	0	0
FEE FOR SERVICE TREATMENTS	0	0	0	0
VACANT HOUSES	0	0	0	0
GERNERAL HOUSE	0	0	0	0
OTHER	0	0	0	0
<b>HOUSING</b>				
INSPECTIONS	0	0	0	0
EDUCATION AND AWARENESS	0	0	0	0
RAINWATER TANK INSPECTION	0	0	0	0

YARD INSPECTION	0	0	0	0
OTHER	0	0	0	0
<b>ENVIRONMENTAL HEALTH EDUCATION/AWARENESS, PROMOTION, ENGAGEMENT &amp; TRAINING</b>				
HYGIENE	0	0	0	0
OTHER – SPECIAL PROJECTS (DE-CARBONIZATION/PARASITE RESEARCH/TRAINING ETC)	0	0	0	0
MEETINGS ATTENDED	0	0	0	0
<b>HEALTH CENTER VISIT</b>				
NUMBER OF VISITS PER MONTH	0	0	0	0
HEALTH CENTRE CONCERNS	0	0	0	0

GENERAL COMMUNITY OUTCOMES	
ARKAI	(ISSUES & CONCERNS) • NIL
	(POSITIVE NEWS) • NIL
KIRIRI	(ISSUES & CONCERNS) • NIL
	(POSITIVE NEWS) • N/A
MER	(ISSUES & CONCERNS) • NIL
	(POSITIVE NEWS) • NIL
WUG	(ISSUES & CONCERNS) • NIL
	(POSITIVE NEWS) • NIL



## **ENVIRONMENTAL HEALTH STATISICAL CLUSTER REPORT – SEPTEMBER 2024**

### **SEHW – GEARY BANN**

	BADU	IAMA	PORUMA
<b>DOG</b>			
TOTAL NUMBER OF DOGS	120	55	34
NEW REGISTRATIONS	0	25	0
<b>CATS</b>			
TOTAL NUMBER OF CATS	15	20	6
NEW REGISTRATIONS	0	8	5
<b>HORSES</b>			
TOTAL NUMBER OF HORSES	4	0	0
NEW REGISTRATIONS	0	0	0
<b>CHOOKS</b>			
TOTAL NUMBER OF HENS & CHICKS	30	0	0
TOTAL NUMBER OF ROOSTERS	15	0	0
TOTAL NUMBER OF DUCKS	0	0	0
<b>COMPLIANCE</b>			
NON-COMPLIANCE FOR DESEXING	8	10	2
NON-COMPLIANCE FOR MORE THAN 2 DOGS/CATS PER ALLOTMENT	6	5	0
OTHER NON-COMPLIANCE- OVERGROWN ALLOTMENT, ANIMALS WANDERING AT LARGE, ETC	0	8	0
NUMBER OF VERBAL WARNINGS ISSUED	3	30	6
NUMBER OF INFRINGEMENT NOTICES ISSUED	0	0	0
NUMBER OF WARNING LETTERS ISSUED	4	0	0
INTER-ISALND ANIMAL TRANSFER	0	10	0
<b>ANIMAL MANAGEMENT AWARENESS</b>			
MEETINGS	0	2	1
ONE-ON-ONE	60	1	6
FLYERS/POSTERS	2	1	4
VET VISIT	2	0	0
ANIMAL COMPLAINTS/ATTACKS	0	0	2
TREATMENTS – MANGE/PURPLE SPRAY/ETC	0	0	0
TICK TREATMENTS	60	0	0
EUTHANISE	3	0	2
FERAL/PEST ANIMAL MANAGEMENT	0	0	0
<b>FOOD SAFETY</b>			





NUMBER OF FOOD SALES FOR THE MONTH	0	0	0
PERMITS ISSUED	0	0	0
FOOD ACT LICENCES	0	0	0
FOOD SHOP INSPECTIONS	0	0	0
COMPLAINTS	0	0	0
FOOD RECALLS/ISSUES	0	0	0
<b>FOOD SAFETY AWARENES</b>			
MEETINGS	0	0	0
ONE-ON-ONE	1	0	0
FLYER/POSTER	0	0	0
FOOD SAFETY AWARENESS	0	0	0
IM ALERT FOOD SAFETY COURSE	0	0	0
<b>BIOSECURITY</b>			
SURVEILLANCE	0	2	0
BARGE DELIVERY INSPECTION	0	1	0
EDUCATION AND AWARENESS	0	0	0
<b>WASTE/WATER &amp; LANDFILL SURVEILLANCE</b>			
WATER RESERVIOR – SAMS/BORE WELLS/ETC	10	0	0
WATER TESTING – CHLORINE & PH	0	0	1
WASTE WATER SYSTEMS	10	0	0
OVERGROWN ALLOTMENTS/DISUSED MATERIALS	0	2	0
LANDFILL	10	4	0
ILLEGAL DUMPING	0	1	0
<b>WATER &amp; WASTE MANAGEMENT EDUCATION/AWARENESS/PROMOTION</b>			
ONE-ON-ONE	0	4	0
MEETING	0	2	0
POSTER/FLYER	0	0	0
WATER EDUCATION/AWARENESS & PROMOTION	0	2	0
<b>PEST MANAGEMENT</b>			
INSPECTIONS	1	0	0
TREATMENTS – YARDS/FLEAS/TICKS/SPIDERS/ETC	0	2	0
AWARENESS	0	0	0
CLEAN UP	0	0	0
FEE FOR SERVICE TREATMENTS	1	0	0
VACANT HOUSES	0	0	0
GERNERAL HOUSE	1	0	0
OTHER	0	0	0
<b>HOUSING</b>			
INSPECTIONS	0	0	0
EDUCATION AND AWARENESS	0	0	0
RAINWATER TANK INSPECTION	0	0	0





YARD INSPECTION	0	0	0
OTHER	0	0	0
<b>ENVIRONMENTAL HEALTH EDUCATION/AWARENESS, PROMOTION, ENGAGEMENT &amp; TRAINING</b>			
HYGIENE	0	0	0
OTHER – SPECIAL PROJECTS (DE-CARBONIZATION/PARASITE RESEARCH/TRAINING ETC)	0	0	0
MEETINGS ATTENDED	1	2	0
<b>HEALTH CENTER VISIT</b>			
NUMBER OF VISITS PER MONTH	1	12	1
HEALTH CENTRE CONCERNS	0	1	0

GENERAL COMMUNITY OUTCOMES	
BADU	<b>(ISSUES &amp; CONCERNS)</b> <ul style="list-style-type: none"> <li>• EHW to put up surveillance cameras at Sewerage to see if crocodile is still in ponds</li> <li>• EHW vehicle requires 4WD accessories as we take on the fruit fly blocking out on country and its all different terrain – EHW to put in request via Mango and MEH</li> </ul>
	<b>(POSITIVE NEWS)</b> <ul style="list-style-type: none"> <li>• Vet has visited Badu but will return on 03.12.2024 to complete jobs</li> <li>• Vehicle is back up and running</li> <li>• New employee Naseli Tamwoy commenced this month – Naseli is keen and willing to learn all about the EHW role</li> <li>• Conducted Vector work as a response to Dengue outbreak on Masig</li> <li>• Planning to undertake vector work in December to minimise any mozzie borne disease</li> </ul>
IAMA	<b>(ISSUES &amp; CONCERNS)</b> <ul style="list-style-type: none"> <li>• </li> </ul>
	<b>(POSITIVE NEWS)</b> <ul style="list-style-type: none"> <li>• Address EHW concerns with TSIRC Staff</li> <li>• Vet visit</li> </ul>
PORUMA	<b>(ISSUES &amp; CONCERNS)</b> <ul style="list-style-type: none"> <li>• The sewer/manhole cover at the accommodation is still off – EHW to liaise with DEO and Sewerage Officer</li> </ul>
	<b>(POSITIVE NEWS)</b> <ul style="list-style-type: none"> <li>• </li> </ul>



## ORDINARY MEETING

11 December 2024

Agenda Item

# 18.3

**DIRECTORATE:** *Corporate Services*

**AUTHOR:** *Executive Director Corporate Services*

## CORPORATE SERVICES INFORMATION REPORT FOR THE MONTH OF NOVEMBER 2024

### OFFICER RECOMMENDATION:

That Council note the Corporate Services Information Report for the month of November 2024.

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### EXECUTIVE SUMMARY:

To provide Council with an update on the functional areas within the Corporate Services directorate and updates on projects progress for the month of November 2024.

### INTERESTED PARTIES/CONSULTATION:

Managers and SMEs Corporate Services

### REPORT:

The Corporate Services directorate delivers a diverse range of internal and external services. A snapshot of work undertaken as well as operational highlights is provided below and in the attachments.

#### Administration and Communication

Consultation and review of the coin design (flag commemorative coin) review with the Australian Mint was undertaken. Website content for the new TSIRC website finalised. The Summer edition of Strait Talk was issued towards the end of the month.

The promotional campaign for the Youmpla Talk survey (complimentary activity to the community consultations for the development of the next corporate plan) kicked off in November and will run until mid-December. Channels include print and social media.

TSIRC issued 30 posts across Facebook and LinkedIn. The most popular Facebook post was 'Job alert – admin officer assets vacancy' (8 Likes and Reactions, 3.7K reach and 233 engaged users). The least performing Facebook post was 'severe heatwave warning' (0 Likes and Reactions, 176 reach and 38 engaged users).

The most popular LinkedIn post was 'local leaders unite for blue security and safe regions' (60 Likes and Reactions, 1.6K impressions and 31% engagement rate). The least performing LinkedIn post was 'remembrance day' (8 Likes and Reactions, 179 impressions and 5% engagement rate).

TSIRC responded to four (4) media enquiries and issued five (5) media releases which resulted in two (2) interviews and seven (7) known media coverages.

An overview of media activity can be found in *Attachment 1*.

#### Economic Development

The draft report for the TSRA funded *Alternative and Improved Transport Feasibility Study* for Dauan and Ugar was provided by the consultant for review by officers and Councillors. The Report identifies strong

community support to introduce a multi-purpose vessel tailored to support the specific requirements of residents, including regular passenger travel and freight transport that would foster social and economic opportunities. The draft report also highlights the importance of securing strategic partnerships and agreements with government agencies and private entities that will be key to ensuring future financial viability and long-term sustainability. The draft report recommends a dual mode transport approach that would prioritise vessels for regular use and reserve helicopters for critical situations to optimise budget allocation and enhance the sustainability of transport services. Dauan and Ugar Councillors will review the report first.

TSRA verbally notified Council that their Board has approved a subsidy for the Hammond Island Ferry for 12 months. It is anticipated that the agreement will be finalised in December.

## Legal, Land Tenure and Native Title

During the months notices under section 24KA of the Native Title Act were issued to the PBCs for the jetties proposed for Boigu, Saibai and Dauan. The period for notification for comments in relation to the notices ends on 18 December 2024. Council will enter into a Cultural Heritage Agreement with each of the PBCs to allow for Cultural Heritage monitors to be on site for the ground disturbance works.

Construction of 2 dwellings on Mabuiag and 1 on Warraber is proposed to commence early next year. The Social Housing ILUA negotiations for the construction have been progressed, with both ILUAs to be registered by mid-February 2025. If the ILUAs fail to reach registration by then, the previous process under section 24JAA for Mabuiag will be used and the Warraber funding may be reallocated to another division (possibly Badu, as new builds can proceed under Council's existing social housing lease). Initial high level land assessments for the ten-year social housing strategy have been completed and the next step is to compare the lots with traditional landowners versus the housing needs register. This information will then be used to establish which lots will progress to detailed land assessments, as they will be most likely to achieve native title consent. The shortlisted lots will form part of a schedule provided to the State, to support Council's social housing funding requirements for the next ten years.

Conditional Agreements to Lease (CATL's) for the DHA Helipad developments on Dauan and Kubin (Banks Peak) have progressed with the Dauan CATL signed and the Kubin CATL submitted to DHA for review. The CATLs allow DHA to commence the native title and planning approval processes, which will be obtained in early 2025 so that the construction of the helipads and associated infrastructure can commence by 30 June 2025.

## Complaints

Upon review of historical complaints, there were 25 outstanding complaints open at the beginning of November. During the month three (3) new complaints were received and one (1) complaint was closed. Two (2) action items remain open.

Complaint assigned	Beginning of November	New	Closed	End of November
Building Services				
Community Services	18	1		19
Corporate Services	1	1	1	1
Engineering Services	6	1		7
<b>Total</b>	<b>25</b>	<b>3</b>	<b>1</b>	<b>27</b>

*Table 1 – Complaints by directorate*

Complaint type	Beginning of November	New	Closed	End of November
Staff	13	2		15
Local Laws (dogs)	4			4
Housing	5			5
Other	3	1	1	3
<b>Total</b>	<b>25</b>	<b>3</b>	<b>1</b>	<b>27</b>

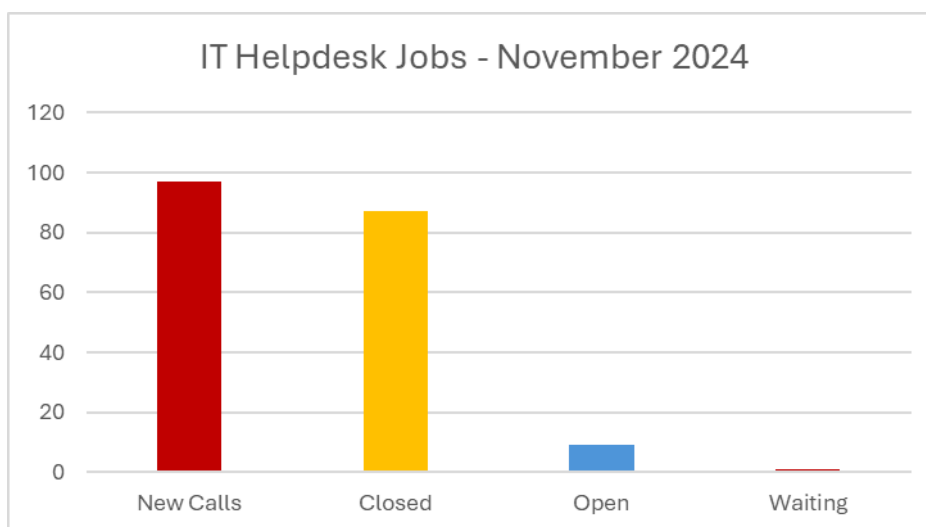
*Table 2 – Complaints by type*

## Information Technology Services

With a few exceptions, the new Starlink services are performing well. Some computers are still experiencing low connectivity speeds when daisy-chained from a desk phone. IT Services were originally liaising with Telstra to resolve this issue, but further testing has shown that it may be the new switch gear that may be causing the issue. IT Services are still waiting on further test results from our systems suppliers to identify and resolve the issue. In the meantime, where possible, computers and laptops have been moved from a cable connected network connection to WiFi which provides far greater speeds, particularly with the new WiFi Access Points.

With the upgrade of Microsoft licensing, IT Services are currently working towards replacing the existing Multi-Factor-Authentication app. It is expected this move will save Council approximately \$36k per annum. Further IT security measures are also being investigated and tightening of other areas following the results of a penetration testing exercise.

In November 2024, 97 new IT Helpdesk tickets were created. Of these, 87 were closed with one in a 'Waiting' state during the month, and 9 remain open.



## Fuel and Fleet

Council has successfully completed a significant investment in partnership with Kubota Australia and Gr8 Northern Ag, acquiring 21 new vehicles for the green fleet. This investment is a crucial step in enhancing the efficiency and sustainability of our fleet operations.

Despite this progress, Council continues to face substantial challenges with the reliability of Seaswift in managing the transportation of assets to and from the islands. Ongoing issues include inconsistent communication, booking discrepancies, and rising transportation costs. These challenges are having a notable impact on the timeliness and cost-efficiency of operations, and efforts are being made to address these concerns. A key concern, particularly as we approach the wet season, is the status of fuel deliveries. Several islands have experienced significant delays by Seaswift, with some left without fuel for extended periods, sometimes up to several weeks. This situation has created operational difficulties and heightened the need for a reliable supply chain, especially in the face of the coming seasonal challenges.

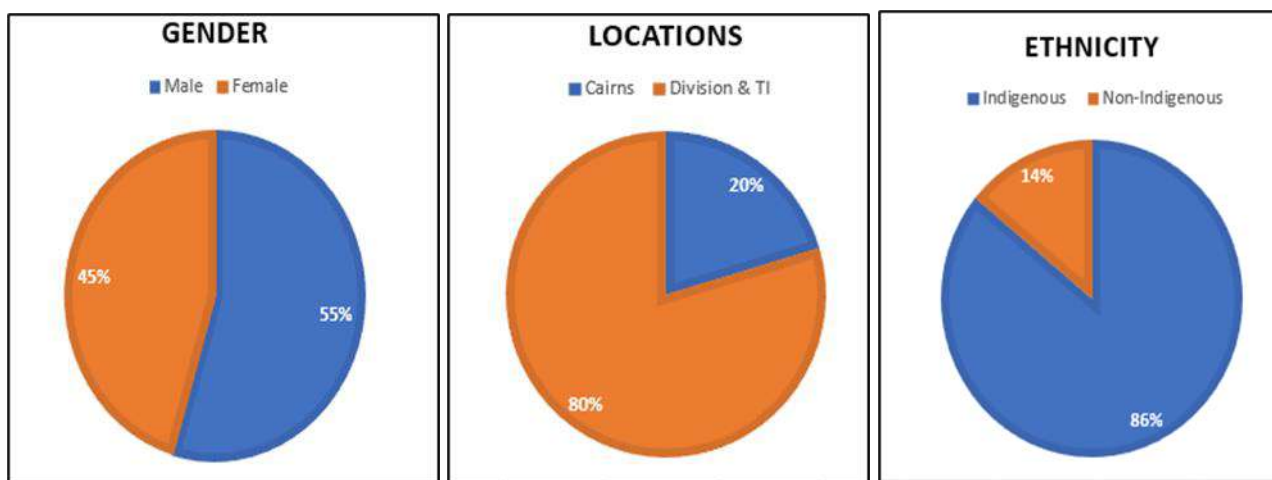
- Garbage Trucks: - (*Attachment 5*)
  - Nine trucks successfully delivered to divisions (Badu / St Pauls / Yam / Dauan / Kubin / Saibai / Hammond / Erub / Mer)
  - Three trucks are in Cairns, currently undergoing repairs. These trucks are scheduled for deployment to Mabuiag / Warraber / Masig in December
  - Three remaining trucks are still in Gold Coast Council with no ETA into Cairns
- Green Fleet Order: - (*Attachment 4*)
  - Twenty-one (21) items ordered for the upgrade of the green fleet. The first of these delivered early September.

- Fleet Replacement Program:
  - Council is currently negotiating the establishment of a more effective fleet replacement program for the white fleet, including works and administration vehicles and tipper trucks. A detailed recommendation paper, including a cost-benefit analysis, will be presented to the CEO
  - Once white fleet is approved through council another briefing note will be presented for a leasing option for yellow fleet

Project updates can be found in *Attachments 2 to 5*.

## People and Wellbeing

As of 30 November 2024, Council has a total of 363 staff members, with 312 of them being Indigenous, representing 86% of the workforce. The graph below provides additional insights into key employee statistics within the Council.



Graphs 2-4 – TSIRC Employee Statistics – October 2024

An employee skills audit has been undertaken by Learning and Development with responses being reviewed to establish Council's Training Needs Analysis.

Certified Agreement negotiations have stalled due to differences in salary expectations in the context of budget constraints; the issues have been escalated to the CEO for review.

Work is ongoing in building staff awareness of Work Health and Safety and appropriate management and storage of chemicals.

Other employment statistics can be found in the Recruitment and Safety Report in *Attachment 6*.

## COMPLIANCE/CONSIDERATIONS:

<b>Statutory:</b>	Local Government Act 2009 Local Government Regulation 2012
<b>Budgetary:</b>	Operational budget as approved by Council
<b>Policy:</b>	N/A
<b>Legal:</b>	N/A
<b>Risk:</b>	N/A
<b>Links to Strategic Plans:</b>	Corporate Plan 2020-2025 (Bisnis Plan) Outcome 8 – we manage Council affairs responsibly to the benefit of our communities Objective 8.1 – delivery of strategic plans, operational plans, budget and associated performance management
<b>Masig Statement:</b>	N/A
<b>Standing Committee Consultation:</b>	N/A
<b>Timelines:</b>	N/A



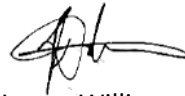
**OTHER COMMENTS:**

This report is for noting by Council.

**Recommended:**

*S. Andres*

Susanne Andres  
Executive Director Corporate Services

**Approved:**

James William  
Chief Executive Officer





**ATTACHMENTS:**





- Attachment 1: Media Report
- Attachment 2: Fuel Infrastructure Capital Project Review
- Attachment 3: Fuel Pod Status
- Attachment 4: Green Fleet Delivery Status
- Attachment 5: Garbage Truck Status
- Attachment 6: Recruitment and Safety Report

## Communications Media Report - November 2024

SOCIAL MEDIA REPORT			
	Facebook	LinkedIn	Total posts issued:
Number of posts issued:	24	5	29

	Facebook Posts	Reach	Engagement	Likes & Reaction	Shares	Preview	Date Posted
Most Successful Post	<b>Job Alert!</b> Looking for your next great employment opportunity? TSIRC is hiring a Administration Officer Assets.	3,795	233	8	15		18 November 2024
	International Men's Day	2,135	145	13	9		18 November 2024
	TSIRC CEO addresses Kubin water security	1,702	205	10	10		25 November 2024
Least Successful Post	<b>Severe Heatwave Warning</b> Please be advised that the Australian Government Bureau of Meteorology has forecasted severe to extreme heatwave conditions across North Queensland. These conditions, paired with intense humid climates, can cause severe health implications for individuals and animals. Please stay safe by: ! Scheduling jobs for cooler times of the day. 💧 Drinking plenty of water. 👒 Wearing a broad-brim hat. ☀️ Applying sunscreen & wearing sunglasses. More information and warnings are available through TV and Radio broadcasts and the Bureau of Meteorology website at <a href="http://ow.ly/kWRA50LVVYN">http://ow.ly/kWRA50LVVYN</a> or call 1300 659 219.	176	38	0	7		26 November 2024

in	LinkedIn Posts	Impressions	Engagement rate	Reactions	Shares	Preview	Date Posted
Most Successful Post	Local Leaders Unite for Blue Security & Safe Regions!	1,674	31%	60	2		5 November 2024
	2025 Comprehensive Valuation Underway!	923	11%	30	1		6 November 2024
	TSRA Elections - Voting is Open NOW!	320	13%	4	1		5 September 2024
Least Successful Post	Remembrance Day	179	5%	8	0		12 September 2024

TRADITIONAL MEDIA						
Media Engagement Type	Story	TSIRC Media Release / TSIRC Key Messages / Article description	Channel	Date	Preview	Result/Coverage
Media Release	<b>Councils and TSRA join forces to advance the region</b>	Yesterday in Cairns, our three local councils—Northern Peninsula Area Regional Council, Torres Shire Council, and Torres Strait Island Regional Council, along with the Torres Strait Regional Authority, gathered with Queensland and Australian government agencies to advance our region's security and resilience. We are working to forge strong partnerships with state and federal bodies to support community-led decision-making and safeguard our rights.	Torres News	07/11/2024		Printed in the Torres News
Media Enquiry	<b>Limited telecommunication ongoing</b>	Councillor Kabay Tamu frustrated with telecommunications problems on Warraber.	Cairns post	13/11/2024		Printed Cairns Post
Media Enquiry	<b>Please save our Islands. First nations leader plea for climate action.</b>	First Nations leader in plea for climate action to save communities. Cr. Kabay Tamu was one of eight Torres Strait Islanders who filled out a complaint with the United Nations Human Rights Committee.	Cairns Post	18/11/2024		Printed Cairns Post
Media Release	<b>IKC</b>	Several Torres Strait Island Regional Council (TSIRC) staff members took part in the recent IKC coordinators workshop in the Far North. The "Growing our IKCs" workshop was an opportunity for IKC coordinators to learn about the latest digital inclusion programs and equipment to be rolled out across 10 indigenous knowledge centres in outer Torres Strait Island communities in coming months to enhance residents' digital capabilities and personal skillsets.	Torres News	21/11/2024		<a href="#">Torres News</a>
Media Release	<b>TSIRC 2023-24 adopts annual report</b>	Last week Torres Strait Island Regional Council adopted its Annual Report for the 2023/24 financial year highlighting the organisation's steadfast, ongoing commitment in continuing to deliver for its 15 outer island communities. The report revealed a host of achievements and activities aligned with Council's vision of autonomy, prosperity and sustainability for Council and communities across the region.	ABC Far North	21/11/2024	<a href="#">Mayor Moshy Interview</a>	ABC Far North radio interview

Media Release	<b>Green fleet machinery - Kubota media opportunity</b>	Torres Strait Island Regional Council (TSIRC) continues to deliver on its mission to improve residents' general livability following a pivotal, record investment in key assets that will hold Council's 15, unique, outer island communities in good stead for many years to come.	To come	28/11/2024	<a href="http://book.com/7NEWS/Cairns">book.com/7NEWS/Cairns</a>	ABC Far North radio interview with Mayor Mosby/ James William + Channel 7 Cairns
Media Enquiry	<b>Saibai visitor numbers</b>	ABC Indigenous Affairs reporter Kirstie Wellauer chasing statistics on Saibai visitor numbers over the past 12 months.	ABC Sydney	Nov 6	Not available	ABC online story to run on December 15
Media Enquiry	<b>Kubin water supply</b>	Media enquiry- ABC Far North reporter Sophie McManus interviewed TSIRC Mayor James William about the ongoing status of Kubin's water security.	BC North QLD local news	November 22	<a href="http://island-local-news/abc-far-north">island-local-news/abc-far-north</a>	James' comments run in full during morning news bulletin on ABC North radio.
Media Release	<b>Kubin water supply</b>	Media enquiry - ABC Far North reporter Sophie McManus requested a statement about the ongoing status of Kubin's water supply including claims locals are using bottled water to flush their toilets.	ABC Far North	November 26	unavailable	unavailable



**Attachment 2 – Fuel Infrastructure Capital Project Review**

Community	Funding Source and Expiry Date	Funding Value	Expenditure to Date	Remaining Funding (Forecast)	Work Completed	Tender History	Tender Value	Status
Boigu	W4Q - 30/06/2024	\$400,000.00	\$321,672.72	\$5,000	100%	Contract	\$294,236.10	Completed, backup generator and transfer switch sent to island
Dauan	LGGSP - 30/09/2024	\$400,000.00	\$0	\$49,371.80	100%	Contract	\$322,773.20	Completed, backup generator and transfer switch sent to island
Saibai	BOR -	\$1,006,600.00	\$890,607.66	\$115,992.34	100%			Completed, backup generator and transfer switch sent to island
Mabuiag	W4Q - 30/06/2024	\$400,000.00	\$315,379.64	\$9,000	100%	Contract	\$294,356.15	Completed, backup generator and transfer switch sent to island
Badu	N/A				100%			Diesel and ULP for TSIRC use only
Arkai (Kubin)	N/A				100%			Diesel and ULP for TSIRC use only
Wug (St Pauls)	N/A							IBIS ULP, Diesel from bulk tank
Hammond	LGGSP 30/09/2024	\$400,000.00	\$161,642.86	TBC	Stage 1 solar 100%	Stage 2 Tender closed Contract awarded SHAS	\$145,000.00	Towards final completion and testing, December 2024 completion
Iama	N/A				100%			ULP External Card, trans tank for Diesel installed
Warraber	N/A				100%			ULP External Card, trans tank for Diesel installed
Poruma	LGGSP 30/09/2024	\$400,000.00	\$0	\$65,555.39	100%	Contract TICW	\$309,573.20	Completed, backup generator and transfer switch sent to island
Masig	N/A							IBIS ULP, Diesel from bulk tank
Ugar	TSRA- 30/06/2023	\$572,718.00	\$89,974.16	\$482,743.84		Tender closed - 10/01/2023	\$890k - \$1.92m	Still on drums, Compac system approved, pending land availability for install

Community	Funding Source and Expiry Date	Funding Value	Expenditure to Date	Remaining Funding (Forecast)	Work Completed	Tender History	Tender Value	Status
Erub	W4Q 30/06/2024	\$400,000.00	\$341,717.63	\$0	98%	Contract 2 <sup>nd</sup> reduced scope  3rd reduced scope tender inquiry to preferred supplier	\$294,236.10 \$480k-\$770k	Completed, backup generator and transfer switch sent to island
Mer	Council Own	\$572,718.00	\$41,698.70	\$531,019.30		Tender closed Contract awarded SHAS		Still on drums, Compac system approved, material ordered for early 2025 installation.

**Attachment 3 - Fuel Pod Status**

<b>Pod</b>	<b>Location</b>	<b>Status</b>	<b>Comments</b>
1 x Unleaded 4500 Litre 1 x Diesel 2500 litre	Kubin	Operational – TSIRC	Connected and bulk fuel in use for division.
1 x Unleaded 4500 Litre 1 x Diesel 2500 litre	Badu	Operational – TSIRC	Connected and bulk fuel in use for division.
Diesel 2000 litre	St Pauls	Operational – TSIRC and community use	Connected and bulk fuel in use for division – Diesel only.
Diesel 2000 litre	Masig	Operational – TSIRC and community use	Connected and bulk fuel in use for division – Diesel only.
Unleaded 4500 Litre Diesel 2500 litre	Ugar	Compac system to be installed	As compac system approved waiting installation in 2025, requirements for fuel pods are being utilized in other divisions.
Unleaded 4500 Litre Diesel 2500 litre	Mer	Compac system to be installed	As compac system approved waiting installation in 2025, requirements for fuel pods are being utilized in other divisions.

#### Attachment 4 – Green Fleet Delivery Status

Priority	Community	Make	Model	SENT	ARRIVED
1	Ugar	Kubota	L5740HDCA	26-Nov-24	
1	Erub	Kubota	ZD1221L	9-Sep-24	30-Sep-24
1	St Pauls	Kubota	ZG222		
2	Yam	Kubota	L5740HDCA	26-Nov-24	
2	Ugar	Kubota	ZD1221L	26-Nov-24	
2	Kubin	Kubota	ZG222		
3	Kubin	Kubota	L5740HDCA	26-Nov-24	
3	St Pauls	Kubota	ZD1221L	26-Nov-24	
3	Mabuiag	Kubota	ZG222		
4	Mer	Kubota	L5740HDCA	3-Dec-24	
4	Warraber	Kubota	ZD1221L	26-Nov-24	
4	Ugar	Kubota	ZG222		
5	Poruma	Kubota	ZD1221L	26-Nov-24	
5	Masig	Kubota	ZG222		
6	Masig	Kubota	ZD1221L	26-Nov-24	
6	Hammond	Kubota	ZG222		
7	Dauan	Kubota	ZD1221L	26-Nov-24	
7	Badu	Kubota	ZG222		
8	Yam	Kubota	ZD1221L	3-Dec-24	
8	Saibai	Kubota	ZG222		
9	Boigu	Kubota	ZG222		



## Attachment 5 - Garbage Truck Status

Division	Vehicle	Status	Comments
1 - Boigu	Mitsubishi Fuso	Operational	Still in GCCC – No ETA as of yet
2 - Dauan	Isuzu NQR Russ Compactor	Operational	New vehicle delivered to division in July 2024
3 - Saibai	Mitsubishi Canter 4WD	Operational	New vehicle delivered to division September 2024
4 - Mabuiag	Hino Dutro 8500	Operational with defects	Replacement in Cairns, ETA division November 2024
5 – Badu	Isuzu FVD Bucher Compactor	Operational	New vehicle delivered to division July 2024
6 – Arkai/Kubin	Hino 300 Compactor	Operational	New vehicle delivered to division September 2024
7 – Wug/St Pauls	Isuzu FVD Bucher Compactor	Operational	New vehicle delivered to division September 2024
8 – Kirirri / Hammond	Hino 716 Russ	Operational	New vehicle delivered to division November 2024
9 -Iama	Isuzu NQR Russ Compactor	Operational	New vehicle delivered to division in July 2024
10 - Warraber	Hino 716 Russ Compactor	Operational	Replacement in Cairns, ETA division November 2024
11 – Poruma	Isuzu 350 CITEC Garwood Compactor	Operational	Still in GCCC – No ETA as of yet
12 – Masig	Isuzu NPR 350	Operational	Replacement in Cairns, ETA division November 2024
13 – Ugar	IsuzuNQR series Russ Compactor	Operational with defects	Still in GCCC – No ETA as of yet
14 – Erub	Isuzu NQR Russ Compactor	Operational	New vehicle delivered to division October 2024
15 – Mer	Hino Series Russ Compactor	Operational with defects	New vehicle delivered to division November 2024





**RECRUITMENT – 1 to 30 November 2024**

Transition Readiness Rating (TRR) Key:

TRR	Criteria
1	Certificate
2	Diploma
3	Bachelor
4	Post-Graduate/ Masters

Successful Appointments during the month				
TRR	POSITION	LOCATION	STATUS/COMMENTS	APPOINTMENT TYPE
1	Environmental Health Worker (Fixed Term)	Division 5, Badu	Successful appointment – 11/11/2024	External
1	Healthy Lifestyle Officer	Division 13, Ugar	Successful appointment – 18/11/2024	External
3-4	Manager Governance & Risk	Cairns	Successful appointment – 25/11/2024	External
1	Engineering Officer	Division 5, Badu	Successful appointment – 25/11/2024	External
1	Environmental Health Worker (Fixed Term)	Division 12, Masig	Successful appointment – 25/11/2024	Internal
1	Divisional Engineering Officer (DEO)	Division 15, Mer	Successful appointment – 25/11/2024	Internal
1	Civil Crew Supervisor	Division 15, Mer	Successful appointment – 26/11/2024	Internal

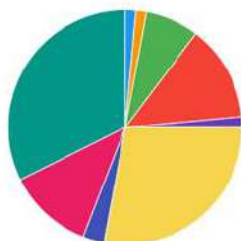
TRR	Long term vacancies	Time to fill	Comments
2-3	Senior Project Engineer	12 months	Awaiting instructions
1-2	Grant Revenue Officer	8 months	Temp staff in role
2	Insurance and Claims Administrator	9 months	No suitable candidates – skills set Position now on hold awaiting recruitment of manager
1-2	Divisional Manager, Ugar	12 months	No skills set – Lack of long-term accommodation
3-4	Manager Financial Accountant and Assets	12 months	Position to be advertised externally
3	Legal Officer	5 months	No suitable candidates – skills set Position now on hold awaiting recruitment of manager
1-2	Casual Civil Crew Labourers – Warraber	6 months	Due to heavy machinery issues
1-2-3	Desktop & Systems Administrator	6 months	Currently in process
2-3	Team Leader Creditors	5 months	Position to be reviewed after the new year
1-2	Finance Officer	6 months	Position to be reviewed after the new year Temp staff in role

## **SAFETY AND WELLBEING – 1 to 30 November 2024**

### **Incident Management**

- 7 new incident reports
- 10 incident reports closed
- 6 incident reports open

Accident/Incident By Type (Last 12 Months)



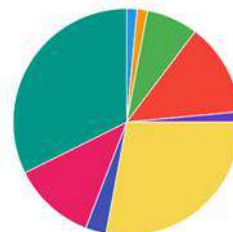
Undefined 1  
Machinery 1  
Property 22

Environmental / Biological 1  
Other 19

Equipment 5  
Tools 2

Human 9  
Transport 8

Accident/Incident By Type (Last 12 Months)



Undefined 1  
Machinery 1  
Property 22

Environmental / Biological 1  
Other 19

Equipment 5  
Tools 2

Human 9  
Transport 8

All Incidents (Last 12 Months)



There is a gradual but evident increase in reporting of incidents as we continue to promote the use of the incident reporting system Mango.

### **Safety & Wellbeing current action items**

- Finalisation of WHS Management Plan
- Provide training on Chem Watch Program
- Recruitment underway for Coordinator Safety and Wellbeing and Safety and Wellbeing Officer

### **Workers Compensation**

- 1 claim closed
- 1 ongoing claim

## **LEARNING & DEVELOPMENT – 1 to 30 November 2024**

The skills audit results are being reviewed to identify opportunities to develop staff as part of the upskilling of staff in the Torres Strait.

### **Training**

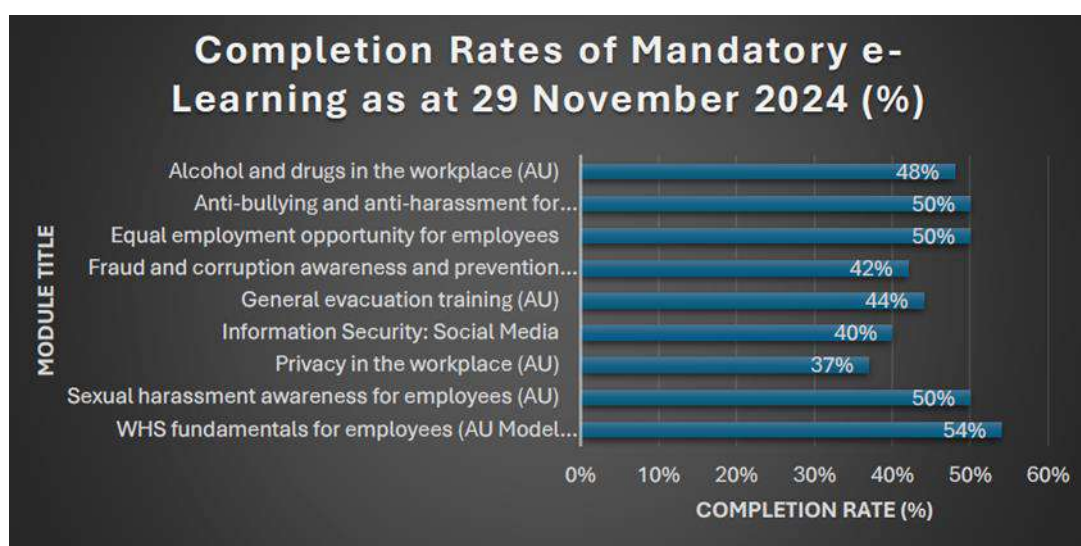
STAFF	TRAINING	NOTES
Five staff from various Departments	Certificate IV WHS	<ul style="list-style-type: none"><li>• Training was delivered in Cairns and was undertaken in conjunction with staff from Kowanyama Aboriginal Shire Council</li><li>• Funded by LGAQ</li></ul>

### **Planning**

Training	Department	Update
Health & Safety Representative Training	Various	TSIRC have been successful in obtaining an exemption for the online delivery of HSR training via online. Training has been rescheduled for early February 2025. Finalising nominated HSR representatives. Training will be funded through LGAQ.
First Aid & CPR	Various	Looking at online options for training.
Chainsaw	Engineering	Exploring options of coordinating with Torres Shire Council and Gur A Baradharaw Kod to make it more cost effective.
Pest Management	Environmental Health Workers	Funding sought from LGAQ for training in February
Chemical Handling	Engineering and Building	Sourcing quotes. Exploring options of coordinating with Torres Shire Council and Gur A Baradharaw Kod to make it more cost effective.
Fire Warden Training	Various	Refresher training required.

### **Reporting**

Currently there are 377 users of the e-learning system consisting of 350 staff, 14 recruitment agency personnel and 13 contractors. Thirty-seven users accessed the platform during the month of November spending 62 hours on the platform. Completion rates still need improvement across all courses.





Engineering Services

## ENGINEERING OPERATIONS

### **OFFICER RECOMMENDATION:**

That Council notes this report.

---

### **EXECUTIVE SUMMARY:**

Council's Engineering Services is committed to undertake and deliver a range of operational and maintenance activities which provide high quality engineering services, public facilities, and amenities, including but not limited to.

- Roads, drainage, and ancillary works.
- Parks, gardens, and reserves
- Water and Wastewater (Sewerage) operations/schemes
- Collection and treatment of solid waste
- Airport facilities
- Marine facilities
- Preparedness and Preparation for disaster events.

### **Interested Parties/Consultation:**

Executive Director Engineering Services, Manager Engineering Operations, Manager Water & Wastewater, Manager Capital Works, Manager Fuel & Fleet, Divisional Engineering Officers

### **Background:**

#### **Division 1: Boigu**

##### Operations

- Grass maintenance completed inside and outside Sewerage Treatment Plant.
- Grass maintenance completed around aerodrome lights and cones.
- Grass maintenance completed at motel, council office and sports and rec building.
- Green waste collection completed throughout community.
- Community on water restrictions. Carry out leak detection throughout community.

##### Disaster Management

- Satellite Phone: Tested and Operational
- HF Radio: Tested and Operational
- Community Disaster Meeting Held – No
- Local Community Disaster Coordinator visit – No

## **Division 2: Dauan**

### **Operations**

- Repaired few water leaks in the community.
- Pressured cleaned barge ramp and maintain barge ramp loading zone.
- Still currently on Water Restriction.
- Grass Maintenance around office chambers, Community Hall and Workshop.

### **Disaster Management**

- Satellite Phone: Tested and Operational
- HF Radio: Tested and Operational
- Community Disaster Meeting Held – No
- Local Community Disaster Coordinator visit – Yes, with SES

## **Division 3: Saibai**

### **Operations**

- Grass Maintenance completed on Bund wall and drainage Maintenance.
- Grass Maintenance around runway lighting, along runway and around apron area at Aerodrome.
- Undertake grass maintenance at Cemetery.
- Annual Technical Inspections completed by contractor on 7<sup>th</sup> Nov 2024.
- Monthly Gurney Blast Boat ramp Completed.

### **Disaster Management**

- Satellite Phone: Tested and Operational
- HF Radio: Tested and Operational
- Community Disaster Meeting Held – No
- Local Community Disaster Coordinator visit – Yes, with SES

## **Division 4: Mabuiag**

### **Operations**

- Drainage maintenance completed at Warria Road.
- New Garbage truck arrived on 8/11/2024.
- Installed new solar runway lighting and maintain grass along runway.
- Repair works on sea water inlet pipe, Desalination plant operating as tides allow.
- Monthly boat ramp gurney completed.

### **Disaster Management**

- Satellite Phone: Tested and Operational
- HF Radio: Tested and Operational
- Community Disaster Meeting Held – No
- Local Community Disaster Coordinator visit – No

## **Division 5: Badu**

### **Operations**

- Compact landfill and remove rubbish from fence line.
- Grass maintenance and general clean at water wells 1, 2 & 3.
- Water and sewer sample completed and tested.
- Grass maintenance around all road signs, give and stop signs throughout community.
- Tree lopping completed for overhanging branches along roadside throughout community.

### **Disaster Management**

- Satellite Phone: Not Operational, requires new battery.
- HF Radio: Not Tested
- Community Disaster Meeting Held – No
- Local Community Disaster Coordinator visit – No



## **Division 6: Kubin**

### **Operations**

- Desalination assembled and currently operating 24hrs, currently have assistance with operations from contractor.
- Still currently on high water restriction and attending to few water leaks in the community.
- Repair works on aerodrome lights and grass maintenance completed along runway.
- Roadside and community grass maintenance completed.
- Still currently operating Sewer Pumps Manually.

### **Disaster Management**

- Satellite Phone: Tested and Operational.
- HF Radio: Not Operational, handset has been stolen.
- Community Disaster Meeting Held – No
- Local Community Disaster Coordinator visit – Yes

## **Division 7: St Pauls**

### **Operations**

- Still currently on water restriction, Water officer is investigating for possible leaks in the community.
- Drainage maintenance complete.
- Road works through the community, maintained boat ramp and loading zone.
- Kubin Road vegetation maintenance underway, approximately 50% completed.
- Community pre-wet season preparations and community clean up completed.

### **Disaster Management**

- Satellite Phone: Tested and Operational
- HF Radio: Tested and Operational
- Community Disaster Meeting Held – No
- Local Community Disaster Coordinator visit – N/A

## **Division 8: Hammond**

### **Operations**

- Compact landfill and remove rubbish from fence line.
- Gurney blast boat ramp completed and clean waiting shed area.
- Grass maintenance completed at cemetery.
- Gazebo upgrade works in collaboration with Meriba Ged. Works are still in progress.
- Remove green waste from council chambers and complete yard maintenance.

### **Disaster Management**

- Satellite Phone: Tested and Operational.
- HF Radio: Tested and Operational.
- Community Disaster Meeting Held – No
- Local Community Disaster Coordinator visit – No

## **Division 9: Iama**

### **Operations**

- Gurney blasting ramp completed.
- Housekeep and maintenance completed at STP.
- White goods and green waste rubbish collected throughout community and dumped at landfill.
- Grass maintenance at aerodrome 80% completed.
- Basketball court, Sundown lodge, Kodakal Lodge and sports oval grass maintenance and housekeeping completed.

#### Disaster Management

- Satellite Phone: Tested and Operational
- HF Radio: Tested and Operational
- Community Disaster Meeting Held – No
- Local Community Disaster Coordinator visit – No

#### **Division 10: Warraber**

##### Operations

- Gurney blasting of ramp completed.
- Desludge completed at STP and emptying out of drying beds.
- Aerodrome painting of runway lines still in progress.
- Repair community gazebo at waterfront.
- Housekeeping and tidy up community CBD and cemetery area.
- Grass maintenance and housekeeping at water treatment plant and lagoon area.

#### Disaster Management

- Satellite Phone: Tested and Operational
- HF Radio: Awaiting installation of HF Radio unit after repair.
- Community Disaster Meeting Held – No
- Local Community Disaster Coordinator visit – No

#### **Division 11: Poruma**

##### Operations

- Clean and compact landfill and teach new EO how to carry out works at landfill.
- Old Desal parts being cleaned and ready for shipment to Cairns and works taking place on installation of new Desal.
- Grass maintenance and housekeeping completed around water treatment plant and office.
- Maintenance completed at two sewer pump stations.
- Clean and dig out ramp basin area from sand build up.

#### Disaster Management

- Satellite Phone: Tested and Operational
- HF Radio: Tested and Operational
- Community Disaster Meeting Held – No
- Local Community Disaster Coordinator visit – No

#### **Division 12: Masig**

##### Operations

- Housekeeping undertaken around Water shed and Desalination plant.
- Maintenance around WTO and Raw water pump station.
- Water Sample sent 13/11/2024, Sewer Sample on 11/11/2024.
- Replace primary Wind Indicator, weed spray on runway and Tree trimming on Runway 12/30.
- Annual Technical Inspections of Aerodrome completed by Contractor on 11/11/2024.

#### Disaster Management

- Satellite Phone: Tested and Operational
- HF Radio: Tested and Operational
- Community Disaster Meeting Held – No
- Local Community Disaster Coordinator visit – No

### **Division 13: Ugar**

#### **Operations**

- Grass Maintenance around all Council Asset.
- Desalination operating 24hrs to reach safe water level at lagoon.
- Trim off over hanging trees and road shoulder grass maintenance.
- Landfill maintenance with the assistance of contractor.
- Boat ramp maintenance and loading zone.

#### **Disaster Management**

- Satellite Phone: Tested and Operational
- HF Radio: Tested and Operational
- Community Disaster Meeting Held – No
- Local Community Disaster Coordinator visit – No

### **Division 14: Erub**

#### **Operations**

- New landfill pit dug out completed by contractor.
- Gurney blasting of ramp completed.
- Water sample collect and sent for testing.
- Clean up chemical shed and complete stock take.
- All sewer pump stations washdown and clean completed.

#### **Disaster Management**

- Satellite Phone: Tested and Operational
- HF Radio: Not Tested
- Community Disaster Meeting Held – No
- Local Community Disaster Coordinator visit – No

### **Division 15: Mer**

#### **Operations**

- New Garbage Truck arrived on 16/11/2024.
- Gurney blasting of sewer pump Stations.
- Repair few leaks in the community, Filter change 3times a month.
- Apron and Taxiway line marking completed at Aerodrome.
- Grass maintenance and general cleaning completed at Water Treatment Plant, Sewerage Treatment Plant and sewage pump stations.
- Mer Aerodrome entrance statement upgrade works completed in collaboration with MGNM.

#### **Disaster Management**

- Satellite Phone: Tested and Operational
- HF Radio: Tested and Operational
- Community Disaster Meeting Held – No
- Local Community Disaster Coordinator visit – No

## **COMPLIANCE / CONSIDERATIONS:**

<b>Statutory:</b>	Local Government Act 2009, Disaster Management Act 2003
<b>Budgetary:</b>	Operating Costs as per approved Budget.
<b>Policy:</b>	
<b>Legal:</b>	
<b>Risk:</b>	Our communities are safe, healthy, and active.
<b>Links to Strategic Plans:</b>	Corporate/Operational Plan TSIRC Community Plan (2009-2029)
<b>Masig Statement:</b>	
<b>Standing Committee Consultation:</b>	NIL
<b>Timelines:</b>	

## **Other Comments:**

### **Monsoon King Tides**

King Tide data has been collated and sent to divisions, Boigu, Saibai, Iama, Warraber, Poruma and Masig as identified under the King Tide Sub-group. Information has been provided to Council's engagement team for reminders to be posted on Council's social media channels.

The first round of King Tides came through in mid-November, and there has been no reported issues or inundation.

### **SES Recruitment**

State Emergency Services have undertaken membership drive at Boigu, Saibai and Dauan, with Council's Local Community Disaster Coordinator taking the opportunity to visit the communities of Saibai and Dauan at the same time.

2 grant applications have been submitted for the 2025/2026 SES support grant. One for a new vehicle for the Kubin SES, and one for facility upgrade works, such as replace roller doors and access doors, repair walls and roofing, repair internal walls, upgrade toilet/shower cubicle and kitchenette, to the building at St Pauls. This grant will cover most of the funding to undertake the works expected for the project management costs.

### **TSLDMG**

The Torres Strait Local Disaster Management Group met on 21 November 2024, discussions were held regarding cyclone season preparations, weather forecasts, king tides, current water status and updates from Key Stakeholders.

**Mer Island Emergency Coastal Defence Works (Geobag seawall)**

Procurement of materials such as geofabric and sandbags has occurred to undertake emergency sandbagging due coastal erosion in front of Lots 153, 154, 816 and 817 at Mer Island. Plan it to utilise local staff and machinery with assistance from the community members to undertake the works.

Geofabric materials has now arrived at Mer, and awaiting the remainder of the sandbags. There are currently a small number of small sandbags on Mer, and works are being organised to progress the sandbagging.



**Authored:**

Mathew Brodbeck  
Manager, Engineering Services



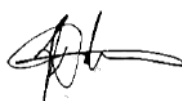
**Recommended:**

Adeah Kabai  
Head of Engineering



**Endorsed:**

David Baldwin  
Executive Director, Engineering Services



**Approved:**

James William  
Chief Executive Officer

**Action Officer Contact Details:** *Mathew Brodbeck*  
*Manager Engineering Operations.*  
0437 342 629  
mathew.brodbeck@tsirc.qld.gov.au

**ATTACHMENTS:**

Attachment 1 – SATPHONE Serviceability Checks  
Attachment 2 – HF Radio Serviceability Checks



		2023	2024										
Island Community	SAT Phone number	December	January	February	March	April	May	June	July	August	September	October	November
Boigu	0147 181 217	✓	✓	X	✓	✓	✓	✓	✓	✓	✓	✓	✓
Dauan	0147 181 228	✓	✓	X	X	✓	✓	✓	✓	✓	✓	✓	✓
Saibai	0147 169 314	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Mabuiag	0147 169 325	✓	✓	✓	U/S	✓	✓	✓	✓	✓	✓	✓	✓
Badu	0147 181 778	✓	✓	X	X	✓	✓	✓	✓	✓	✓	✓	U/S
Kubin	0147 181 178	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
ST Paul's	0147 169 653	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Hammond	0147 181 490	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Iama	0147 181 295	✓	✓	X	X	✓	✓	✓	✓	✓	✓	✓	✓
Warraber	0147 168 409	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Poruma	0147 180 275	U/S	U/S	U/S	U/S	✓	✓	✓	✓	✓	✓	✓	✓
Masig	0147 181 972	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Ugar	0147 167 527	X	X	✓	X	✓	✓	✓	X	✓	✓	X	✓
Erub	0147 168 918	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Mer	0147 168 220	✓	✓	X	✓	✓	✓	✓	✓	✓	✓	✓	✓
TI Office	0147 168 689	✓	✓	X	X	X	✓	✓	✓	✓	✓	✓	✓
TI Engineering	0147 183 853	X	X	X	X	X	✓	✓	✓	✓	✓	✓	X
Cairns	0147 186 884	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

✓	Indicates successful test
X	Indicates fail - test was not completed
U/S	Indicated Equipment requires servicing

Attachment 2  
HF Radio Serviceability Checks

	2023	2024										
Island Community	December	January	February	March	April	May	June	July	August	September	October	November
Boigu	✓	✓	✓	✓	✓	X	✓	✓	✓	✓	✓	✓
Dauan	✓	X	✓	✓	✓	X	✓	✓	✓	✓	✓	✓
Saibai	✓	✓	✓	✓	✓	X	✓	✓	✓	✓	✓	✓
Mabuiag	✓	X	✓	✓	✓	X	✓	✓	✓	✓	✓	✓
Badu	U/S	U/S	U/S	U/S	✓	X	✓	✓	✓	✓	✓	X
Kubin	NA	NA	NA	NA	U/S	U/S	U/S	U/S	U/S	U/S	U/S	U/S
ST Paul's	✓	X	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Hammond	✓	✓	✓	✓	✓	X	✓	✓	✓	✓	✓	✓
Iama	✓	X	✓	✓	✓	X	✓	✓	✓	✓	✓	✓
Warraber	✓	X	X	✓	X	✓	U/S	U/S	U/S	U/S	U/S	U/S
Poruma	U/S	U/S	U/S	U/S	✓	X	✓	✓	✓	✓	✓	✓
Masig	U/S	U/S	U/S	U/S	U/S	U/S	✓	✓	✓	✓	✓	✓
Ugar	U/S	U/S	U/S	U/S	✓	X	✓	X	✓	✓	X	✓
Erub	U/S	U/S	U/S	U/S	✓	✓	✓	✓	✓	✓	✓	X
Mer	U/S	U/S	U/S	U/S	✓	X	✓	✓	✓	✓	✓	✓

✓	Indicates successful test
✓	Indicates test undertaken - no connection.
U/S	Indicated Equipment Issue
X	Indicates test was not completed
NA	Not HF Radio Available



Engineering Services

## ENGINEERING SERVICES – WATER AND WASTEWATER

### OFFICER RECOMMENDATION:

That Council notes this report.

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### EXECUTIVE SUMMARY:

To provide Council with a status update of the water and wastewater scheme operations, as well as current details of capital works projects for water and wastewater assets.

### Background:

Council is committed to undertake and deliver a range of maintenance, operations and planning activities associated with Council's water and wastewater schemes. This includes but is not limited to:

- Maintaining an adequate and safe potable water supply for the communities, which meets guidelines and regulatory requirements.
- Effective operation of the water treatment plants, water storage lagoons, reservoirs, water reticulation and associated plant and equipment.
- Effective operation of the wastewater treatment plant, pumping stations, sewerage reticulation and associated plant and equipment.
- Promoting the importance of water conservation to the community and promoting the importance of clean, safe water supply as an essential aspect of community wellbeing.
- Planning for and seeking future funding to ensure the security and reliability of water and wastewater services.
- Undertaking effective preventative and emergency repairs as required to ensure system reliability for both water and wastewater operations.

### Interested Parties/Consultation:

- Engineering Staff
- Councillors as appropriate
- Regulators
- Funders

**COMPLIANCE / CONSIDERATIONS:**

<b>Statutory:</b>	<ul style="list-style-type: none"><li>• Water Supply (Safety and Reliability) Act 2008</li><li>• Public Health Act 2005</li><li>• Environmental Protection Act 1994</li></ul>
<b>Budgetary:</b>	If an asset is being proposed (expenditure >\$10,000) whether there are capital funds available. For Operating costs - If resources are required to be spent whether the operating funds are available.
<b>Risk:</b>	Detail risk management process planned to be undertaken, key identified risks and how these risks are proposed to be managed. Include financial risk, technical risk, reputational risk, legal risk, participation, and completion risk and or political risk.
<b>Links to Strategic Plans:</b>	Corporate Plan: People – Outcome 2: Our communities are safe, healthy, and active. Operational Plan: Objective No. 47 Sustainable Water and Wastewater Management Project.

**Other Comments:**

Please refer to the Monthly Water and Wastewater Report attached for November 2024.

**Author:**

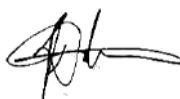
Terrence Jeppesen  
Manager, Water & Wastewater

**Recommended:**

Adeah Kabai  
Head of Engineering

**Recommended:**

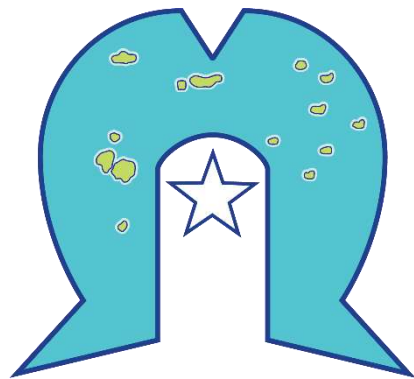
David Baldwin  
Executive Director, Engineering Services

**Approved:**

James William  
Chief Executive Officer

**ATTACHMENTS:**

Monthly Water & Wastewater Report.



**Torres Strait Island**  
REGIONAL COUNCIL

**Engineering Services**

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# **MONTHLY WATER & WASTEWATER REPORT**

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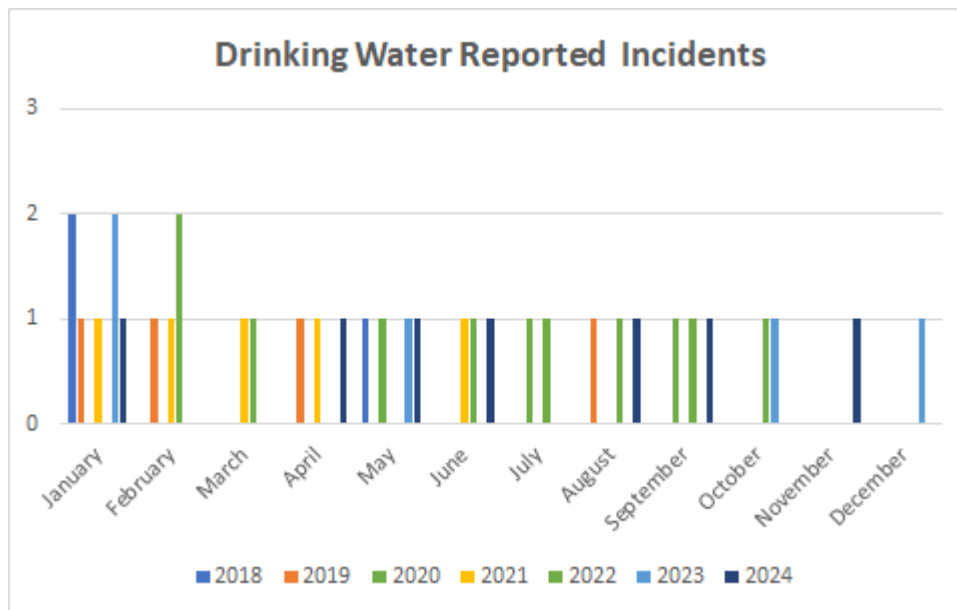
**November 2024**

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Author	Reviewer	Revision	Date
T. Jeppesen		1	27/11/2024



## STATUS OF WATER ALERTS



### Badu

This will be an ongoing issue until a dedicated reservoir outlet main can be installed. Council owned funds have been allocated to complete this critical project and works are currently progressing onsite. The project is expected to be completed in coming weeks and the new dedicated line commissioned.

### Saibai

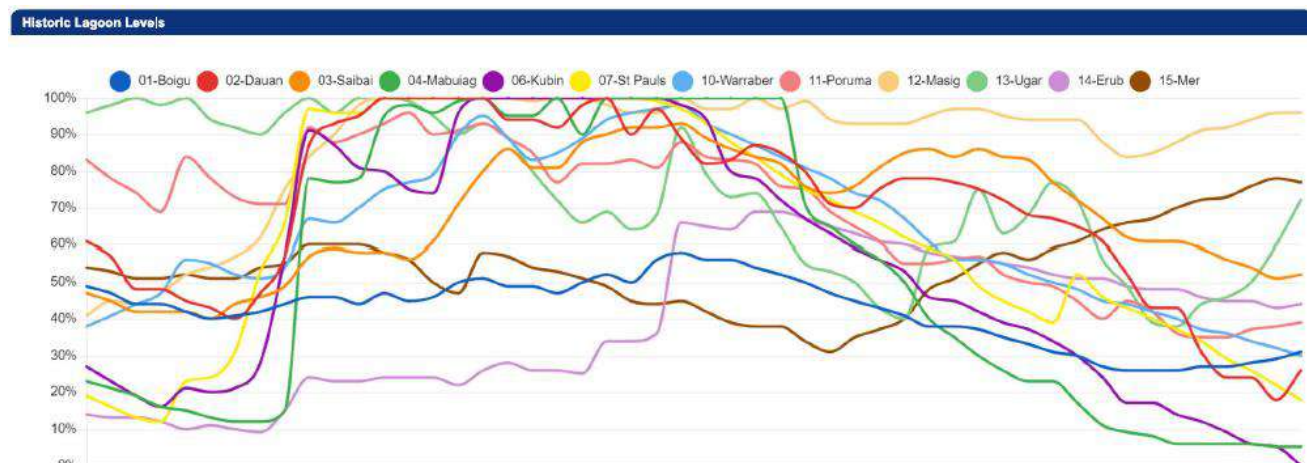
Boiled water alert was issued on 31<sup>st</sup> August 2024. In-house E. coli testing and Cairns NATA Laboratory E. coli testing has been completed and this BWA has been lifted.

### Dauan

Boiled water alert was issued on 25<sup>th</sup> November 2024. This BWA will be lifted on the successful completion of In-house E. coli testing and Cairns NATA Laboratory E. coli testing.

## WATER SECURITY UPDATE

Water restrictions have been implemented in several communities to safeguard the water supply. These restrictions do not impact household water usage but rather limit outdoor watering activities. This measure has resulted in a positive impact on water storage in each community, as depicted in the graph below:



Water security information for week ending Friday 1<sup>st</sup> November 2024 summarised below.

Community	Water remaining	Primary Issue	Work being done to address security
01 – Boigu	<b>Less than 3 months' supply</b>	Network/property leaks and high groundwater table	Level 4 Water Restrictions – No outdoor use. Water available between 07:00-08:30, 12:00-13:00 and 16:00-19:30 only.
02 – Dauan	<b>Less than 3 months' supply</b>	Network/property leaks	Level 3 Water Restrictions – Water available between 07:00-21:00 only. No outdoor use.
03 – Saibai	6+ months' supply	Network/property leaks	Level 3 Water Restrictions – Water available between 06:00-21:00 only. No outdoor use.
04 – Mabuiag	<b>Less than 3 months' supply</b>	Lagoon level less than 20%	Level 4 Water Restrictions – No outdoor use. Water available between 07:00-10:00 and 17:00-21:00 only. Emergency desalination unit operational. Works on lagoon cover to be completed (note: a small section of the cover needs to be repaired following a fire in December 2023).
05 – Badu	Groundwater source (assume 6+ months' supply)	High consumption	Level 2 Water Restrictions – No outdoor use.
06 – Kubin	<b>Less than 3 months' supply</b>	Lagoon level less than 20%	Level 4 Water Restrictions – No outdoor use. Water available between 07:00-08:30, 12:00-13:00 and 16:00-19:30 only. Emergency desalination unit operational.
07 – St Pauls	<b>Less than 3 months' supply</b>	Reservoir leaking	Level 4 Water Restrictions – No outdoor use. Water available between 07:00-08:30, 12:00-13:00 and 16:00-19:30 only.
08 – Hammond	Chlorinated water supplied from TI	Network/property leaks	Level 2 Water Restrictions Outdoor Use Restricted Saturday & Sunday 08:00-09:00 and 17:00-18:00 only
09 – Iama	Solely reliant on desalinated water.	Network/property leaks	Level 3 Water Restrictions – No outdoor use. Water available between 07:00 and 19:00 only.
10 – Warraber	3 to 6 months' supply	Network/property leaks	Level 3 Water Restrictions – Water available between 07:00-21:00 only. No outdoor use.
11 – Poruma	6+ months' supply	Network/property leaks	Level 3 Water Restrictions – Water available between 07:00-21:00 only. No outdoor use.
12 – Masig	6+ months' supply	Network/property leaks	Level 2 Water Restrictions – No outdoor use.
13 – Ugar	6+ months' supply	Network/property leaks	Level 2 Water Restrictions – No outdoor use.
14 – Erub	6+ months' supply	Network/property leaks	Level 2 Water Restrictions – No outdoor use. Emergency desalination unit operational.
15 – Mer	6+ months' supply	Reservoir leaking	Level 2 Water Restrictions – No outdoor use.

**Note: Months of water remaining are calculated on the previous 4 weeks of consumption and production data. The months of remaining water can change very quickly if a desalination plant is offline for an extended period of time.**

## WASTEWATER STATUS

#	Island	Comments
1	Boigu Island	<ul style="list-style-type: none"> <li>Normal operation. <b>Repairs required.</b></li> </ul>
2	Dauan Island	<ul style="list-style-type: none"> <li>No Sewage Treatment Plant</li> </ul>
3	Saibai Island	<ul style="list-style-type: none"> <li>Normal operation.</li> <li><b>RBC1 bearings have failed – replace with spare motor onsite.</b></li> </ul>
4	Mabuiag Island	<ul style="list-style-type: none"> <li>Not operational. <b>Repairs/full upgrade required.</b></li> </ul>
5	Badu Island	<ul style="list-style-type: none"> <li>Normal operation.</li> </ul>
6	Kubin Community	<ul style="list-style-type: none"> <li>Normal operation.</li> </ul>
7	St Pauls Community	<ul style="list-style-type: none"> <li>Normal operation.</li> </ul>
8	Hammond Island	<ul style="list-style-type: none"> <li>No Sewage Treatment Plant</li> </ul>
9	Iama Island	<ul style="list-style-type: none"> <li>Normal operation. <b>Repairs/full upgrade required.</b></li> </ul>
10	Warraber Island	<ul style="list-style-type: none"> <li>Normal operation. <b>Repairs required.</b></li> </ul>
11	Poruma Island	<ul style="list-style-type: none"> <li>Not operational. <b>Repairs/full upgrade required.</b></li> </ul>
12	Masig Island	<ul style="list-style-type: none"> <li>Normal operation. <b>Repairs required.</b></li> </ul>
13	Ugar Island	<ul style="list-style-type: none"> <li>No Sewage Treatment Plant</li> </ul>
14	Erub Island	<ul style="list-style-type: none"> <li>Normal operation.</li> </ul>
15	Mer Island	<ul style="list-style-type: none"> <li>Normal operation. <b>Repairs required.</b></li> </ul>

## WATER AND WASTEWATER SAMPLING

<b>Water</b>
Monthly in-house water sampling was due in November – samples from 8 communities were completed and samples from 7 communities were missed due to a range of operational and logistical issues.

<b>Sewer</b>
Monthly wastewater samples were due in November – samples from 6 communities made it to the Cairns NATA laboratory and samples from 6 communities were missed due to a range of operational and logistical issues.