



NOTICE OF COUNCIL STANDING COMMITTEE MEETING

In accordance with Section 254C of the *Local Government Regulation 2012* this notice is to advise that a meeting of Council's **Strategic Action Reference Group (SARG) Standing Committee** will be held by Microsoft (TEAMS) as follows:

Friday, 11 July 2025

(9.00am to 4.00pm)

Microsoft (TEAMS) Meeting ID: 424 348 872 237 | Passcode: X99jz2uF

The attendance of each Committee Member is requested.

Agenda papers for this meeting are attached and will soon be available on Council's website (except for any Closed Business papers) and can be accessed by clicking on the link below:

[Documents | Torres Strait Island Regional Council](#)

Please note that this meeting is live streamed on Council's YouTube Channel and a recording following the meeting will be available at the following location:

<https://www.youtube.com/@IslandCouncil/streams>

James William
Chief Executive Officer

4 July 2025



STRATEGIC ACTION REFERENCE GROUP
(SARG) STANDING COMMITTEE
MEETING
11 JULY 2025

AGENDA

Time: 9.00am to 4.00pm

Venue: *Microsoft TEAMS Meeting ID: 424 348 872 237 | Passcode: X99jz2uF*

ORDER OF BUSINESS

9.00am	<p>A. WELCOME & QUORUM CONFIRMATION ACKNOWLEDGEMENTS OPENING PRAYER OBSERVANCES</p> <p>B. APOLOGIES</p> <p>C. CONFLICT OF INTEREST DECLARATIONS</p> <p>D. LIVE STREAM. <i>This meeting is live streamed on Council's YouTube Channel.</i></p> <p>1. CONFIRMATION OF MINUTES (9 May 2025)</p> <p>1.1. Action Items from Previous Meetings</p> <p>2. MAYORAL ITEMS</p> <p>2.1. Advisory Committee Quarterly Reports – 4th Quarter</p> <p>2.2. Review of May/November Workshops – <i>verbal discussion</i></p> <p>2.3. TSRA MOU and September 2025 Deputation – <i>verbal discussion</i></p> <p>2.4. Torres Strait & Northern Peninsula Area Registered Organisation of Councils (TS&NPAROC) – <i>verbal discussion</i></p> <p>2.5. Anniversary of First Councillors' Meeting (23 August) – <i>verbal discussion</i></p> <p>2.6. Economic Development Strategy – Phase 1 – <i>verbal discussion lead by Cr Rocky Stephen and Mr John Palmer EMVEER Consultant and Mr David Brown (TSIRC Economic Development Officer)</i></p> <p>3. CHIEF EXECUTIVE OFFICER</p> <p>Nil.</p> <p>4. BUILDING SERVICES DIRECTORATE</p> <p>Nil.</p> <p>5. COMMUNITY SERVICES DIRECTORATE</p> <p>Nil.</p> <p>6. CORPORATE SERVICES DIRECTORATE</p> <p>6.1. Policy Update – Fraud & Corruption Prevention Policy</p> <p>6.2. Corporate Plan 2020-25 Outcomes Report</p> <p>7. ENGINEERING SERVICES DIRECTORATE</p> <p>Nil.</p> <p>8. FINANCIAL SERVICES DIRECTORATE</p> <p>Nil.</p>
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DEPUTATIONS

DEPUTATION #1: Torres Shire Council (TSC)

TSIRC Contact: Office of the Mayor

Discussion Topic: 2025 Winds of Zenadth Cultural Festival

Deputation Lead Speaker: Mayor Elsie Seriat OAM

DEPUTATION #2: Ms Hilda Mosby

TSIRC Contact: Office of the Mayor

Discussion Topic: Climate Systems – Indigenous Voices in national and international climate decisions

Deputation Lead Speaker: Ms Hilda Mosby

9. RESOLUTION TO CLOSE THE MEETING TO THE PUBLIC

10. CHIEF EXECUTIVE OFFICER

10.1. Community Development Program (CDP) Beneficial Entity (or Entities) – *verbal update*

[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".]

11. COMMUNITY SERVICES/BULDING SERVICES/DOGIT NATIVE TITLE ADVISOR

11.1. Update on Native Title Consent Process – QuickStarts – *verbal update*

[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".]

12. ENGINEERING SERVICES

12.1. MIP 7 Update – *verbal update*

[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".]

13. RESOLUTION TO RETURN THE MEETING TO OPEN DISCUSSION

14. CONSIDERATION OF MATTERS DISCUSSED IN CLOSED SESSION

15. ITEMS ARISING

16. NEXT MEETING – 8 October 2025 (Microsoft TEAMS)

17. CLOSE OF MEETING & PRAYER

4.00pm



STRATEGIC ACTION REFERENCE GROUP (SARG) STANDING COMMITTEE MEETING

11 JULY 2025

Agenda Item

1

DIRECTORATE: Corporate Services

AUTHOR: Executive Director Corporate Services

CONFIRMATION OF MINUTES (9 MAY 2025)

OFFICER RECOMMENDATION:

The Standing Committee confirms the Minutes of its meeting held on 9 May 2025.

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 Standing Committee Consideration:

The previous SARG Standing Committee meeting was held on 9 May 2025.

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 the Standing Committee, the confirmed Minutes will replace the draft Minutes on the Council website.

A copy of the confirmed Minutes will also be submitted to the next Council meeting for noting.

COMPLIANCE / CONSIDERATIONS:

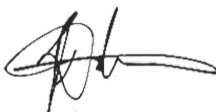
Statutory:	Section 254F(4) of the <i>Local Government Regulation 2012</i>
Budgetary:	N/A
Policy:	N/A
Legal:	<i>Local Government Act 2009</i>
Risk:	Council breach of its Statutory requirements above.
Links to Strategic Plans:	TSIRC Corporate Plan 2025-30 Focus Area 3– A Proactive & Responsible Council ➤ 3.1 Provide good governance & leadership
Malungu Yangu Wakay (The Masig Statement):	<i>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.</i>
Standing Committee Consultation:	N/A
Timelines:	Standard Procedure following at each Standing Committee Meeting

Other Comments:

N/A

Recommended:*S. Andres*

Susanne Andres
Executive Director Corporate Services

Recommended:


James William
Chief Executive Officer

ATTACHMENTS:

Draft Minutes of the SARG Standing Committee Meeting held on 9 May 2025.



**STRATEGIC ACTION REFERENCE
GROUP (SARG) STANDING
COMMITTEE MEETING
9 MAY 2025**

MINUTES

Time: 9.00am to 4.00pm

Venue: TSIRC Conference Room, Level 3, 111 Grafton Street, Cairns
Microsoft TEAMS Meeting ID: 475 843 639 579 3 | Passcode: Dt2TH9Lp

PRESENT:

Mayor/Chair

Deputy Mayor

Chair - Culture, Arts, Land & Heritage Advisory Committee

Chair - Economic Growth Advisory Committee – *joined meeting at 9.15am*

Chair - Environment & Climate Adaptation Advisory Committee

Chair - Governance & Leadership Advisory Committee – *joined meeting at 9.15am*

Chair - Housing, Families and Safe & Healthy Communities Advisory Committee – *joined meeting at 9.15am*

Cr Phillemon Mosby

Cr Ranetta Wosomo

Cr Chelsea Aniba

Cr Rocky Stephen

Cr Kabay Tamu

Cr Dimas Toby

Cr Keith Fell

OFFICERS:

Chief Executive Officer

Executive Director Building Services

Executive Director Corporate Services

Executive Director Community Services

Executive Assistant to the Mayor

TSIRC Secretariat

Mr James William

Mr Wayne Green

Ms Susanne Andres

Mr Dawson Sailor

Ms Trudy Lui

Mr Darryl Brooks

APOLOGIES:

Executive Director Engineering Services – *leave*

Executive Director Financial Services – *leave*

Mr David Baldwin

Ms Hollie Faithfull

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

At 9.05am, the Mayor welcomed Committee Members, staff and members of the public to the meeting, noting that a quorum of members was present.

The Mayor made the following acknowledgements:

- Our Heavenly Father for his awesome wisdom, knowledge, understanding, favour and blessings throughout our lives, families and the region;
- The Traditional Custodians throughout the length and breadth of Zenadth Kes and the communities and constituents that Council serves and the Traditional Custodians across the TSIRC footprint, including Gimuy Country for the TSIRC Cairns Office; and
- All Elders – past, present and emerging.

The Mayor also conveyed to those members of the Torres Strait Islander community – throughout the homelands and on the Australian mainland – and others who may be observing Sorry Business at this time, the collective thoughts and prayers of the Committee.

Cr Ranetta Wosomo delivered the opening prayer.

B. NOTING OF APOLOGIES

No formal apologies were tabled.

C. CONFLICT OF INTEREST DECLARATIONS

The Mayor invited attendees to table any prescribed or declarable COI matters. No COI declarations were made. The Mayor requested that Committee Members advise of any COI declarations should they arise throughout discussions.

The Mayor also invited attendees to advise of any legal matters that would prevent members from participation in today's meeting. No matters were declared.

D. LIVE STREAM

The Mayor advised that meetings of the Standing Committee are live streamed and a copy of this meeting will soon be available on Council's Youtube channel on the website. The Mayor welcomed members of the public to the meeting and thanked them for their time and interest in the deliberations of Council.

1. CONFIRMATION OF MINUTES (5 MARCH 2025)

#SSC24-28/2025-05/1

CR WOSOMO / CR TAMU

The Standing Committee confirmed the Minutes of its meeting held on 5 March 2025.

CARRIED UNANIMOUSLY

1.1. ACTION ITEMS FROM PREVIOUS MEETINGS

The Chief Executive Officer (Mr James William) spoke to this item. The update was noted by the Standing Committee.

Advocacy Strategy to State and Australian Governments

Action Required:

Chief Executive Officer to prepare an advocacy strategy to State and Federal Governments to address the priorities identified by Council as soon as possible following the May 2025 Council Workshop.

2. RESOLUTION TO CLOSE THE MEETING TO THE PUBLIC

#SSC24-28/2025-5/2

CR STEPHEN / CR FELL

The Standing Committee 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

3. CORPORATE SERVICES DIRECTORATE

3.1. Draft Operation Plan 2025-26 – For Review

[Reason for Closed Discussion: To discuss business:

- for which public discussion would be likely to prejudice the interests of council*
- that involves a contract proposed or information on negotiations relating to a commercial matter*
- that relates to legal advice or proceedings*

that may directly affect the health and safety of an individual or a group of individuals].

The Standing Committee noted the presentation by the Executive Director Corporate Services (Ms Susanne Andres) and agreed to identify a key deliverable for their respective Advisory Committee for 2025-26 for discussion at the May 2025 Council Workshop.

- *NOTE: All staff (including the Chief Executive Officer) were requested to leave the meeting from 10.25am to 11.00am.*
- *NOTE: The Committee agreed that a matter pertaining to Agenda Item 7.1 (Culture, Arts, Land & Heritage Advisory Committee – 3rd Quarter Report) was to be discussed as a Closed Business Item as the matters under consideration may directly affect the health and safety of an individual or a group of individuals.*
- *NOTE: The Committee agreed that Agenda Item 8.1 (CDP Tender Matter) was to be discussed as a Closed Business Item as the matter for discussion involved 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. The Mayor advised that Crs Dimas Toby and Kabay Tamu would be excused from discussions as the matter related to direct Conflicts of Interest around PBC matters. The Councillors were accordingly absent from the meeting (11.05am to 11.30am) when the matter was discussed.*

4. RESOLUTION TO RETURN THE MEETING TO OPEN DISCUSSION

#SSC24-28/2025-05/4

CR WOSOMO / CR FELL

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

CARRIED UNANIMOUSLY

5. CONSIDERATION OF MATTERS DISCUSSED IN CLOSED SESSION

The Mayor advised that no formal resolutions resulted from the Closed Session discussions.

6. MAYORAL ITEMS

6.1. Masig Statement Discussion

The Mayor referenced his email dated 5 May 2025 to SARG Members in relation to the Masig Statement Report Card, including the need for Council to demonstrate to the wider regional leadership the actions being undertaken by TSIRC to progress this aspiration.

Cr Dimas Toby (Chair of the Governance & Leadership Advisory Committee) advised that Ms Sandy Killick (Democracy Matters) is currently finalising the TSIRC Masig Statement Report Card and this will be discussed at the May 2025 Council Workshop.

Cr Rocky Stephen also reminded the meeting that the Masig Statement Report Card should also reflect the Regional Autonomy (Regional Assembly) 18—month region ready transition plan.

The Mayor added that the proposal by the Governance & Leadership Advisory Committee to prioritise use of the term 'Malungu Yangu Wakay' (instead of 'The Masig Statement') and to promote other similar regionally-endorsed aspirational statements for Ailan governance, will help regional leadership organisations to understand and acknowledge that this is a whole—of—region push for Ailan governance and not just a TSIRC initiative. However, the Mayor qualified this by saying that TSIRC should be prepared for taking leading steps forward to promote the aspirations of Malungu Yangu Wakay and to demonstrate to other regional leadership that it is possible.

This would be more likely to inspire the three tiers of leadership groups throughout the region (including GBK) to connect and work together on a more culturally appropriate advocacy platform as well as promote the Ailan governance aspiration to the outside world (including Governments) as the united will of the people.

Cr Rocky Stephen recommended that all TSIRC Divisions be encouraged to sign the Malungu Yangu Wakay (the Masig Statement) and that these signed documents be recorded/framed for austerity and future advocacy.

- *Standing Committee deliberations were suspended from 12.05pm to 1.15pm for a lunch break.*
- *Crs Wosomo and Fell returned to the meeting at 1.19pm and Cr Aniba returned to the meeting at 1.30pm.*

6.2. Torres Strait & Northern Peninsula Area Regional Organisation of Councils (TS&NPAROC)

The Mayor provided the Committee with an update on his recent engagements with fellow Mayors on TS&NPAROC. In particular, the Mayors were keen to progress the ROC and to focus on the lessons learned since the establishment of the organisation.

Agreement was reached by the Mayors for the establishment of an interim body to operate the ROC (subject to formal endorsement – or in-principle endorsement - by the three respective Councils). The Mayor has since held discussions with the Chief Executive Officer and the Executive Director Corporate Services to engage a contractor to formally register the ROC and to engage an Executive Officer to run the TS&NPAROC as an entity separate from the three Councils (TSIRC, TSC and NPARC).

The Executive Director Corporate Services (Ms Susanne Andres) recommended that Council pursue the recruitment through a tender process and be mindful that the

process meet the existing Local Government Act and Local Government Regulations requirements.

The Committee noted the update and the Mayor requested that relevant paperwork be prepared for the May 2025 Council Workshop for presentation to the joint meeting between the three TS&NPAROC members.

7. ADVISORY COMMITTEE REPORTS – 3rd QUARTER

- 7.1. Culture, Arts, Land & Heritage (CALH) Advisory Committee – 3rd Quarter Report** *(verbal)*
- 7.2. Economic Growth Advisory Committee – 3rd Quarter Report** *(verbal)*
- 7.3. Environment & Climate Change Adaption (ECCA) Advisory Committee – 3rd Quarter Report** *(verbal)*
- 7.4. Governance & Leadership (G&L) Advisory Committee – 1st, 2nd & 3rd Quarter Combined Report**
- 7.5. Housing, Families and Safe & Healthy Communities (HFSHC) Advisory Committee – 3rd Quarter Report** *(verbal)*

The Standing Committee noted the verbal updates provided by each Advisory Committee Chair, as well as the written report by the Governance & Leadership Advisory Committee.

The Mayor requested that Advisory Committees ensure that written quarterly reports be made a priority for tabling at the relevant SARG meeting in order to inform the Standing Committee of priorities that should either be escalated to the full Council, or which require further work to be undertaken.

8. CHIEF EXECUTIVE OFFICER

8.1. CDP Tender Matter – *verbal discussion with Cr Stephen*

This matter was discussed in Closed Business.

9. BUILDING SERVICES DIRECTORATE

Nil.

10. COMMUNITY SERVICES DIRECTORATE

Nil.

11. CORPORATE SERVICES DIRECTORATE

Nil.

12. ENGINEERING SERVICES DIRECTORATE

Nil.

13. FINANCIAL SERVICES DIRECTORATE

Nil.

14. MATTERS ARISING

Nil.

15. NEXT MEETING – 9 JULY 2025 (Microsoft TEAMS)

Noted by the Standing Committee.

16. CLOSE OF MEETING & PRAYER

The Mayor thanked Standing Committee members and officers for their attendance and contributions throughout the meeting. The Mayor also requested that SARG members take a leadership role in encouraging their Advisory Committee members to attend and participate proactively at the upcoming May 2025 Council Workshop. The Mayor formally closed the meeting at 2.25pm and Cr Keith Fell delivered the closing prayer.

MINUTES CONFIRMED – 9 July 2025

.....
Cr Phillemon Mosby
Mayor
Torres Strait Island Regional Council

.....
James William
Chief Executive Officer
Torres Strait Island Regional Council

AGENDA ITEM 1.1



STRATEGIC ACTION REFERENCE GROUP (SARG) STANDING COMMITTEE MEETING ACTION ITEMS

[as at 2 July 2025]

Agenda Item	Action	Action Area	Current Status
May 2025 Council Workshop MOU between TSRA and TSIRC	CEO to provide a report to SARG about potential for MoU between TSRA and TSIRC to provide for collaboration of Advisory Committees with aligned portfolio and projects	CEO (with support from Corporate Services)	
May 2025 Council Workshop TSIRC Advisory Committees & TSC and NPARC (Regional Reform)	CEO to provide update to SARG how Advisory Committees can work with counterparts from TSC and NPARC in driving regional reform	CEO	
May 2025 Mtg AI 1.1 Action Items from Previous Meetings	Advocacy Strategy to State and Australian Governments Action Required: Chief Executive Officer to prepare an advocacy strategy to State and Federal Governments to address the priorities identified by Council as soon as possible following the May 2025 Council Workshop.	CEO	

<p>Mar 2025 Mtg</p> <p>AI 7.6</p> <p>Advisory Committee Annual Plan & Annual Performance Review</p>	<p>Action Required:</p> <p>Advisory Committee Chairs and Executives to update their Committee Workplan prior to August 2025.</p>	<p>Advisory Committee Chairs & EDs</p>	<p>Due August 2025.</p>
<p>Aug 2024 Mtg</p> <p>AI 1.1</p> <p>Action Items Update</p>	<p>Chief Executive Officer to review/update the Action Items from the former Strategic Advisory Reference Group (SARG).</p>	<p>CEO</p>	
<p>Aug 2024 Mtg</p> <p>Consideration of Matters Discussed in Closed Session</p>	<p>Mabuiag Sewerage Treatment Plant</p> <p>Action Required:</p> <p>Chief Executive Officer to urgently raise this matter during his meeting with the TSRA CEO (and possibly the TSRA Chairperson) on 6 March 2025.</p>	<p>CEO</p>	<p>Department of Local Government and the TSRA are both considering options and CEO will be urging both agencies to expedite the matter. CEO will report back to the next SARG Meeting.</p>



SARG COMMITTEE ACTION ITEMS

[Last Updated: 9 May 2025]

Agenda Item	Action	Action Area	Current Status
Jan 2024 Mtg AI 8 Corporate Services: Elphinstone Matters	<ol style="list-style-type: none">Executive Director Corporate Services to prepare a brief for the upcoming Economic Growth Committee Meeting which includes the original business case for Elphinstone.Executive Director Corporate Services to prepare a brief for the February 2024 Ordinary Council Meeting providing Council with an update on the Elphinstone asset.	CEO	<ol style="list-style-type: none">Ongoing development of future options with the asset pending the planning around TAP progress.It is anticipated that a clear briefing can be provided to Council within the next 12 months.
Jan 2024 Mtg AI 13 Corporate Services: Enterprise Divestment	Executive Director Corporate Services (in consultation with the Economic Growth Committee) to prepare a brief for the February 2024 Ordinary Council Meeting in relation to Council's Enterprise Divestment Policy.	ED Corporate Services	This matter cannot progress further without Council endorsement of an updated Trustee Policy (along with individual MOUs with PBCs) and then the subsequent endorsement of Council's Economic Development Strategy.

SARG Action Items – *former term*

<p>Jan 2024 Mtg</p> <p>AI 19</p> <p>Treaty Management Issues</p>	<p>Chief Executive Officer to prepare communication with DFAT's Treaty Liaison Office to formalise TSIRC concerns in relation to Treaty issues, specifically the current situation on Saibai Island and other matters.</p>	<p>CEO</p> <p><i>Cr Aniba will assist if required.</i></p>	<p>To be completed by 31 March 2025.</p> <p>In conjunction with AI 8 of 7/3/23 Meeting (below).</p>
<p>7 Mar 2023 Mtg</p> <p>AI 8</p> <p>General/Other Business</p>	<p>(1) Write to the Department of Foreign Affairs and Trade regarding the following matters:</p> <ul style="list-style-type: none"> • Movement under the treaty • Unauthorised visits. • Overstayers • Policy and Border Force concerns. <p>➤ <i>Cr Aniba advised at the May 2025 SARG meeting that strengthened dialogue/partnership development between the two Traditional Inhabitant Councils on both nations needs to happen urgently as an initial step, especially with those TSIRC Divisions who host a high number of visits.</i></p> <p>(2) Write to the Torres Strait Regional Authority regarding</p> <ul style="list-style-type: none"> • Follow-up to Major Infrastructure Program MIP 7 list that was provided approximately 18 months ago. 	<p>CEO / ED Corporate Services</p>	<p>(1) <i>Refer to action above.</i></p> <p>(2) CEO will update at next SARG meeting on any new developments.</p>



STRATEGIC ACTION REFERENCE GROUP (SARG) MEETING

11 JULY 2025

Agenda Item

2.1

OFFICE OF THE MAYOR

AUTHOR: Executive Director Corporate Services

ADVISORY COMMITTEE QUARTERLY REPORTS – 4TH QUARTER

OFFICER RECOMMENDATION:

The Strategic Action Reference Group (SARG) Standing Committee:

1. notes the Advisory Committee 4TH Quarter Reports for the period 1 April 2025 to 30 June 2025; and
2. recommends that the reports be submitted for noting by Council.

EXECUTIVE SUMMARY:

As part of their Terms of Reference (TOR), Council's Advisory Committees are required to submit quarterly reports to Council through the Strategic Action Reference Group (SARG) Standing Committee.

The attached reports for the 4th Quarter cover the period 1 April 2025 to 30 June 2025.

INTERESTED PARTIES/CONSULTATION:

- Lead Executives – Advisory Committees

BACKGROUND:

At its meeting in July 2024, Council established the following Advisory Committees under section 264(1)(b) of the *Local Government Regulation 2012*:

- Culture, Arts, Land & Heritage (CALH) Advisory Committee;
- Economic Growth Advisory Committee;
- Environment & Climate Change Adaptation (ECCA) Advisory Committee;
- Governance & Leadership (G&L) Advisory Committee; and
- Housing, Families and Safe & Healthy Communities (HFSHC) Advisory Committee.

On 28 May 2025, the Mayor wrote to all Advisory Committee Chairs requesting a streamlining of reporting processes from Advisory Committees to SARG and from SARG to Council.

The Mayor requested that the Executive Director Corporate Services coordinate the quarterly reporting into an Ailan approach ('Look, Listen & Adapt') for feedback to Council.

COMPLIANCE / CONSIDERATIONS:

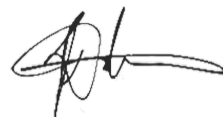
Statutory:	<ul style="list-style-type: none"> • <i>Local Government Act 2009</i> • <i>Local Government Regulation 2012</i>
Budgetary:	N/A
Policy:	Terms of Reference for each Advisory Committee.
Legal:	Non-compliance with legislative requirements.
Risk / Risk Mitigation:	Quarterly Meetings & Quarterly Reporting required as part of the Terms of Reference for each Advisory Committee.
Links to Strategic Plans:	Corporate Plan 2025-30 <ol style="list-style-type: none"> 1. Strengthening Our Communities 2. Maintaining and Renewing our Infrastructure 3. A Proactive and Responsible Council 4. Protecting our Natural Environment Operational Plan 2025-26
<i>Malungu Yangu Wakay</i> (The Masig Statement):	<i>To establish principles and parameters on behalf of the peoples of the Torres Strait 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 Ailan Kastom and Aboriginal tradition.</i>
Advisory Committee Consultation:	Reporting from Advisory Committees.
Timelines:	Council's Advisory Committees are required to report quarterly to Council (via SARG). The 1 st Quarter Reporting for the 2025—26 financial year will be submitted to the October 2025 SARG Standing Committee Meeting.

Other Comments:

N/A

Recommended:*S. Andres*

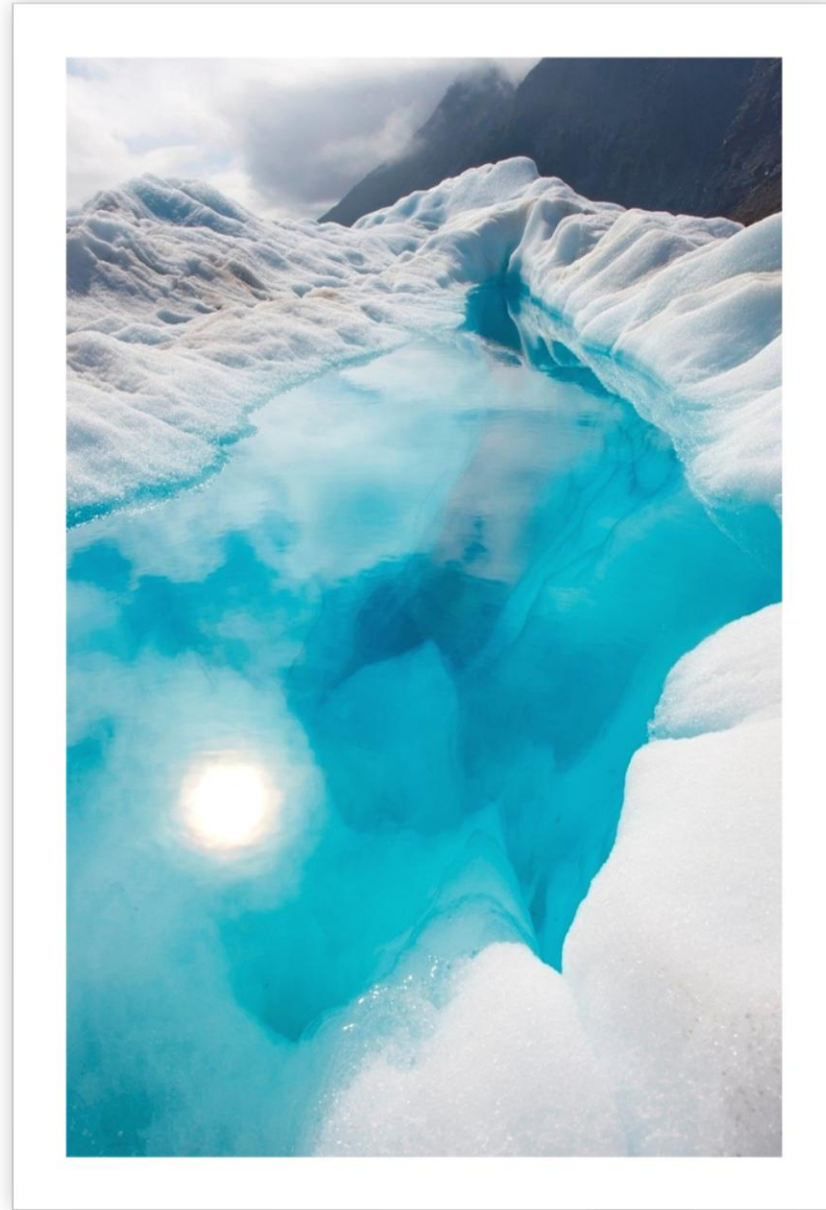
Susanne Andres
Executive Director Corporate Services

Approved:


James William
Chief Executive Officer

ATTACHMENTS:

1. Quarterly Report - Culture, Arts, Land & Heritage (CALH) Advisory Committee;
2. Quarterly Report - Economic Growth Advisory Committee;
3. Quarterly Report - Environment & Climate Change Adaptation (ECCA) Advisory Committee;
4. Quarterly Report - Governance & Leadership (G&L) Advisory Committee; and
5. Quarterly Report - Housing, Families and Safe & Healthy Communities (HFSHC) Advisory Committee.



Culture, Arts Land and Heritage

ADVISORY SESSION 14/11/2024

Culture, Arts, Land and Heritage

In reference to the Terms of Reference endorsed by Council resolution in July 2024 Ordinary Council meeting agreed that the purpose of the CALH Advisory Committee is to:

1.1 The main purpose of the Culture, Arts, Land & Heritage (CALH) Advisory Committee (the Committee) is to identify and advise Council on how it can effectively achieve the outcomes aligned within the three strategic pillars of Council's Corporate Plan *Bisnis Plan* 2020-2025 which relate to the Committee's portfolio, namely:

- **Outcome 1:** We preserve cultural heritage, history and place.
- **Outcome 12:** We bring opportunity to our region and put our culture on the world stage.

1.2. The Committee will also identify and advise on emerging issues and opportunities on matters affecting the Committee's portfolio to enable Council to:

- i embed the language and cultural (Ailan Kastom) lens into all operational and strategic policy and decision making;
- ii encourage the participation and optimum service delivery throughout the TSIRC footprint and communities in arts, cultural and heritage programs, projects and activities;
- iii promote cooperative partnerships with neighbouring Councils and agencies to facilitate the region's arts, culture, history, languages and heritage communities.

The CALH committee has identified through a collective discussion with Councilors from each Division as per listed:

- DOGIT Policy/Trustee Policy
- Transfer of DOGIT/DOGIT transfer Policy
- PBC MOU's (Partnership)
- GBK & ML MOU's (Partnership)
- Visitors Entry Policy and Procedure
- Regional Cultural Festival (Cluster Groupd)
- Legacy of Church infrastructure
- Local Laws/LORE

- Cultural Awareness
- Sustainable Land Management
- Master Plan
- Regional Calendar of events
- Regional Arts Strategy
- Cultural Safe Keeping Place (IKC)
- Service Agreement Policy/Review i.e. Badu/Mer

Firstly, we the committee have collectively have identified that the CALH Advisory Committee feeds and will work collectively with all respected advisory committee's within SARG Advisory Committee.

The Portfolio area covers:

- Alian Kastom
- Language Revitalisation
- Repatriation of Sacred Artefacts and Human Remains
- Cultural Villages
- Torres Strait Islander Flag (including copyright)
- Native Title
- Deeds of Grant in Trust
- Land transfer
- Master Planning

Culture	Arts	Land	Heritage
Regional Cultural Festival	Regional Arts Festival	PBC MOU's (Partnership)	Regional Heritage Strategy
Cultural Awareness (Operational)	Cultural Safe Keeping Place (IKC)	GBK & ML MOU's (Partnership)	Cultural Safe Keeping Place (IKC)
Cultural Safe Keeping Place (IKC)	Regional Calendar of events	DOGIT Policy	Regional Calendar of events
Regional Calendar of events	Master Plan (Operational/ Strategic)	Trustee Policy	DOGIT Policy / Trustee Policy
Cultural Governance Strategy/Framework/ Implementation (Operational/ Strategic)	Cultural Governance Strategy/Framework/ Implementation (Operational / Strategic)	Transfer of DOGIT	Transfer of DOGIT
Master Plan (Operational/ Strategic)	Regionalization: Regional Governance / Regional Assembly (Operational/ Strategic)	DOGIT Transfer Policy	DOGIT Transfer Policy
Regionalization: Regional Governance / Regional Assembly (Operational/ Strategic)		Regional Indigenous Land Use Agreement (ILUA) (Operational/ Strategic)	Regional Indigenous Land Use Agreement (ILUA)
		Land Tenure	Land Tenure
		Sustainable Land Management (Operational/ Strategic)	Master Plan (Operational/ Strategic)
		Local Laws/LORE (Operational/ Strategic)	Cultural Governance Strategy/ Framework/ Implementation (Operational/ Strategic)
		Legacy of church infrastructure (Operational/ Strategic)	Regionalization: Regional Governance / Regional Assembly (Operational/ Strategic)
		Service Agreement Policy /Review e.g. Badu/Mer	
		Regional Calendar of events	

		Master Plan (Operational/ Strategic)	
		Cultural Governance Strategy/Framework/ Implementation	
		Regionalization: Regional Governance / Regional Assembly	

Risk Management:

The DOGIT transfer to PBC is the highest priority and a high risk component for CALH Advisory Committee.

1. The risk management is high when in negotiation with PBC's for the transfer of DOGIT see the listed risk below;
 - 1.1 Ensuring ALL Traditional Owners/Membership and Community Members are inclusive of information sharing and decision making
 - 1.2 To ensure PBC has capacity to auspice the DOGIT in administration, financial capacity.
 - 1.3 Strategically alignment with Masig Statement, Regional Assembly and self-determination.
 - 1.4 An advanced Corporate and Business Plan way forward.
 - 1.5 What lessons are learnt from Mer and Badu transfer.

Risk Management Level

Low	Stage 1 Identify and assess	Risk likely to occure
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Medium	Risk management and assessment	Risk will occur/take caution
High	Monitor and control	Access Correct actions, did implantation work, monitor and control

What are the three Priorities | Which one is identified as "Look, Listen & Adapt" project & Reporting System

Three Priorities;

- 1) PBC MOU's (Partnership)
 - 1.1 GBK & ML MOU's (Partnership)
- 2) DOGET Transfer Policy (Look, Listen & Adapt)
- 3) Transfer of DOGET

Project plan for each Priorities

1) PBC MOU's (Partnership)

<i>Phase (stage)</i>	<i>Action</i>	<i>Outcome</i>	<i>Timeframe</i>	<i>Challenges/risk</i>
<i>Phase 1 – MOU with Mer and Badu</i>	1. -Present Action plan to SARG if passed;	<i>Once MOU is established Priority Two for communities from 1.1, Phase 2, Phase 3 &4</i>	<i>January-February 2025</i>	-Early in the New Year staffing may still be on leave. -Dates may vary due to community events

1.1 MOU with Saibai and Ugar	- Susann to create invite and do logics that is needed.			<i>-Not all common law holders as the traditional owners of the determination area consulted.</i> <i>Risk level: Medium</i>
Phase 2 – MOU with Poruma, Warraber, Moa, Boigu and Dauan	- Send invitation to meeting RNTBC; if agreed (Mayor & CEO kept in the loop)			
Phase 3 – MOU with the remaining Islands Iama, Erub, Mabuyag, Kaurareg	- do up draft MOU then send to RNTBC. - if agreed on draft, inform CEO and Mayor for signing. (Priority Two) <i>Lesson learnt can be gather when meeting with Mer and Badu</i>			
Phase 4 – MOU with GBK	<i>Present Action plan to SARG if passed;</i> - <i>Send invitation to meeting RNTBC; if agreed (Mayor & CEO kept in the loop)</i> - <i>do up draft MOU then send to RNTBC.</i> - <i>if agreed on draft, inform CEO and Mayor for signing.</i>			
1.1 GBK & ML MOU's (Partnership)				

Gur A Baradharaw Kod Torres Strait Sea and Land Council (“GBK”) and Malu Lamar
The process will be the same however amendments will be made due to difference in organization status

2) **DOGET Transfer Policy (Look, Listen & Adapt)**

<i>Phase/stages</i>	<i>Action</i>	<i>Timeframes</i>	<i>Outcome</i>	<i>Challenges/risk</i>
<i>Phase One</i>	<i>Community Consultation in progress (get update from Joanne)</i>	<i>Completed Few community to go</i>	<i>All Torres Strait communities to be consulted</i>	<i>Dates may vary due to community commitments. - Not all common law holders as the traditional owners of the determination area consulted.</i>
<i>Phase Two – Amending DOGIT Policy/wording</i>	Amend Policy wording - include words; Buway, Family group - Identify cluster e.g Top western uses Buway Central islands uses family groups	February	-DOGIT Policy to be amended -To be consulted by the following; SARG, COUNCIL, RNTCB (wording identification), CEO	-Council may reject advice -Future legal actions i.e recognition, Intellectual property rights (therefore wording needs to be correct where identification of areas names, family names. -Common land owners/ living

	<p>-NOTE: These specific identifications to their Native Title determinations</p> <p>Chair and committee members/RNTBC</p>			Southern areas not consulted.
<i>Phase Three – Present amended sections of the policy to SARG</i>	Work with Joanne and Suzann on Amended policy	SARG meeting TBC	SARG to approve advice	-Further amendments, delay in bringing to SARG
<i>Phase Four – Present to Council</i>	Chairperson, committee, Joanne, Susann	Feb-March Trustee meeting	Full Council/SARG support	<p>-Trustee meeting date cancelled</p> <p>Connectivity issues</p> <p>- Amendments not included in agenda</p> <p>-Committee members unavailable</p>
<i>Phase Five – Delivery/community consultation</i>	-Work with each Island Cr. To provided amendments in their community consultation.	<i>March</i>	<i>All island community to be consulted and agreed</i>	<i>- Community changes dates due to; sorry business, community events, dates don't agree.</i>

	<ul style="list-style-type: none"> -Work with RNTBC to help with delivery (only if MOU already signed). -Attendance sheet needs to be acquired. -Chairperson or Committee members help information session to travel and assist Cr if needed. 			<ul style="list-style-type: none"> -Not all community present during consultation. - MOU not signed at this stage. - RNTBC unavailable. - Not all common law holders as the traditional owners of the determination area consulted.
<i>Phase Six – Present feedback to SARG</i>	Compile paperwork Develop presentation Presentation to SARG	<i>March-April</i>	<i>SARG to approve</i>	SARG may not meeting schedule SARG disagree
<i>Phase Seven – Deliver to Council</i>	<ul style="list-style-type: none"> -Review presentation ie. Dates, adjust presentation to audience. -Send to Secretaries to add to agenda. 	<i>March- April Either month that completed then submit to agenda.</i>	<i>Council to approve</i>	<ul style="list-style-type: none"> -Council disagrees -Changes in the amendments -Does make cut of to the agenda items.

	-Keep Mayor in the loop			
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4) Transfer of DOGIT

Phase/stage	Action	Timeframe	Outcome	Challenges/risks
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ECONOMIC GROWTH ADVISORY COMMITTEE

4th QUARTER REPORT (APRIL-JUNE) TO SARG & COUNCIL

No. of Meetings Held This Quarter	<i>One (1)</i> <i>Draft Minutes (13 June 2025 Attached)</i>
Topics Discussed	Committee Priorities Economic Development Strategy Renewable Energy Project Transport
Highlights/Achievements for this Quarter	Community Engagement for Phase 1 of Economic Development Strategy project completed
External and/or Lateral Advisory Committee Engagements	EGM (My Pathway) DWATSIPM
Challenges / Risks	Unable to discuss Enterprise Divestment Policy (due to Trustee Policy not having been finalised) and RAES project (due to Conflicts of Interest) Unsuccessful funding application for feasibility study Hamond Island Commuter Ferry
Recommendations for SARG Endorsement to Council	Nil
Next Advisory Committee Meeting Date/Dates	September (date to be confirmed)
Priorities for Next Quarter	Economic Development Strategy Phase 1
Any Other Comments	

Quarterly Reports to be Submitted to Secretariat by each Lead Executive Officer



ECONOMIC GROWTH ADVISORY COMMITTEE

13 June 2025

MINUTES

Time: 10:00am to 12:20pm
Venue: Microsoft TEAMS Meeting

PRESENT:

Chair

Cr Rocky Stephen

Members

Cr. Iona Manas

ABSENT:

Member

Cr Torenzo Elisala

OFFICERS:

Executive Director Corporate Services/**Lead Executive**
Economic Development Lead

Ms Susanne Andres
Mr David Brown

GUESTS:

Emver Partners
Mirabou

Mr John Palmer
Mr James Reynolds
Ms Novita Pratignyo

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

At 10:20am, the Committee Chairperson (Cr Stephen) formally opened the meeting. Cr. Manas delivered the opening prayer.

B. APOLOGIES

Cr. Torenzo Elisala was recorded as absent.

C. CONFLICT OF INTEREST DECLARATIONS

None initially declared, but later at Agenda 7. COMMUNITY PROJECT / EMPLOYMENT, Cr Manas declared CoI as a Board Executive. It was agreed that this discussion be postponed until next week's Council meeting.

1. CONFIRMATION OF MINUTES

The Minutes of the previous meeting 03 February 2025 were noted and approved. It was noted that the Action item remained open for the Executive Director Corporate Services to seek funding for a feasibility study into the Hammond Island Ferry Service.

2. COMMITTEE PRIORITIES

Cr Stephen outlined the following five committee priorities as follows:

- (i) **Economic Development Strategy – LOOK, LISTEN, ADAPT**
- (ii) **Enterprise Divestment Policy**

- (iii) Renewable Energy Project
- (iv) Transport
- (v) Community Projects

3. ECONOMIC DEVELOPMENT STRATEGY

(i) Update on community engagements for the Economic Development Strategy

The Economic Development Lead said the project was on schedule with all 15 Community Engagements completed over a six-week period. The Economic Development Lead expressed his appreciation and understanding of the challenges of conducting community engagement given the scale of the region and shared that participants were engaged and enjoyed the workshop process.

Emver Partners presented a Project Status Report with schedule, budget and quality reported to be on track. It was mentioned that a 'caution' was required for the surveys as there was a risk without significant changes, the survey number was unlikely to reach its proposed target of 413 surveys or 10 percent of population of each island. Emver Partners said weather impacted community engagements for Masig and Warraber with visits having to be rescheduled. It was mentioned that participation was good overall. It was noted that Councillors were not present on Saibai, Mer, Warraber and Ugar and that there were no social or public issues at any of the meetings.

Cr Manas asked what could be done for those communities not tracking well for the survey and asked how the number could be increased to an acceptable number. Emver Partners said that Badu, Hammond, Saibai and Warraber were particularly of risk given their lower survey numbers and added that Badu would be allocated an asset to support with survey work. Cr Stephen said the survey was a key component of the project and that one-on-one conversations were needed with relevant Councillors to encourage increase of survey numbers.

Action:

Emver Partners send an email to Councillors to inform them that the survey has been extended by one-week to 22 June and to provide an updated survey participation summary.

Action:

Emver Partners to provide the survey participation summary for Councillor Stephen to present at the Council meeting on Masig next week.

Emver Partners provided an outline of subsequent steps for the project, including mention that the draft report would be ready for review by TSIRC and TSRA from 14 July with feedback to be provided for the report's final completion by 9 August. Emver Partners said it would be important to engage TSRA early to get feedback.

Action:

Emver Partners to present report at next EGAC meeting, possibly SARG and the Council workshop in November.

Cr Stephen asked whether the report could incorporate the recent work done by EMG and other relevant work. Emver Partners relayed that the report would highlight alignment of

similar barriers and aspirations identified in previous investigations, including alignment with TSRA’s Regional Economic Investment Strategy.

Emver Partners said that there was significant representation of TSRA and PBC Board Members at the community engagements, including the TSRA Economic Development Portfolio Board Member attending the Warraber community engagement. Emver Partners said that an invitation was extended for the TSRA Economic Development Program Manager to attend the Mabuiag community engagement, however there was no response.

Cr Stephen congratulated Emver Partners and the Economic Development Lead for the work to date and looked forward to reviewing the draft report.

ii) Discussion of Phase 2 – dependent on external funding

Economic Development Lead presented an outline of the approach and schedule of a funding proposal titled ‘Advancing the Torres Strait Community-led Economic Strategic Action Plan’ that was submitted to TSRA on 12 June. The Economic Development Lead said the purpose of the project was to build on Phase 1 to create an implementable long-term (10-year) Economic Strategic Action Plan. It was said that the proposal requested TSRA funding of \$140,000 with cash and in-kind contributions provided by TSIRC.

Cr Manas asked whether GBK would be involved in the project. The Economic Development Lead said that TSIRC would be facilitating a process whereby stakeholders including GBK would be engaged in roundtable discussions to impart ownership in actions.

Action:

Cr Stephen to invite the Economic Development Lead to present a pitch for Phase 2 and beyond to Natalie Kenney, Director of Economic and Social Policy, Strategic Policy, Legislation and Reform at the Department of Women, Aboriginal, Torres Strait Islander Partnerships and Multiculturalism on 20 June.

4. ENTERPRISE DIVESTMENT POLICY

The Executive Director Corporate Services and Cr Stephen agreed that an out of session EGAC meeting be organised after the Land Trustee Policy is endorsed.

5. RENEWABLE ENERGY PROJECT

Mirabou presented a Status Report and general project update on activities. This was the same report presented at Council’s last meeting in May. Mirabou said they will provide monthly updates to Council.

Mirabou said they were drafting a ‘criteria for eligible properties’ that will be provided with roof-top solar panels for the four piloted communities of Erub, Masig, Mer and Ugar. The draft criteria will be presented to the TSIRC ELT. Cr Stephen mentioned the piece of work should good go through the Housing and Safe and Healthy Community where Cr Keith Fell is the Chairperson of the Advisory Committee.

Mirabou proposed the project will have the economic benefits of lowering diesel use, lower fuel costs and deliver lower electricity cost for consumers, including businesses. In addition to improving security and reliability of supply and will be a key driver for economic growth.

Mirabou said they are planning a site visit to Masig in July and will be liaising with the Executive Director for Community Services and Cr Mosby to confirm arrangements.

Mirabou said that they will receive an outcome of an ARENA application for funding at the ARENA August Board meeting. This outcome will be presented at Council's November workshop.

6. TRANSPORT

(i) Dauan and Ugar Alternative Transport Options Business Case

Executive Director Corporate Services said that the TSRA Transport Summit was cancelled with no further conversations with TSRA.

Action:

Executive Director Corporate Services to continue to seek funding of \$150,000 each for Dauan and Ugar for a Business Plan.

(ii) Hammond Island Ferry Subsidy and Feasibility Study

Executive Director Corporate Services said that the Hammond Island Ferry subsidy contract continues with Loban Marine until 31 December 2025. A progress and financial report was provided to TSRA.

Executive Director Corporate Services said the feasibility study was previously declined by TSRA and said that another submission was required.

Action:

Executive Director Corporate Services to continue to seek funding for a feasibility study into the Hammond Island Ferry Service.

(iii) Helicopter Subsidy

Executive Director Corporate Services said that the Dauan and Ugar subsidy will come to an end on 31 December 2025.

Action:

Executive Director Corporate Services and Executive Director Community Services to continue to seek subsidy for the Dauan and Ugar helicopter subsidy.

7. COMMUNITY PROJECT / EMPLOYMENT

Executive Director Corporate Services noted a Col for Cr Manas. It was agreed to discuss at next week's Council meeting on Masig. It was mentioned that the CEO will provide a report.

8. QUARTERLY SARG REPORT

Executive Director Corporate Services advised Cr Stephen that a quarterly report can be provided prior to clearing the draft EGAG meeting minutes.

9. OTHER

Cr. Stephen said the 5th National Indigenous Empowerment Summit in Brisbane from 6-8 May was good and was happy that information presented aligned with Council's approach to economic development. Cr Stehen said that he has provided a report.

10. NEXT MEETING

September. Exact date to be advised.

11. CLOSE OF MEETING & PRAYER

Cr Manas delivered the closing prayer.

Meeting closed at 12:20pm.

DRAFT

ENVIRONMENT & CLIMATE CHANGE ADAPTATION (ECCA) ADVISORY COMMITTEE

4th QUARTER REPORT (APRIL-JUNE) TO SARG & COUNCIL

No. of Meetings Held This Quarter	<i>No official meetings, but briefing papers prepared and correspondence issued and made.</i>
Topics Discussed	<ul style="list-style-type: none"> • Torres Strait and Northern Area Climate Resilience Officers Project. • Mirabou Energy Renewable Project – TSIRC Analysis of Greenhouse Gas Emissions Projected Reduction. • Environmental Policy and the Climate Change Policy – Tabled Policy Revisions/Updates • Cr Tamu discussed proposal for TSIRC to develop a ‘Green Policy’ or similar. • Need for Waste Management Funds and Change to Practices post existing landfills.
Highlights/Achievements for this Quarter	<ul style="list-style-type: none"> • Climate Resilience Officers Project - successful \$3.95M grant entered into for a 3 year Program. Milestones 1 and 2 now completed this Qtr, including setting of Project Plan and Budget. • Ugar Coastal Erosion Protection Grant Success – via QCoast Round 4 Coast Hazards Resilience Projects. Circa \$600K grant funding, to be entered into formally. • Progression of the ‘Landfill Closure’ methodology study, with focus on Erub. Report due in August.
External and/or Lateral Advisory Committee Engagements	<ul style="list-style-type: none"> • Engagement with Alluvium, with assistance preparing Climate Resilience Officers Project Milestones 1 and 2 documentations. • Engagement with Alluvium, with assistance preparing Ugar Coastal protection grant bid document/application.

Challenges / Risks	<ul style="list-style-type: none"> • Internal TSIRC resourcing/capacity to lead and contribute to the Environment/Climate portfolio. • Capacity to undertake the Climate Resilience Officers (CRO) Project, including recruitment of new staff and coordination with (other CRO participants) TSC and GBK.
Recommendations for SARG Endorsement to Council	No recommendations/decisions being sought.
Next Advisory Committee Meeting Date/Dates	TBA
Priorities for Next Quarter	<ul style="list-style-type: none"> • Resourcing the Environmental/Climate Change Portfolio • Progression with the CRO Project (including recruitment), which from an operational perspective will transition into the Community Services Dept. • Incorporation of CHAS actions into the CRO Project. • Progression with Ugar Coastal Protection Project. • Review of Landfill Closure Requirements and seek advancement of the Strategy and Progression for the future of Waste Management. • Progression with Warraber Seawalls and Masig, along with consideration of Stage 3 Seawalls.
Any Other Comments	Although the Committee for one reason or another has had little in the way of official meetings, there has been good communication between the members and the exec, 'out of session' briefings, updates and papers.

Quarterly Reports to be Submitted to Secretariat by each Lead Executive Officer

GOVERNANCE & LEADERSHIP (G&L) ADVISORY COMMITTEE

4th QUARTER REPORT (APRIL-JUNE) TO SARG & COUNCIL

No. of Meetings Held This Quarter	1 only (30 Apr 2025 – Draft Minutes attached)
Topics Discussed	<ul style="list-style-type: none"> • Workplan Update • TSIRC Name Change • Advancing the Masig Statement TSIRC Action Plan (including promoting the Statement as <i>Malungu Yangu Wakay</i>)
Highlights/Achievements for this Quarter	Capturing <i>Malungu Yangu Wakay</i> across Council's Corporate documents and reporting frameworks.
External and/or Lateral Advisory Committee Engagements	Nil.
Challenges / Risks	
Recommendations for SARG Endorsement to Council	Nil for this quarter.
Next Advisory Committee Meeting Date/Dates	6 August 2025
Priorities for Next Quarter	
Any Other Comments	

Quarterly Reports to be Submitted to Secretariat by each Lead Executive Officer



**GOVERNANCE & LEADERSHIP
(G&L) ADVISORY COMMITTEE
MEETING**
30 APRIL 2025

MINUTES

Time: 10.00am to 1.00pm

Venue: Committee Room (Level 3), 111 Grafton Street, Cairns

Microsoft TEAMS Meeting ID: 411 504 996 041 | Passcode: mT9fG9tb

PRESENT:

Chair

Cr Dimas Toby

Member

Cr Ranetta Wosomo

OFFICERS:

Chief Executive Officer/Lead Executive

Ms Hollie Faithfull (representing
Mr James William)

Manager Governance & Risk

Ms Kim Kerwin

Democracy Matters

Ms Sandy Killick – *for AI 2.2 & AI 2.2.1 only*

Executive Assistant to the CEO/Committee Secretariat

Ms Marie Haines

Council Secretariat

Mr Darryl Brooks

APOLOGIES:

Member

Cr Nixon Mye – *Sorry Business*

Chief Executive Officer

Mr James William – *Work commitments*

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

At 10.05am, the Committee Chairperson (Cr Dimas Toby) formally opened the meeting of the Governance and Leadership (G&L) Advisory Committee, noting that a quorum of members was present.

The Chairperson welcomed attendees and made the following acknowledgements:

- Papa God
- The Traditional Custodians (past and present) throughout the length and breadth of Zenadth Kes and the communities and constituents that Council serves
- Leaders (past, present and emerging)
- All families going through mourning and Sorry Business at this time.

Cr Ranetta Wosomo delivered the opening prayer and the Committee observed a minute of silence as a gesture of respect and reflection to honour the memory of deceased loved ones.

B. NOTING OF APOLOGIES

The Committee noted an apology for Cr Nixon Mye (for Sorry Business) and the Chief Executive Officer for work commitments.

C. CONFLICT OF INTEREST (COI) DECLARATIONS

No COI declarations were made.

1. CONFIRMATION OF MINUTES (20 FEBRUARY 2025)

CR WOSOMO / CR TOBY

The Committee confirms the Minutes of the Governance & Leadership Advisory Committee meeting held on 20 February 2025.

CARRIED

1.1. Action Items from Previous Meeting

The Committee noted the update provided by the Secretariat.

2. G&L Advisory Committee – Workplans/Action Plans *(verbal discussion)*

2.1. Workplan Update

The Committee refined timelines for the delivery of projects currently listed on its workplan. Additional refinement will be undertaken by Cr Wosomo and the Secretariat out—of—session for the purposes of enabling the Committee to present the Workplan as part of its quarterly reporting requirements to SARG and Council in May 2025.

The Manager Governance and Risk (Ms Kim Kerwin) will advise the next meeting of the Committee on timelines and requirements in relation to a proposed name change for TSIRC and of timelines and requirements in relation to any proposed boundary changes for TSIRC.

Action Required:

The Manager Governance and Risk (Ms Kim Kerwin) to advise the next meeting of timelines and requirements in relation to a proposed name change for TSIRC and of timelines and requirements in relation to any proposed boundary changes for TSIRC.

2.2. Advancing the Masig Statement TSIRC Action Plan (2024—28) (v.4.0)

More work required on the Action Plan and Cr Wosomo will work with the Secretariat out—of—session on this matter.

Action Required:

Additional refinement will be undertaken by Cr Wosomo and the Secretariat out—of—session to update/clarify the Action Plan.

2.2.1. Questions from Sandy Killick

Ms Sandy Killick (Democracy Matters) joined the meeting at 10.40am. Cr Toby advised the meeting that he and Ms Killick held a TEAMS meeting on 29 April 2025 to discuss the development of a short, powerful resource that communicates the intent of the Masig Statement in a culturally appropriate way (*Ailan pasin*) and which can be utilised both by Councillors and others wishing to promote the advancement of the Masig Statement's intent, and that Ms Killick had agreed to work overnight on a set of questions to put to the Committee.

Ms Killick discussed with the Committee the questions she had prepared and it was agreed that the feedback provided by the Committee would form the construct of communicating the intent of the Masig Statement.

The discussions with Ms Killick agreed to the following:

- (a) the importance of using the stories of past struggles by Torres Strait Islander people and communities that lead up to the struggles for Ailan governance;
- (b) that the Governance and Leadership Advisory Committee will be recommending to Council that the term 'Masig Statement' be dropped as the public face of promoting the aspiration to Ailan governance and that the terminology 'Malungu Yangu Wakay' be used instead, as well as an edition of the statement in language. This would create greater connection with communities on ground as it states the actual purpose of the document. This would be more likely to inspire the three tiers of leadership groups throughout the region (including GBK) to connect on a more culturally appropriate advocacy platform as well as promote the aspiration to the outside world (including Governments) as the united will of the people.
- (c) Cr Toby also advised that he would be recommending to the Council that greater focus should also be given to other aspirational statements following on after 'Malungu Yangu Wakay' such as the GBK Statement (Cr Toby?? Name of the statement??) and others so that communities and leadership organisations understand and acknowledge that this is a whole—of—region push for Ailan governance and not just a TSIRC initiative.
- (d) there is an urgent need to bring the existing leadership in the region together to begin the conversation on the 'how', 'when' and 'who' so all parties agree to work together and develop a sound plan to compel the State and Australian Governments to support Ailan governance.

Action Required:

1. Chairperson to seek copies of the GBK (Masig Statement) and a copy of the Regional Autonomy (Regional Assembly) 18—month region ready transition plan for distribution to Committee members.
2. Ms Killick to prepare a document ASAP for presentation by the Committee to the SARG Meeting on 9 May 2025.

2.3. Identify Outreach Priorities/Networks with Regional Service Providers

Not discussed due to time constraints.

3. TSIRC's arrangements for the 88th anniversary on 23 August 2025 of the First Councillors' Meeting – *verbal discussion*

The Chairperson to discuss this matter at the SARG Meeting on 9 May 2025.

Action Required:

Chairperson to discuss this matter at the SARG Meeting on 9 May 2025.

4. MATTERS ARISING

Nil.

5. NEXT MEETING – 6 August 2025 (Microsoft TEAMS)

Noted by the Committee.

6. CLOSE OF MEETING & PRAYER

The Chairperson thanked participants for their attendance and contributions throughout the meeting and formally closed the meeting at 12.00nn. Cr Wosomo delivered the closing prayer.

MINUTES CONFIRMED – 6 August 2025

.....
Cr Dimas Toby
Chairperson – G&L Advisory Committee
Torres Strait Island Regional Council
Date: 6 August 2025

.....
James William
Chief Executive Officer
Torres Strait Island Regional Council
Date: 6 August 2025

HOUSING, FAMILIES AND SAFE & HEALTHY COMMUNITIES (HFSHC) ADVISORY COMMITTEE

4th QUARTER REPORT (APRIL-JUNE) TO SARG & COUNCIL

No. of Meetings Held This Quarter	2 informal meetings
Topics Discussed	<ol style="list-style-type: none"> 1. Housing Policies 2. Animal Management approach (Badu)
Highlights/Achievements for this Quarter	<ul style="list-style-type: none"> • Support and progression of 24JAA initial consultation with PBCs and GBK in relation to Capital Housing program • Agree on approach for development of localised Animal Mgt Plan. Still in progression as at 30th June.
External and/or Lateral Advisory Committee Engagements	<ul style="list-style-type: none"> - Animal Management Taskforce rep - Dept of Primary Industry (Thaine Mills) -
Challenges / Risks	<ul style="list-style-type: none"> - Maintaining Community safety due to concerns on Animal Management - Revenue for Capital Works (housing) - Ongoing Housing tenancy management issues
Recommendations for SARG Endorsement to Council	<ul style="list-style-type: none"> - Noting only
Next Advisory Committee Meeting Date/Dates	To be confirmed
Priorities for Next Quarter	As per Action Plan for HFSHC (attached) Note, new items from June 2025 Ordinary Meeting is included for discussion and Committee decision
Any Other Comments	

Quarterly Reports to be Submitted to Secretariat by each Lead Executive Officer

HFSHC Advisory Committee Action Plan for the 2024-28 Council Term


YEAR 1 (2024-25)

Year 1: 2024-25	Priority	Timeline	Project/Objective	Current Status
1st QTR (Jul-Sep)	1. Review Committee TOR	Ongoing. TOR to be a 'living document' and updated in conjunction with Council's emerging priorities.	<ul style="list-style-type: none"> Align with TSIRC 10 Priorities Align with Strategic Pillars of current TSIRC Corporate Plan (2020-25) where appropriate. 	Awaiting Council endorsement of TSIRC 10 Priorities and Action Plan. Due for consideration at September 2024 Council Meeting.
	2. Prepare draft 4-year strategic action/priorities plan	Draft to be populated and then circulated to members out-of-session for comment/input and endorsement for submission as part of the Committee's quarterly report.	To be updated for each quarterly report to Council.	
	3. Confirm HFSHC Chair as TSIRC representative on the DAF Animal Management Task Force	For endorsement at SARG meeting on 2/10/24. For endorsement at Council meeting October 2024. [next meeting of the DAF Taskforce in November 2024]	Recommendation to be included in 1 st QTR Report to SARG meeting on 2/10/24.	Completed (recommendation included in draft 1 st QTR Report).
	4. 1 st QTR Report to October Ordinary Council meeting <i>(via October SARG Mtg)</i>	Relevant SARG Mtg is 2/10/24. <i>1st QTR Report for SARG due to Secretariat 24/9/24.</i> Relevant Council Mtg is 15-16/10/24. <i>1st QTR Report for Council due to Secretariat 8/10/24.</i>		Draft report completed. Awaiting out-of-session clearance of Draft Workplan and Draft Minutes by Committee members. Completed
2nd QTR (Oct-Dec)	1. Advocacy for Housing Finance IT System	Budgetary process / external funding	Swift reconciliation of housing payments/refunds and other matters to improve all-round performance	Feb 2025 Consultants and Housing to unpack needs of the system potentially create a bespoke system suitable for our need. A priority on advocacy with Dept of Housing.
	2. TSIRC Priority Area 3 – Regional Social Housing	Ongoing 10-year funding plan in accordance with the 2024–25 TSIRC Advocacy Action Plan.	Development of Housing Strategy to inform current and future capital housing related needs.	Commenced. Draft presented at Sept Committee meeting. Draft scheduled for presentation at November workshop. Completed. Adopted by Council in December 2024.
	3. 2 nd QTR Report to be tabled at January Ordinary Council meeting <i>(via January SARG Mtg)</i>	Committee to meet before SARG Mtg on 15/1/25 Relevant SARG Mtg is 15/1/25. <i>2nd QTR Report for SARG due to Secretariat 7/1/25.</i> Relevant Council Mtg is 15-16/10/24. <i>2nd QTR Report for Council due to Secretariat 8/10/24.</i>		Proposed for Poruma March 2025. Completed
3rd QTR (Jan-Mar)	1. Provide input/comment on Draft 2025-30 Corporate Plan	March – June 2025		<ul style="list-style-type: none"> Pre-planning scheduled with Community Services teams commencing week 24th March. SARG May and OM June 2025 Completed.
	2.			
	3. 3rd QTR Report to be tabled at April SARG and Ordinary Council meetings <i>(via April SARG Mtg)</i>	1. Committee to meet before SARG Mtg on 2/4/25 2. Relevant SARG Mtg 3. <i>3rd QTR Report for SARG due to Secretariat</i> 4. Relevant Council Mtg is 15-16/10/24. 5. <i>3rd QTR Report for Council due to Secretariat</i>		1. Committee meeting 17 th March 2025 (Face-to-Face, Poruma) 2. 9/5/25 3. Verbal Update 4. Noted 5. Verbal update
4th QTR (Apr-Jun)	4 th QTR Report to be tabled at July SARG and Ordinary Council meetings <i>(via July SARG Mtg)</i>	Committee to meet before SARG Mtg on 9/7/25 Relevant SARG Mtg is 2/10/24. <i>4th QTR Report for SARG due to Secretariat 24/9/25.</i>		<ul style="list-style-type: none"> Meeting date not finalized. SARG Meeting potentially rescheduled as per advice from Secretariat.

		Relevant Council Mtg is 15-16/10/24. 6. <i>4th QTR Report for Council due to Secretariat 8/10/25.</i>		

HFSHC Advisory Committee Action Plan for the 2024-28 Council Term

YEAR 2 (2025-26)

Year 2: 2025-26	Priority	Timeline	Project/Objective	Current Status
1st QTR (Jul-Sep)	1. Review Committee TOR	Ongoing. TOR to be a 'living document' and updated in conjunction with Council's emerging priorities.	<ul style="list-style-type: none"> Align with TSIRC 10 Priorities Align with Strategic Pillars of current TSIRC Corporate Plan (2025-30) where appropriate. 	
	2. Review Committee's 4-year strategic action/priorities plan	Annual review.	To be updated for each quarterly report to Council.	
	3. 1st QTR Report to October Ordinary Council meeting (via October SARG Mtg)	Relevant SARG Mtg is 2/10/24. 1st QTR Report for SARG due to Secretariat 24/9/24.		
	<ul style="list-style-type: none"> Housing, Families and Safe and Healthy Communities (HFSHC) Advisory Committee to explore future options in relation to TSIRC peppercorn leases and provide advice to Council via the Strategic Action Reference Group (SARG) Standing Committee. Afterpay Facility Options - Housing, Families & Safe and Healthy Communities (HFSHC) Advisory Committee to explore other options with IBIS and Community Enterprise Queensland (CEQ) in relation to the delivery of essential goods and services to communities in the Torres Strait region, with a view to a future presentation to Council. Ugar Dredging Matters - options to strategically address issues in relation to dredging matters for standard Ugar access as a 'liveability' issue for the Ugar community. 	HFSHC meeting before 9/7/25	<p>Items allocated to HFSHC in June 2025 Ordinary Meeting (Masig) as per Action Item register. Secretariat email 23.6.25</p>  <p>Items to be added to HFSHC Workplan</p>	To be discussed and decided.
2nd QTR (Oct-Dec)	1. Advocacy for Housing Finance IT System	Budgetary process / external funding	Swift reconciliation of housing payments/refunds and other matters to improve all-round performance	
	2.			
	3. 2 nd QTR Report to be tabled at January Ordinary Council meeting (via January SARG Mtg)	<p>Committee to meet before SARG Mtg on 15/1/25</p> <p>Relevant SARG Mtg is 15/1/25. 2nd QTR Report for SARG due to Secretariat 7/1/25.</p> <p>Relevant Council Mtg is 15-16/10/24. 2nd QTR Report for Council due to Secretariat 8/10/24.</p>		
3rd QTR (Jan-Mar)	1.			
	2.			
	3. 3rd QTR Report to be tabled at April SARG and Ordinary Council meetings (via April SARG Mtg)	Committee to meet before SARG Mtg on 2/4/25		

		Relevant SARG Mtg is 2/10/24. <i>3rd QTR Report for SARG due to Secretariat 24/9/24.</i> Relevant Council Mtg is 15-16/10/24. <i>3rd QTR Report for Council due to Secretariat 8/10/24.</i>		
4th QTR (Apr-Jun)				
	4 th QTR Report to be tabled at July SARG and Ordinary Council meetings (<i>via July SARG Mtg</i>)	Committee to meet before SARG Mtg on 9/7/25 Relevant SARG Mtg is 2/10/24. <i>4th QTR Report for SARG due to Secretariat 24/9/24.</i> Relevant Council Mtg is 15-16/10/24. <i>4th QTR Report for Council due to Secretariat 8/10/24.</i>		

HFSHC Advisory Committee Action Plan for the 2024-28 Council Term

YEAR 3 (2026-27)

Year 3: 2026-27	Priority	Timeline	Project/Objective	Current Status
1st QTR (Jul-Sep)	1. Review Committee TOR	Ongoing. TOR to be a 'living document' and updated in conjunction with Council's emerging priorities.	<ul style="list-style-type: none"> Align with TSIRC 10 Priorities Align with Strategic Pillars of current TSIRC Corporate Plan (2020-25) where appropriate. 	Awaiting Council endorsement of TSIRC 10 Priorities and Action Plan. Due for consideration at September 2024 Council Meeting.
	2. Review Committee's 4-year strategic action/priorities plan	Annual review.	To be updated for each quarterly report to Council.	
	3. 1 st QTR Report to October Ordinary Council meeting <i>(via October SARG Mtg)</i>	Relevant SARG Mtg is 2/10/24. <i>1st QTR Report for SARG due to Secretariat 24/9/24.</i> Relevant Council Mtg is 15-16/10/24. <i>1st QTR Report for Council due to Secretariat 8/10/24.</i>		
2nd QTR (Oct-Dec)	1. Advocacy for Housing Finance IT System <i>(if still required)</i>	Budgetary process / external funding	Swift reconciliation of housing payments/refunds and other matters to improve all-round performance	
	2.			
	3. 2 nd QTR Report to be tabled at January Ordinary Council meeting <i>(via January SARG Mtg)</i>	Committee to meet before SARG Mtg on 15/1/25 Relevant SARG Mtg is 15/1/25. <i>2nd QTR Report for SARG due to Secretariat 7/1/25.</i> Relevant Council Mtg is 15-16/10/24. <i>2nd QTR Report for Council due to Secretariat 8/10/24.</i>		
3rd QTR (Jan-Mar)	1.			
	2.			
	3. 3rd QTR Report to be tabled at April SARG and Ordinary Council meetings <i>(via April SARG Mtg)</i>	Committee to meet before SARG Mtg on 2/4/25 Relevant SARG Mtg is 2/10/24. <i>3rd QTR Report for SARG due to Secretariat 24/9/24.</i> Relevant Council Mtg is 15-16/10/24. <i>3rd QTR Report for Council due to Secretariat 8/10/24.</i>		
4th QTR (Apr-Jun)				
	4 th QTR Report to be tabled at July SARG and Ordinary Council meetings <i>(via July SARG Mtg)</i>	Committee to meet before SARG Mtg on 9/7/25 Relevant SARG Mtg is 2/10/24. <i>4th QTR Report for SARG due to Secretariat 24/9/24.</i> Relevant Council Mtg is 15-16/10/24. <i>4th QTR Report for Council due to Secretariat 8/10/24.</i>		

HFSHC Advisory Committee Action Plan for the 2024-28 Council Term

YEAR 4 (2027-28)

Year 4: 2027-28	Priority	Timeline	Project/Objective	Current Status
1st QTR (Jul-Sep)	1. Review Committee TOR	Ongoing. TOR to be a 'living document' and updated in conjunction with Council's emerging priorities.	<ul style="list-style-type: none"> Align with TSIRC 10 Priorities Align with Strategic Pillars of current TSIRC Corporate Plan (2020-25) where appropriate. 	Awaiting Council endorsement of TSIRC 10 Priorities and Action Plan. Due for consideration at September 2024 Council Meeting.
	2. Review Committee's 4-year strategic action/priorities plan (in preparation of Council end-of-term) / or prepare a summary report for incoming Council.	Draft to be populated and then circulated to members out-of-session for comment/input and endorsement for submission as part of the Committee's quarterly report.	To be updated for each quarterly report to Council.	
	3. 1 st QTR Report to October Ordinary Council meeting (via October SARG Mtg)	<p>Relevant SARG Mtg is 2/10/24. 1st QTR Report for SARG due to Secretariat 24/9/24.</p> <p>Relevant Council Mtg is 15-16/10/24. 1st QTR Report for Council due to Secretariat 8/10/24.</p>		
2nd QTR (Oct-Dec)	1. Advocacy for Housing Finance IT System (if still required, prepare recommendation to incoming Council)	Budgetary process / external funding	Swift reconciliation of housing payments/refunds and other matters to improve all-round performance	
	2.			
	3. 2 nd QTR Report to be tabled at January Ordinary Council meeting (via January SARG Mtg)	<p>Committee to meet before SARG Mtg on 15/1/25</p> <p>Relevant SARG Mtg is 15/1/25. 2nd QTR Report for SARG due to Secretariat 7/1/25.</p> <p>Relevant Council Mtg is 15-16/10/24. 2nd QTR Report for Council due to Secretariat 8/10/24.</p>		
LIKELY THAT "CARETAKER" CONVENTIONS COME INTO PLAY AHEAD OF 2028 LOCAL GOVT ELECTIONS IN AUGUST 2028				
3rd QTR (Jan-Mar)	1.			
	2.			
	3. 3rd QTR Report to be tabled at April SARG and Ordinary Council meetings (via April SARG Mtg)	<p>Committee to meet before SARG Mtg on 2/4/25</p> <p>Relevant SARG Mtg is 2/10/24. 3rd QTR Report for SARG due to Secretariat 24/9/24.</p> <p>Relevant Council Mtg is 15-16/10/24. 3rd QTR Report for Council due to Secretariat 8/10/24.</p>		
4th QTR (Apr-Jun)				
	4 th QTR Report to be tabled at July SARG and Ordinary Council meetings (via July SARG Mtg)	<p>Committee to meet before SARG Mtg on 9/7/25</p> <p>Relevant SARG Mtg is 2/10/24. 4th QTR Report for SARG due to Secretariat 24/9/24.</p> <p>Relevant Council Mtg is 15-16/10/24. 4th QTR Report for Council due to Secretariat 8/10/24.</p>		



DIRECTORATE: Corporate Services

AUTHOR: Manager Governance and Risk

POLICY UPDATE – FRAUD AND CORRUPTION PREVENTION POLICY

OFFICER RECOMMENDATION:

1. That SARG reviews the updated Fraud and Corruption Prevention Policy; and
 2. Refers the updated Fraud and Corruption Prevention Policy to the Council's Audit and Risk Committee for review and to Council for adoption.
-

EXECUTIVE SUMMARY:

The Fraud and Corruption Prevention Policy has been reviewed in accordance with Council's Policy Framework. It will replace the previous Fraud and Corruption Prevention Policy adopted in 2016 and reviewed in 2020, 2021 and 2022. The revised policy in [Attachment 1](#) is presented to SARG for consideration and referral to Council's Audit & Risk Committee. The former policy (with tracked changes) is at [Attachment 2](#).

Relevant internal departments have reviewed the proposed policy. The Manager Governance and Risk has led the review process and ensured alignment with legal obligations and modern governance expectations.

The policy has been updated to reflect legislative changes to information and privacy laws impacting Councils from 1 July 2025.

CONSULTATION:

- Executive Director, Corporate Services
- Manager Administration and Communication
- Manager Procurement and Contracts
- Manager Financial Accounting and Assets
- Audit Committee

BACKGROUND:

The Fraud and Corruption Prevention Policy review identified the need to update the format and content of the policy in line with best practice. The new policy retains the core fraud and corruption prevention policy elements and removes explanatory and operational content which duplicates the Fraud and Corruption Control Procedure. The Procedure will be reviewed following adoption of the new Fraud and Corruption Prevention Policy.

COMPLIANCE / CONSIDERATIONS:

Statutory:	<ul style="list-style-type: none">• <i>Crime and Corruption Act 2001</i> (Qld)• <i>Local Government Act 2009</i> (Qld)• <i>Local Government Regulation 2012</i> (Qld)• <i>Public Interest Disclosure Act 2010</i> (Qld)• <i>Public Sector Ethics Act 1994</i> (Qld)• <i>Independent Assessor Regulation 2018</i> (Qld)
Budgetary:	No budgetary impact.
Policy:	The policy was developed under Council's Policy Framework and provides clear guidance on implementation of relevant legislation. The adoption of this policy will replace the current policy.
Legal:	The new policy is compliant with all legislative requirements and reflects best practice local government governance.
Risk / Risk Mitigation:	Failure to adopt the updated policy may result in non-compliance with legislative obligations and expose Council to financial, legal, or reputational risk. Adoption of the proposed updated policy mitigates these risks and strengthens Council's governance, integrity, and accountability practices.
Links to Strategic Plans:	CORPORATE PLAN 2025-2030 Focus Area # 3. A proactive and responsible Council ➤ <i>3.1 Provide good governance and leadership</i>
Malungu Yangu Wakay (Masig Statement):	Assists in equipping Council's goals and aspirations for self—determination.
Standing Committee Consultation:	N/A. To be provided to Audit & Risk Committee for review.
Timelines:	Policy due for review.

Other Comments:

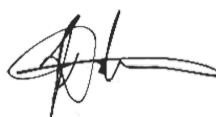
The next step will be to refer the updated Fraud and Corruption Prevention Policy to the Audit and Risk Committee meeting in August 2025, and then to Council for adoption.

Recommended:

S. Andres

Susanne Andres
Executive Director Corporate Services

Approved:



James William
Chief Executive Officer

ATTACHMENTS:

1. Fraud and Corruption Prevention Policy 2025
2. Fraud and Corruption Prevention Policy (tracked changes)

Fraud and Corruption Prevention Policy

1. PURPOSE

The purpose of this policy is to prevent, detect, and respond to fraud and corruption within Torres Strait Island Regional Council (**Council**), ensuring compliance with Queensland legislation and promoting integrity, transparency, and accountability in Council operations.

2. SCOPE

This policy applies to all Council employees, Councillors, contractors, consultants, volunteers, and any individual or entity engaged in business with Council.

3. LINK TO CORPORATE PLAN 2025-2030

- 3. A proactive and responsible Council
 - 3.1 Provide good governance and leadership

4. POLICY STATEMENT

Council is committed to:

- A zero-tolerance approach to fraud and corruption.
- Establishing effective prevention, detection, and response mechanisms.
- Complying with legislative requirements and integrity frameworks.
- Encouraging ethical behaviour and transparency within all Council operations.
- Protecting whistleblowers and ensuring confidentiality in reporting suspected fraud or corruption.

5. FRAUD AND CORRUPTION PREVENTION

Council will implement the following measures to prevent and mitigate fraud and corruption risks:

5.1 Governance and Leadership

- The CEO and Executive Leadership Team (**ELT**) are responsible for fostering a culture of integrity.
- Fraud and corruption risk assessments will be conducted periodically.
- A Fraud and Corruption Control Plan will be maintained in accordance with CCC and QAO guidelines.

5.2 Internal Controls

- Council will establish clear financial, procurement, and asset management controls to prevent fraudulent activities.
- Conflict of interest disclosures will be required for all Councillors and employees.
- High-risk transactions will be subject to increased scrutiny.

5.3 Employee Responsibilities

- Employees must report any suspicions of fraud or corruption immediately.
- Mandatory fraud awareness training will be provided to all employees.
- Employees must adhere to the Code of Conduct and Public Sector Ethics Principles.

5.4 Third-Party Engagement

- Contractors and suppliers must comply with Council's fraud and corruption prevention standards.
- Due diligence checks will be conducted before engaging vendors.

6. REPORTING AND INVESTIGATING FRAUD AND CORRUPTION

6.1. Reporting Obligations

- Suspected fraud or corruption must be reported to:
 - CEO (or delegated officer)
 - Crime and Corruption Commission (**CCC**) if the matter involves corrupt conduct
 - Queensland Police Service (**QPS**) for criminal fraud cases
- Reports can be submitted via email, in person, or through the confidential reporting hotline.

6.2. Confidentiality and Whistleblower Protection

- Council will protect individuals who report fraud or corruption in good faith.
- Whistleblower disclosures will be handled under the *Public Interest Disclosure Act 2010* (Qld).

6.3. Investigation Process

- The CEO will initiate an internal review or refer the matter to an external authority.
- Investigations will be conducted impartially and in accordance with legal requirements.
- Disciplinary action will be taken where allegations are substantiated.

7. REPORTING COUNCILLOR INVOLVEMENT

Where suspected fraud or corruption involves a councillor, the matter may constitute misconduct or corrupt conduct under the *Local Government Act 2009 (Qld)*. In such cases, the matter must be referred to the OIA and/or the CCC, as appropriate. Council staff must not investigate such matters internally.

8. MONITORING AND CONTINUOUS IMPROVEMENT

- Fraud and corruption risks will be reviewed annually.
- Policy effectiveness will be assessed against best practice guidelines.
- Updates will be made in response to legislative or operational changes.

9. DEFINITIONS

Fraud: Any dishonest activity causing actual or potential financial loss to Council, including theft, deception, misuse of position, or deliberate misrepresentation.

Corruption: Dishonest or unethical conduct that involves a breach of trust, misuse of power, or an attempt to gain an undue advantage.

Public Official: A person employed by, or associated with, Council who is subject to the *Crime and Corruption Act 2001 (Qld)*.

Corrupt Conduct: Conduct by a person that adversely affects the honest and impartial performance of Council functions, including bribery, extortion, and collusion.

Reasonable Suspicion: A belief based on facts that a fraud or corruption offence may have occurred.

Office of the Independent Assessor (OIA): An independent statutory body responsible for receiving and assessing complaints about the conduct of councillors under the *Local Government Act 2009 (Qld)*.

10. RELATED DOCUMENTS AND REFERENCES

- *Crime and Corruption Act 2001 (Qld)*
- *Local Government Act 2009 (Qld)*
- *Local Government Regulation 2012 (Qld)*
- *Public Interest Disclosure Act 2010 (Qld)*
- *Public Sector Ethics Act 1994 (Qld)*
- *Independent Assessor Regulation 2018 (Qld)*
- Queensland Audit Office (QAO) Fraud Management Guidelines
- Crime and Corruption Commission (CCC) Fraud and Corruption Control Best Practice Guide
- Code of Conduct for Employees
- Fraud and Corruption Control Procedure
- Public Interest Disclosure Policy and Management Program
- Conflict of Interest Policy
- Complaint Management Procedure

11. REVIEW

Policy type:	<input checked="" type="checkbox"/> Council <input type="checkbox"/> Administrative
Directorate:	Corporate Services
Responsible Officer:	Manager, Governance and Risk
Authorised on:	XXX 2025
Next review date:	XXX 2028 (This policy will be reviewed every three years or as required by changes in legislation).
Review history:	2016, 2020, 2021, 2022, 2025
Version:	06/25-V1



Fraud and Corruption Prevention Policy

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Responsible Manager	Chief Executive Officer
Head <u>s</u> of power	<i>Local Government Act 2009 (Qld) Local Government Regulation 2012_ (Qld) Crime and Corruption Act 2001 Criminal Code Act 1899 Integrity Act 2009 Public Interest Disclosure Act 2010 Public Sector Ethics Act 1994 -Right to Information Act 2009 Independent Assessor Regulation 2018 (Qld) Local Government Act 2009 Local Government Regulation 2012</i>
Authorised by	Council
Authorised on	16 May 2022 17 June 2025
Implemented from	May 2022 17 June 2025
Last reviewed	April 16 May 2022
Review history	2016, 2020, 2021, 2022
To be reviewed on	May 2024 June 2028
Corporate Plan	People, Sustainability and Prosperity

1. Purpose

The purpose of this policy is to prevent, detect, and respond to fraud and corruption within Torres Strait Island Regional Council (Council), ensuring compliance with Queensland legislation and promoting integrity, transparency, and accountability in Council operations.

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~~Council is committed to the control and elimination of all forms of fraud and corruption, and to create an ethical environment and culture that discourages and prevents them. Council has zero tolerance to activities related to fraud and corruption, which are commonly associated: fraud is usually regarded as some form of deliberate deception to facilitate or conceal misappropriation, and corruption involving a breach of trust in the performance of official duties.~~

~~All staff are responsible for the prevention and detection of fraud and corruption. There is a mandatory duty of every public officer under Section 38 and 39 of the *Crime and Corruption Act 2001* to notify the Crime and Corruption Commission if s(he) reasonably suspects that a complaint or information or matter involves or may involve corrupt conduct. This mandatory duty is despite any obligation the person has to maintain confidentiality.~~

~~All allegations and suspicions of fraud will receive attention. All substantiated cases will be dealt with appropriately either by criminal, disciplinary or administrative mechanisms suitable to the case (having due regard for the rights of all persons, including any person reporting a fraud and of any alleged perpetrator of fraud).~~

~~As fraud and corruption constitute a significant risk to Council, it is appropriate that a culture of ethical conduct be developed to recognise and avoid fraud and to deal appropriately with any cases of fraud. Torres Strait Island Regional Council is committed to ethical practices and the prevention of fraud and corrupt practices across all levels of operation.~~

~~Council is committed to:~~

- ~~• Taking a risk management approach to the prevention, identification and management of fraud and corruption;~~
- ~~• Reducing or removing the potential for fraudulent or corrupt conduct on the part of its employees, contractors, clients and suppliers;~~
- ~~• Detecting fraudulent or corrupt conduct;~~
- ~~• Responding to all instances of suspected fraudulent or corrupt conduct exposed as a result of our detection processes, or as a result of receiving an allegation of fraudulent or corrupt activities;~~
- ~~• Managing, disciplining or facilitating the prosecution of those responsible for incidents of fraud and corruption as appropriate;~~
- ~~• Minimising the risk of fraud and corruption; and~~
- ~~• Ensuring the continuing organisational integrity and transparency of its operations.~~

~~Council will act on any suspicion of illicit conduct on the part of its staff or any party with whom it conducts business.~~

~~Council officers have a responsibility and an obligation to report suspected or known incidents of fraud or corruption.~~

~~Council will take action against anyone who takes reprisal action against a Council officer who reports suspected or known incidents, consistent with Public Interest Disclosure standards.~~

~~Council recognises that fraud and corruption prevention and control are integral components~~

| ~~of good governance and risk management.~~

~~The Local Government Act 2000 mandates Councils establish and maintain appropriate systems of internal controls and risk management.~~

2. **Application Scope**

~~This policy applies to all Council employees, Councillors, contractors, consultants, volunteers, and any individual or entity engaged in business with Council.~~

~~This policy applies to any fraud or corruption, or suspected fraud or corruption, involving Council employees, Councillors, contractors, consultants, volunteers, suppliers or any other party dealing with Torres Strait Island Regional Council.~~

3. [LINK TO CORPORATE PLAN 2025-2030](#)

• [3. A proactive and responsible Council](#)

o [3.1 Provide good governance and leadership](#)

3. **Definitions**

For the purposes of this policy, the following definitions apply:

3.1 **Corruption**

~~Corruption means dishonest activity in which an employee of an organisation acts contrary to the interest of the organisation, in order to achieve some gain or advantage, or to avoid loss or disadvantage, for the employee or for another person or entity. Corruption can include, but is not limited to, behaviour such as:~~

- ~~• Provision of false credentials, references or identification by an applicant to gain a position within Council.~~
- ~~• Payment or receipt of secret commissions (bribes), which may be paid in money or in some other form of value to the receiver and may relate to a specific decision or action by the receiver or generally.~~
- ~~• Release of confidential information in exchange for financial benefit or some form of non-financial benefit or advantage to the employee releasing the information.~~
- ~~• Collusive tendering (the act of multiple tenderers for a particular contract colluding in preparation of their bids).~~
- ~~• Payment or solicitation of donations for an improper political purpose.~~
- ~~• Serious conflict of interest involving an Officer acting in his or her own self-interest rather than the interests of Council.~~
- ~~• Manipulation of the procurement process by favouring one tenderer over another for personal reasons or selectively providing information to some tenderers.~~
- ~~• Manipulation or avoidance of the recruitment process to appoint staff.~~
- ~~• Reprisal against a Public Interest Discloser and subject officers.~~

~~As defined in the Crime and Corruption Act 2001 S15,~~

~~**Corrupt conduct** means conduct of a person, regardless of whether the person holds or held an appointment, that —~~

- ~~(a) adversely affects, or could adversely affect, directly or indirectly, the performance of functions or the exercise of powers of —~~
- ~~(i) a unit of public administration; or~~

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| ~~(ii) a person holding an appointment; and~~

~~(b) results, or could result, directly or indirectly, in the performance of functions or the exercise of powers mentioned in paragraph (a) in a way that—~~

~~(i) is not honest or is not impartial; or~~

~~(ii) involves a breach of the trust placed in a person holding an appointment, either knowingly or recklessly; or~~

~~(iii) involves a misuse of information or material acquired in or in connection with the performance of functions or the exercise of powers of a person holding an appointment; and~~

~~(c) would, if proved, be—~~

~~(i) a criminal offence; or~~

~~(ii) a disciplinary breach providing reasonable grounds for terminating the person's services, if the person is or were the holder of an appointment.~~

~~**Corrupt conduct** also means conduct of a person, regardless of whether the person holds or held an appointment, that—~~

~~(a) impairs, or could impair, public confidence in public administration; and~~

~~(b) involves, or could involve, any of the following—~~

~~(i) collusive tendering;~~

~~(ii) fraud relating to an application for a licence, permit or other authority under an Act with a purpose or object of any of the following (however described)—~~

~~(A) protecting health or safety of persons;~~

~~(B) protecting the environment;~~

~~(C) protecting or managing the use of the State's natural, cultural, mining or energy resources;~~

~~(iii) dishonestly obtaining, or helping someone to dishonestly obtain, a benefit from the payment or application of public funds or the disposition of State assets;~~

~~(iv) evading a State tax, levy or duty or otherwise fraudulently causing a loss of State revenue;~~

~~(v) fraudulently obtaining or retaining an appointment; and~~

~~(c) would, if proved, be—~~

~~(i) a criminal offence; or~~

~~(ii) a disciplinary breach providing reasonable grounds for terminating the person's services, if the person is or were the holder of an appointment.~~

~~Under the *Crime and Corruption Act 2001* S14, **conduct** includes:~~

~~a) neglect, failure and inaction; and~~

~~b) conspiracy to engage in conduct; and~~

~~c) attempt to engage in conduct.~~

3.2 Fraud

~~Fraud is where dishonest activity causes actual or potential loss to any person or entity including theft of moneys or other property by employees or persons external to the entity and where deception is used at the time, immediately before or immediately following, the activity. This also includes the deliberate falsification, concealment, destruction or use of falsified documentation used or intended for use for a normal purpose or the improper use of information or position for personal benefit.~~

~~Fraud may include but is not limited to:~~

- ~~• theft or cash, goods, services or property;~~
- ~~• obtaining property, a financial advantage or any other benefit by deception;~~
- ~~• causing a loss, avoiding or obtaining a benefit by deception;~~
- ~~• knowingly providing false or misleading information to Council, or failing to provide information where there is an obligation to do so;~~
- ~~• a breach of trust in the performance of official duties, by which an employee or Councillor acts contrary to the interest of Council in order to achieve some personal gain or advantage for themselves or for another person or entity;~~
- ~~• using a forged or falsified documentation for an improper purpose;~~
- ~~• deliberate misstatement of accounting information for an improper purpose.~~

~~Internal Fraud refers to fraudulent acts undertaken by Councillors or employees. Examples or potential indicators of such fraud include:~~

- ~~• falsification of expenses claimed (expense reimbursements) including any claim for reimbursement of expenses that are not made for the exclusive benefit of Council;~~
- ~~• forgery or alteration of cheques, invoices, computer records and other documents;~~
- ~~• theft of cash and alteration of records to conceal any deficiency;~~
- ~~• falsification of invoices for payment;~~
- ~~• failure to receipt monies collected;~~
- ~~• procurement fraud;~~
- ~~• timesheets where ordinary or overtime hours have been inappropriately claimed;~~
- ~~• inappropriate use of Council resources (labour/plant) or information for personal gain;~~
- ~~• dealing inappropriately with benefit claims of friends or relatives;~~
- ~~• unexplained and/or sudden sources of wealth;~~
- ~~• excessive secrecy in relation to work;~~
- ~~• employees who are aggressive or defensive when challenged, and/or controlling of certain colleagues;~~
- ~~• poorly reconciled cash expenses or customer accounts;~~
- ~~• employees known to be under financial pressure;~~
- ~~• employees who delay providing information, or who provide different answers to different people;~~
- ~~• employees under apparent stress without identifiable pressure;~~

- ~~employees making procedural or computer enquiries inconsistent with, or not related to, their normal duties;~~
- ~~managers who avoid using normal procurement processes (e.g. excessive use of credit card or cash to purchase items, outside the procurement framework);~~
- ~~employees who appear to make many mistakes, especially those leading to financial loss;~~
- ~~employees with competing or undeclared external business interests;~~
- ~~managers with too much hands-on control;~~
- ~~employees refusing to take leave;~~
- ~~an unusual number of customer complaints;~~
- ~~customers or suppliers insisting on dealing with just one individual;~~
- ~~any misappropriation of funds, securities, supplies or any other Council property;~~
- ~~any irregularity in the handling or reporting of money transactions;~~
- ~~seeking or accepting anything of material value from suppliers, consultants or contractors doing business with Council;~~
- ~~unauthorised use or misuse of Council property, equipment, materials or records;~~
- ~~any computer related activity involving the alteration, destruction, forgery or manipulation of data for fraudulent purposes or misappropriation of Council owned software;~~
- ~~lodgement of a false claim against Council e.g. workers' compensation or public liability;~~
- ~~running a private business during work hours;~~
- ~~making false statements or altering signatures or other information and materials so as to mislead or misrepresent a position or hide wrongdoing; and/or~~
- ~~destroying or removing records without approval for personal gain or to conceal fraudulent activity.~~

~~In some instances, there can be potential for those in positions of trust within Council to perpetrate fraud against third parties.~~

~~**External Fraud** refers to fraud committed against Council by persons outside Council. Examples of such fraud include:~~

- ~~applications for Council assistance with inconsistent signatures, mismatched fonts or handwriting on different pages of the same document;~~
- ~~invoices which look different to previous invoices issued by the same provider;~~
- ~~lack of supporting evidence, or falsified evidence that eligibility criteria for grant or community funding has been met;~~
- ~~expenditure exceeding approved budgets for grant funding but there is not adequate information to explain the variance;~~
- ~~a high volume of transactions from one service provider (such as a registered training organization) used to support a licence, community or grant funding application, as this may indicate collusion between applicants and the provider; and/or~~
- ~~attempts to obtain sensitive information such as usernames, passwords, and credit card details.~~

4. Procedure

Council's commitment to fraud control will be managed by ensuring that fraudulent or corrupt behaviour is discouraged, conflicts of interest are avoided, and training and auditing systems are in place. This will be achieved with reference to the following procedures:

1. Fraud and Corruption Control
2. Gifts
3. Lost, Stolen and Damaged Property
4. Complaint Management Procedure

Training and awareness of ethical principles and ethical decision-making are essential elements of fraud and corruption prevention. Council is committed to providing staff access to training and awareness programs that build on the Code of Conduct and provide clear understanding of fraud and corrupt conduct, including relevant scenarios that encourage participation and link training to everyday local government work situations:

- Council's values, policies, code of conduct and reporting arrangements
- Public Interest Disclosures
- How to respond to suspicions of fraud and corruption
- The risk areas identified in fraud and corruption risk assessments
- Case studies and techniques to further develop ethical decision-making skills

4. POLICY STATEMENT

Council is committed to:

- A zero-tolerance approach to fraud and corruption.
- Establishing effective prevention, detection, and response mechanisms.
- Complying with legislative requirements and integrity frameworks.
- Encouraging ethical behaviour and transparency within all Council operations.
- Protecting whistleblowers and ensuring confidentiality in reporting suspected fraud or corruption.

5. FRAUD AND CORRUPTION PREVENTION

Council will implement the following measures to prevent and mitigate fraud and corruption risks:

5.1 Governance and Leadership

- The CEO and Executive Leadership Team (ELT) are responsible for fostering a culture of integrity.
- Fraud and corruption risk assessments will be conducted periodically.
- A Fraud and Corruption Control Plan will be maintained in accordance with CCC and QAO guidelines.

5.2 Internal Controls

- Council will establish clear financial, procurement, and asset management controls to prevent fraudulent activities.
- Conflict of interest disclosures will be required for all Councillors and employees.
- High-risk transactions will be subject to increased scrutiny.

5.3 Employee Responsibilities

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- Employees must report any suspicions of fraud or corruption immediately.
- Mandatory fraud awareness training will be provided to all employees.
- Employees must adhere to the Code of Conduct and Public Sector Ethics Principles.

5.4 Third-Party Engagement

- Contractors and suppliers must comply with Council's fraud and corruption prevention standards.
- Due diligence checks will be conducted before engaging vendors.

6. REPORTING AND INVESTIGATING FRAUD AND CORRUPTION

6.1. Reporting Obligations

- Suspected fraud or corruption must be reported to:
 - CEO (or delegated officer)
 - Crime and Corruption Commission (CCC) if the matter involves corrupt conduct
 - Queensland Police Service (QPS) for criminal fraud cases
- Reports can be submitted via email, in person, or through the confidential reporting hotline.

6.2. Confidentiality and Whistleblower Protection

- Council will protect individuals who report fraud or corruption in good faith.
- Whistleblower disclosures will be handled under the *Public Interest Disclosure Act 2010* (Qld).

6.3. Investigation Process

- The CEO will initiate an internal review or refer the matter to an external authority.
- Investigations will be conducted impartially and in accordance with legal requirements.
- Disciplinary action will be taken where allegations are substantiated.

7. REPORTING COUNCILLOR INVOLVEMENT

Where suspected fraud or corruption involves a councillor, the matter may constitute misconduct or corrupt conduct under the *Local Government Act 2009* (Qld). In such cases, the matter must be referred to the OIA and/or the CCC, as appropriate. Council staff must not investigate such matters internally.

8. MONITORING AND CONTINUOUS IMPROVEMENT

- Fraud and corruption risks will be reviewed annually.
- Policy effectiveness will be assessed against best practice guidelines.
- Updates will be made in response to legislative or operational changes.

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5. Roles and Responsibilities

5.1 Mayor and Councillors

The *Local Government Act 2009* provides the Mayor and Councillors with clear roles and responsibilities. In the context of this policy, the role of the Mayor and Councillors is to ensure that there are appropriate processes in place to reduce the risk of fraud and corruption.

The Mayor and Councillors are also accountable to the communities they serve. Complaints about the conduct of Elected Members can be made to the Office of the Independent Assessor, Phone 1300 620 722, Email OIAComplaints@oia.qld.gov.au, or online at www.oia.qld.gov.au.

5.2 Chief Executive Officer and Executive Management

The CEO has primary responsibility for the proper management of Council resources and the development and implementation of systems and practices to minimise the risk of fraud and corruption. The CEO and Executive Management will lead by example in a manner consistent with the values and principles detailed in the Employee Code of Conduct.

The CEO is required to notify the Crime and Corruption Commission if there is reason to suspect corrupt conduct as defined by the Crime and Corruption Act 2001 has occurred. The CEO should refer to the Crime and Corruption Commission – Corruption in Focus guide to dealing with corrupt conduct in the Queensland Public Sector for guidance in any dealings with fraud and corruption matters.

The CEO and Executive Management will assume responsibility for fraud and corruption prevention to ensure that the fraud and corruption control strategies are implemented effectively across all work areas. Consideration of fraud and corruption issues will form part of both annual and longer term operational and business processes.

5.3—Manager and Supervisors

It is the responsibility of managers and supervisors to ensure that the decision-making process is as open and accountable as possible. They must display ethical leadership in the promotion of Council's Fraud and Corruption Control, and visibly conduct themselves in a manner consistent with the values and principles of Council's Code of Conduct. Fraudulent conduct is more likely to occur in an environment where systems, standards and procedures are not clearly defined and may be open to exploitation. Therefore, measures to prevent fraud should be continually monitored, reviewed and developed, particularly as new systems or procedures are being introduced or modified, or where current systems or controls are outdated.

All managers and supervisors must recognise that fraud and corruption may occur in their area of responsibility. Managers are to critically examine their areas of responsibility and business processes to identify and evaluate potential fraud and corruption risk situations. Managers and supervisors are expected to develop and maintain fraud and corruption resistant work practices.

Each manager is responsible for managing fraud risk in their Department including:

- Identifying and periodically reviewing the risks, including fraud risks;
- Establishing controls to manage or mitigate fraud risks;
- Monitoring established controls to determine if they are operating as intended;
- Identifying fraud prevention training needs of staff;
- Implementing (in accordance with policy) disciplinary action concerning staff involved in fraudulent activity; and
- Fostering the highest standards of ethical behaviour and culture.

5.4—All Council Officers

Staff are encouraged to contribute to the development of improved systems and procedures that will enhance TSIRC's resistance to fraud and corruption. All Council Officers are responsible for the following:

- Acting appropriately when using official resources and handling and using public funds, whether they are involved with cash or payment systems, receipts or dealing with suppliers;
- Safeguard of any assets under their control;
- Indicate any lack or weakness in controls;
- Report maladministration;
- Clearly understand their obligations with respect to any losses, deficiencies and shortages;
- Ensure all personal claims are correct;
- Being alert to the possibility that unusual events or transactions could be indicators of fraud or corruption;
- Reporting details immediately if they suspect that a fraudulent or corrupt act has been committed;
- Reporting any behaviour that is in breach of the Code of Conduct; and
- Co-operating fully with whoever is conducting internal checks, reviews or investigations into possible acts of fraud or corruption.

All Council Officers who have any knowledge of fraudulent or corrupt activities/behaviour within Council have an obligation to report such matters to a manager/supervisor, or the Chief Executive Officer. Incidents may be reported on TSIRC's website under the Complaints process. If the matter involves corruption, this may also be reported to the Crime and Corruption Commission Phone 1800 061 611 Email mailbox@ccc.qld.gov.au or online at www.ccc.qld.gov.au. Matters involving maladministration may be reported to the Office of the Queensland Ombudsman Phone 1800 068 908, Email ombudsman@ombudsman.qld.gov.au, or line at www.ombudsman.qld.gov.au.

5.5—Audit Committee

Fraud-related matters will be reported to Council's Audit Committee by the nominated person to ensure that a realistic view of Council's exposure and the maturity of its systems to prevent, detect and respond to fraud are understood.

5.6—External Audit

External Auditors certify that Council's accounts represent a true and fair view of the Council's financial position. Senior management and the Audit Committee will undertake discussions with the external auditor in terms of the audit strategy and procedures that will be carried out during the audit that are aimed at detecting material misstatements in Council's financial statements due to fraud or error.

5.7—Internal Audit

The Internal Audit program supports Council's efforts to establish an organisational culture that embraces ethics, honesty, and integrity. Internal Audit assists Council with the evaluation of internal controls used to detect or mitigate fraud and evaluates the organisations assessment of fraud risk.

The responsibility for prevention of irregularities rests with Council and management through the implementation and continued operation of an adequate internal control system. Internal Auditors are responsible for examining and evaluating the adequacy and the effectiveness of actions taken by management to fulfil this obligation.

9. DEFINITIONS

Fraud: Any dishonest activity causing actual or potential financial loss to Council, including theft, deception, misuse of position, or deliberate misrepresentation.

Corruption: Dishonest or unethical conduct that involves a breach of trust, misuse of power, or an attempt to gain an undue advantage.

Public Official: A person employed by, or associated with, Council who is subject to the *Crime and Corruption Act 2001 (Qld)*.

Corrupt Conduct: Conduct by a person that adversely affects the honest and impartial performance of Council functions, including bribery, extortion, and collusion.

Reasonable Suspicion: A belief based on facts that a fraud or corruption offence may have occurred.

Office of the Independent Assessor (OIA): An independent statutory body responsible for receiving and assessing complaints about the conduct of councillors under the *Local Government Act 2009 (Qld)*.

10. RELATED DOCUMENTS AND REFERENCES

- *Crime and Corruption Act 2001 (Qld)*
- *Local Government Act 2009 (Qld)*
- *Local Government Regulation 2012 (Qld)*
- *Public Interest Disclosure Act 2010 (Qld)*

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- [Public Sector Ethics Act 1994 \(Qld\)](#)
- [Independent Assessor Regulation 2018 \(Qld\)](#)
- [Queensland Audit Office \(QAO\) Fraud Management Guidelines](#)
- [Crime and Corruption Commission \(CCC\) Fraud and Corruption Control Best Practice Guide](#)

[Code of Conduct for Employees](#)

[Fraud and Corruption Control Procedure](#)

[Public Interest Disclosure Policy and Management Program](#)

[Conflict of Interest Policy](#)

[Complaint Management Procedure](#)

11. REVIEW

Policy type:	☑ Council ☐ Administrative
Directorate:	Corporate Services
Responsible Officer:	Manager, Governance and Risk
Authorised on:	17 June 2025
Next review date:	June 2028 (This policy will be reviewed every three years or as required by changes in legislation).
Review history:	2016, 2020, 2021, 2022, 2025
Version:	06/25-V1

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Manager Responsible for Review: _____ Head of Corporate Affairs



Adoption: 16 May 2022
Due for Revision: May 2024

James William
 Chief Executive Officer



DIRECTORATE: Corporate Services

AUTHOR: Acting Manager Administration and Communications

CORPORATE PLAN 2020-2025 OUTCOMES REPORT

OFFICER RECOMMENDATION:

TSARG notes the Corporate Plan 2020–2025 Outcomes Report.

EXECUTIVE SUMMARY:

The Corporate Plan 2020–2025 guided Torres Strait Island Regional Council's strategic direction and delivery of services between 1 January 2020 and 30 June 2025. This report presents a high-level summary of the achievements and shortfalls over the five-year period. A total of 106 deliverables were identified across 12 outcome areas.

Of these:

- 64 key deliverables were successfully achieved (60%)
-
- 42 deliverables were not achieved (40%), primarily due to external funding limitations, staffing constraints, or shifts in priorities.

Despite challenges such as COVID-19 impacts, cost pressures, and capacity limitations, Council made significant progress across areas such as cultural heritage, essential infrastructure, climate resilience, and community services. The newly adopted *Corporate Plan 2025–2030* builds on these foundations and carries forward key priorities.

BACKGROUND:

The Corporate Plan 2020–2025 was adopted by Council in June 2020 to outline strategic priorities across 12 outcome areas aligned to the community's aspirations. The Plan focused on:

- Cultural preservation and heritage
- Community safety and wellbeing
- Access to essential services
- Transparency and engagement
- Future planning and infrastructure
- Climate resilience
- Housing and liveable communities
- Responsible governance
- Environmental sustainability
- Economic development
- Skills retention
- Regional opportunities and cultural promotion

An internal review of the Corporate Plan was completed at the end of the 2024–25 financial year.

This review assessed the delivery status of each key initiative, capturing progress and identifying barriers to delivery.

Strong Outcomes (70% and above achieved)

- **Outcome 7:** Liveable communities (83%)
Advocated for sustainable housing designs and addressed overcrowding.
- **Outcome 9:** Environmental sustainability (82%)
Advanced renewable energy, waste management, water quality, and biosecurity.
- **Outcome 5:** Future planning and infrastructure (75%)
Delivered community plans, coastal hazard mapping, and major infrastructure upgrades.
- **Outcome 6:** Climate resilience and disaster management (71%)
Implemented seawalls, climate planning, and updated disaster management frameworks.
- **Outcome 2:** Safe, healthy and active communities (71%)
Improved lighting, food security, IKC programs, and border safety.
- **Outcome 3:** Access to community support services (71%)
Supported aged care, funeral assistance, and community grant reforms.

Moderate Outcomes (50%–69% achieved)

- **Outcome 8:** Responsible council governance (53%)
Improved risk management and strategic planning, but gaps in reporting and service models.
- **Outcome 1:** Cultural heritage and history (50%)
Progress in cultural repatriation and partnerships, though key advocacy items unmet.
- **Outcome 11:** Skills retention (43%)
Some progress in procurement and traditional skills, but limited employment pathways.

Low Outcomes (Below 50% achieved)

- **Outcome 4:** Transparency and engagement (33%)
Limited progress on community engagement and youth voice initiatives.
- **Outcome 12:** Regional opportunities and cultural promotion (33%)
Delivered some local festivals but no major events or international promotion.
- **Outcome 10:** Economic development and enterprise (29%)
Minimal progress on enterprise strategies, investment attraction, and tourism planning.

A detailed outcomes report is provided as an attachment.

COMPLIANCE / CONSIDERATIONS:

Statutory:	The Corporate Plan is a legislative requirement under the <i>Local Government Act 2009</i> and the <i>Local Government Regulation 2012</i>
Budgetary:	Annual budgets must align with Corporate Plan
Policy:	N/A
Legal:	<i>Local Government Regulation 2012, Part 2, Division 1, s165.</i> <i>Local Government Act 2009, s12.3, s13.2, and s104.5.</i>
Risk:	The Corporate Plan 2020-2025 had to be updated prior to expiry. This was achieved in May 2025.
Links to Strategic Plans:	The Corporate Plan sets strategic vision for Council. A new Plan was endorsed in May 2025.
Masig Statement:	Achieve regional goals and aspirations
Standing Committee Consultation:	Strategic Action Reference Group
Timelines:	Reporting period 1 Jan 2020 to 30 June 2025

OTHER COMMENTS: Nil

**Prepared/Recommended:**

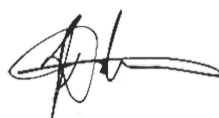
Robert Blake
Acting Manager Administration and
Communication

Endorsed:

S. Andres

Susanne Andres
Executive Director Corporate Services

Approved:



James William
Chief Executive Officer

ATTACHMENTS:

Attachment 1: Corporate Plan 2020-2025 Outcomes Report

Corporate Plan 2020-2025 Outcomes Report

Outcome 1: We preserve cultural heritage, history and place	Outcome: 50%	Comments
1.1 Capturing of information from Elders - Language, Song & Dance		
<i>Advocate and partner with Organisations to capture History (and Story), Language, Song and Dance from Elders and the Community.</i>	Yes	Support TSRA establish Language Program; and use of IKC spaces across the region
<i>Work with State Library to ensure community accessibility to information through Indigenous Knowledge Centre (IKC).</i>	Yes	Delivery of Digital Inclusion project. Also, ongoing partnership with State Library of Queensland.
1.2 Advocacy for the protection of artist rights and cultural ownership within the arts		
<i>Work with relevant nation-wide stakeholders to facilitate delivery of Regional Arts Protocols workshop.</i>	No	
<i>Advocate for a language, song and dance school of excellence with regional Educational Institutions.</i>	No	
1.3 Repatriation and protection of sacred objects		
<i>Advocate and assist in the facilitation for the return of sacred objects.</i>	Yes	Repatriation of ancestral remains from Germany. The Prussian Cultural Heritage Foundation returned three ancestors, including two Ugaram Le Omasker ancestors with provenance to Ugar Island in the Torres Strait . TSIRC also supported return of coral to Mer;
<i>Investigate and advocate for the establishment of regional, cluster, or individual cultural centres.</i>	Yes	Council continues to advocate for and support art and cultural centres and projects across the region.
1.4 Environmental and culturally significant landscapes are recorded, valued and protected		
<i>Advocate and facilitate strategic planning for the protection and preservation of sacred sites.</i>	No	

Outcome 1: We preserve cultural heritage, history and place	Outcome: 50%	Comments
1.5 Establish a strategic plan for community worship & cemetery sites		
<i>Documented Cemetery and Burial Site Plan which includes, Churches and Places of Worship, identification of new sites, and maintenance and restoration of current sites.</i>	No	

Outcome 2: Our communities are safe, healthy and active	Outcome: 71%	Comments
2.1 Provision of adequate public lighting		
<i>Establish program of works to restore and extend public street and key infrastructure lighting.</i>	Yes	
2.2 Advocate for greater solutions to unregistered or unsolicited community visits, border movements and intruders		
<i>Work with key agencies and partners to investigate key community security and surveillance opportunities.</i>	Yes	Advocacy resulted in construction of commonwealth building on Saibai. Advocacy continues to build capacity of locals and increased presence of the border.
2.3 Facilitate community-led strategy for public social behaviour concerns		
<i>Work with each community to understand applicable public social behaviour concerns and facilitate recommendations with key agencies.</i>	No	
<i>Work with key partners to investigate and advocate for programs that facilitate safe places and/or houses.</i>	Yes	An ongoing discussion for facilities. Family & Domestic Action Plan adoption by Council 2023
<i>Partner with key agencies to develop more culturally aligned community education programs.</i>	No	
2.4 Lead a strategic approach to healthy and active lifestyles		
<i>Advocate and partner with stakeholders to produce a regional sport, recreation and healthy and active lifestyle strategy.</i>	No	
<i>Establishment of collaborative networks with key stakeholders to address local barriers to active, healthy living.</i>	No	
<i>Plan for safe and vibrant physical environments and infrastructure that supports healthy living and community activities.</i>	Yes	
<i>Facilitate appropriate and accessible activities for identified groups of community.</i>	Yes	

Outcome 2: Our communities are safe, healthy and active	Outcome: 71%	Comments
2.5 Evolve and grow the Indigenous Knowledge Centre (IKC) Program		
<i>Work with State Library and other partners to refresh the IKC strategy - Increasing program options for identified sectors of the community.</i>	Yes	Refresh not done. Objectives of current strategy was achieved (1) stand-alone IKC positions; (2) refurb of IKCs commenced
<i>Work with State Library and other partners to refresh and grow IKC technology and other learning assets.</i>	Yes	Implementation of Digital Inclusion Program to replace equipments and introduction of creative and educational programs for different target groups
2.6 Enable a positive nutritional culture and sustainable food sourcing		
<i>Facilitate access and assistance to Community Gardens.</i>	Yes	Collaborate with TSRA and GBK for communities. Established Community garden Masig through Sustainability program.
<i>Facilitate access and support program for home produce production.</i>	Yes	investigating best options for home gardens; which is part of the Salad Bowl project with Health & Wellbeing team
<i>Facilitate delivery of food safety and healthy eating educational materials.</i>	Yes	Council offers free online food safety training. In addition Council delivered the Healthy Housing Program Program (videos) which includes food safety tips; also partnership with Health & Wellbeing Qld for the Gather & Grow Project which investigates costs; and type of food across the region.

Outcome 3: We ensure accessibility to community support services		Outcome: 71%
3.1 Advocate for greater care and accessibility options for elderly and disabled community members, ensuring families remain connected		
<i>Advocate and further develop respectful home-based care program for elderly and disabled residents.</i>	Yes	Council continues to advocate for home-based aged care programs across the region.
<i>Advocate for greater respite care opportunities at local and regional levels.</i>	Yes	Council continues to advocate for better aged care services, including respite care opportunities across the region.
<i>Develop strategic plan for greater accessibility opportunities for all members of community to essential services and town infrastructure.</i>	No	
3.2 Delivery of childcare support models in partnership with the community		
<i>Facilitate the development of a regional plan and strategy for childcare support and delivery opportunities within our local communities.</i>	No	
3.3 Refresh council's community and regional grant program		
<i>Refresh regional grant program in alignment with key community feedback points.</i>	Yes	Community Grant Program and policy was updated in 2024.
<i>Work with Community and key stakeholders to develop a strategic regional approach for bereavement support and funeral assistance options.</i>	Yes	Community Grant Program, which includes funeral grant assistance was updated in 2024. Council is also participated on round table discussion on repatriation with NPARC; TSC and other govt agencies.
3.4 Advocacy for the recognition of traditional Island Adoption		
<i>Work with Community and key agencies to develop awareness and support models for Island Adoption.</i>	Yes	Council supported establishment of the Kupai Omasker Commission

Outcome 4: We are a transparent, open and engaging council		Outcome: 33%	Comments
4.1 Foster increased community consultation opportunities for direct and indirect Council services or programs			
<i>Refresh Council's community engagement strategy via the Youmpla Voice program, focusing on clear consultation models and identified sectors of community.</i>	No		
<i>Utilise linguists and graphic specialists to ensure greater access to Council content.</i>	No		
4.2 Evolve Council's communication channels and community's access to information			
<i>Launch Council's digital enablement program, evolving online and enabling physical access points.</i>	No		
<i>Work with key agencies and partners to establish regular community information materials and updates.</i>	Yes		Council launched a new website in early 2025. This is supported by regular community newsletters and active social media accounts. In addition, Council has held several face-to-face consultations including the Corporate Plan 2025-2030 community consultation and the Trustee Policy community consultation.
4.3 Ensure community advocacy and engagement at all levels of government			
<i>Facilitate Round Table Meetings and regular liaison with State and Federal Government Members, providing appropriate community feedback.</i>	Yes		The Mayor, Councillors and CEO meet regularly with State and Federal Government members to advocate for funding to support regional priorities.
<i>Work with Community to provide a regional legal framework which addresses both State and Traditional Lore requirements.</i>	No		
<i>addresses both State and Traditional Lore requirements.</i>			
<i>Continue implementation of regional governance via One Boat and Regional Plans.</i>	Yes		Advocacy continues with stakeholders such as NPARC, TSC and TSRA. Council
4.4 Capture and develop the voice of our next generation			
<i>Work in partnership with key regional, state and federal stakeholders to develop a Leadership and mentoring program for youth.</i>	No		
<i>Establishment of a Youth Council, appointing a representative from each division.</i>	No		

Outcome 5: We plan effectively for the future of our individual communities and region		Outcome: 75%	Comments
5.1 Ensure a clear and transparent Town and Master Planning process			
<i>Work with relevant partners to ensure community involvement in key infrastructure and accommodation placement.</i>	Yes		Community Plans were developed in consultation with community and key stakeholders. These Plans were published in 2021.
<i>Advocate for the mapping of traditional clan areas, where applicable, investigating repatriation opportunities.</i>	No		
<i>Ensure growth centres (both economic and recreational) are targeted across communities to facilitate access and choice.</i>	No		
<i>Work with relevant partners to ensure accurate demographic data collection for inclusion in future planning.</i>	Yes		Council continues to gather demographic data to support future planning from Census and other verified sources. A housing review was conducted in 2024.
<i>Ensure the inclusion of rising sea level mapping and potential community relocation zones in town planning process.</i>	Yes		Community Plans were developed in consultation with community and key stakeholders. These Plans were published in 2021. Zenadth Kes Coastal Hazard Adaptation Strategy (CHAS) was adopted in 2024.
<i>Development of Indigenous Land Use Agreements with each Island.</i>	No		Review of Trustee Policy is underway.
5.2 Facilitate accessible and reliable road infrastructure			
<i>Investigate improvement and extension of roadways to essential infrastructure and places of community importance.</i>	Yes		Focus and funding has been on already established roads. Significant improvement to Saibai Roads, and storm related restoration works undertaken on all communities.
<i>Investigate and develop concepts for sewer and waste water improvements.</i>	Yes		New wastewater treatment methodologies implemented to Saibai and improvements on Erub, Mer, Boigu.

Outcome 5: We plan effectively for the future of our individual communities and region	Outcome: 75%	Comments
5.4 Advocate for the upgrade of essential marine, airport and associated infrastructure		
<i>Scoping and planning for the dredging of wharves and other landing sites.</i>	Yes	Survey works undertaken, dredging options and costings undertaken. Advocacy progressed.
<i>Scoping and planning for the upgrade of existing marine and airport facilities to be accessible and adequate for industry.</i>	Yes	Funding gained and jetty and/or barge landing projects enabled or underway on Badu, St Pauls, Kubin, Dauan, Saibai, Boigu. Air services related infrastructure upgrades undertaken.
5.4 Telecommunications planning and advocacy		
<i>Work with key partners to facilitate improvement to regional telecommunications standards.</i>	Yes	
<i>Work with key partners to facilitate community WiFi access.</i>	Yes	

Outcome 6: Our communities remain resilient to the effects of climate change and natural disasters	Outcome: 71%	Comments
6.1 Protect communities through seawall and other coastal defence construction.		
<i>Work with community to develop a climate change mitigation and adaption strategy, including potential displacement activities.</i>	Yes	Development of CHAS and Master Planning.
<i>Engineered designs for seawalls and other coastal defence construction in our most affected communities are prioritised for works.</i>	Yes	Coastal defence projects undertaken or underway on Boigu, Poruma, Masig, Iama, Warraber.
<i>Develop roadmap for mitigation works to remaining communities.</i>	Yes	
6.2 Evolve disaster management planning & recovery		
<i>Facilitate the refreshment of the Council's Disaster Management Plan with key regional partners.</i>	Yes	
<i>Develop community specific disaster management awareness programs.</i>	No	
<i>Investigate & scope of a disaster early warning and monitoring systems.</i>	No	
<i>Advocate and facilitate improved strategic planning for Natural Disaster Relief and Recovery Arrangement (NDRRA) works, particularly roads.</i>	Yes	

Outcome 7: Our communities are consulted around liveable places, aligned to lifestyle and environmental suitability	Outcome: 83%	Comments
7.1 Facilitate improvement to community housing awareness and information		
<i>Work with key agencies to refresh and develop community awareness programs for home rental options, process and calculation methodologies.</i>	No	
<i>Work with key agencies to refresh and develop community awareness programs for home ownership options, processes and mechanisms.</i>	Yes	
7.2 Advocate for the development of more environmentally and culturally appropriate housing designs		
<i>Work with key partners to facilitate housing design consultation within communities, addressing key lifestyle needs and family demographics.</i>	Yes	
<i>Advocate for inclusion of renewable and sustainable solutions in housing designs.</i>	Yes	
<i>Advocate for new and existing housing design adequacy for local conditions, including rising sea levels and flooding.</i>	Yes	
7.3 Advocate for the increase to available options to overcome housing shortages and overcrowding.		
<i>Work with relevant agencies to increase housing allotment and construction opportunities within our region.</i>	Yes	

Outcome 8: We manage council affairs responsibly to the benefit of our communities	Outcome: 53%	Comments
8.1 Delivery of strategic plans, operational plans, budget and associated performance management		
<i>Develop and refine council's budget in alignment to the delivery of council's corporate and annual operational plans.</i>	Yes	Council adopted annual Operational Plans, along with the Annual Budget.
<i>Conduct annual operational planning and reporting.</i>	No	Regular reporting of the Operational Plan was incomplete from 2020-2023.
<i>Evolve council's strategic asset management planning for all infrastructure classes.</i>	Yes	In progress
<i>Develop and implement asset monitoring technologies to enable remote management of key infrastructure.</i>	No	
<i>Effective management of DOGIT Land as a Trustee.</i>	Yes	
<i>Evolve Council's cost management and analysis reporting.</i>	Yes	

Outcome 8: We manage council affairs responsibly to the benefit of our communities	Outcome: 53%	Comments
8.2 We continuously develop and evolve our enterprise risk management and business continuity planning		
<i>Conduct a refresh of council's risk framework, aligned to global best practice.</i>	Yes	Risk Management Framework and Guidelines adopted December 2024.
<i>Strengthen council's business continuity planning in alignment with the Local Area Disaster Management Group (LDMG).</i>	Yes	Review of LDMG 2024.
8.3 Develop a service delivery excellence model.		
<i>Define departmental customer and general service level metrics.</i>	No	
<i>Investigate community expectations on service levels and fee for service appetite.</i>	No	
<i>Define regional project logistics requirements and strategic infrastructure to deliver.</i>	No	
8.4 Develop council as employer of choice within the region and nationally		
<i>Further develop and report on council's Transitional Action Plan, ensuring employment within local communities.</i>	Yes	Development of the TAP is underway.
<i>Ensure council's recruitment process is clear and accessible.</i>	No	
<i>Develop council diversity and inclusion policy.</i>	Yes	Policy was adopted by Council in June 2021
<i>Negotiate and deliver a collective agreement with council workforce.</i>	No	

Outcome 9: We actively reduce our environmental footprint and manage our resources sustainably	Outcome: 82%	Comments
9.1 Facilitate the introduction of renewable energy production, and sustainable consumption		
<i>Investigate and facilitate the introduction of alternative or renewable energy technologies via individual pilot programs and regional solutions.</i>	Yes	
<i>Advocate and investigate electric vehicle and associated infrastructure pilot opportunities.</i>	No	
9.2 Evolve waste management through recycling and reuse strategies.		
<i>Coordinate waste management activities through landfill, transfer station and recycling opportunities.</i>	Yes	Improved management, and collaboration with COEX and community re cans/bottles.
<i>Facilitate regional clean-up and investigate long-term solutions for bulk waste, car bodies and whitegoods.</i>	Yes	Metal waste clean-up undertaken.
<i>Investigate sewer bio-solids and grey water reuse opportunities.</i>	No	

Outcome 9: We actively reduce our environmental footprint and manage our resources sustainably	Outcome: 82%	Comments
9.3 Ensure a safe and sustainable drinking water program		
<i>Active management of the water delivery system including on-line meter reading.</i>	Yes	New telemetry/monitoring system an smart metering rolled out.
9.4 Ensure effective environmental health management practices		
<i>Development and execution of pest management plans.</i>	Yes	Ongoing. Part of contractual obligations
<i>Work with key partners and agencies to further implement Biosecurity Plan and controls.</i>	Yes	Council continues to work with key partners and agencies to further implement Biosecurity Plan and controls across the region, in association the with Torres Strait and Northern Peninsula Area Biosecurity Strategy and the Torres Strait Regional Biosecurity Plan 2018-2023
<i>Work with individual communities to identify areas for cultural cutting and cleaning places.</i>	Yes	Partner with TSRA and PBCs, part of Turtle & Dugong Mgt Plan lead by TSRA Rangers
<i>Facilitation of domestic animal health checks.</i>	Yes	Ongoing.
<i>Develop coordinated warning systems associated with health outbreaks.</i>	Yes	Council delivers strategic communications strategies for health out breaks and other events such as severe weather through traditional and social media and public notifications on communities.

Outcome 10: We advocate and foster regional prosperity through enterprise development	Outcome: 29%	Comments
10.1 Advocate for community and individual enterprise models and investment attraction		
<i>Facilitate the establishment of an Enterprise Development Strategy, identifying key sector opportunities.</i>	No	
<i>Advocate for private sector investment attraction policies at State and Federal levels.</i>	No	
<i>Review Sister City relationship appropriateness and opportunities.</i>	No	

Outcome 10: We advocate and foster regional prosperity through enterprise development	Outcome: 29%	Comments
10.2 Advocate and facilitate key industry development		
<i>Work with key partners to facilitate pre- feasibility studies on key sectors and industry development opportunities within region.</i>	Yes	Council continues to meet with key stakeholders and advocate for industry development. In addition, Council has obtained funding to fund an Economic Study for the region which will include business, tourism and industry opportunities.
<i>Divestment of non-core council owned business.</i>	No	
10.3 Develop a visitor management strategy		
<i>Investigate and refresh council's existing visitor management process and implementation roadmap.</i>	No	
<i>Investigate tourism opportunities, segments and attraction models.</i>	Yes	Council has obtained funding to fund an Economic Study for the region which will include business, tourism and industry opportunities.

Outcome 11: We invest in the retention of key skills within our region	Outcome: 43%	Comments
11.1 Advocate and facilitate key programs that retain and introduce employment or contracting within communities		
<i>Facilitate study into key skill opportunities and development models.</i>	No	
<i>Grow council's existing apprenticeship and traineeship program.</i>	No	
<i>Work with relevant partners to ensure employment models exist post apprenticeship or traineeship.</i>	No	
11.2 Refresh council's procurement policies		
<i>Develop and implement council's Indigenous Procurement Policy.</i>	Yes	Council's Ethical Sourcing and Procurement Policy is reviewed annually and includes provisions for Indigenous Procurement.
11.3 Drive regional financial literacy		
<i>Work with applicable stakeholders and agencies to facilitate the development of personal and home budgeting programs.</i>	No	

Outcome 11: We invest in the retention of key skills within our region	Outcome: 43%	Comments
<i>Work with applicable stakeholders and agencies to facilitate the development of existing and start up business assistance programs.</i>	Yes	Supports TSRA small business program, and community members on ground with establishment in partnership with PBC or unused infrastructure
11.4 Facilitate the retention of key traditional skills within region.		
<i>Investigate and document key traditional skills, ie. arts & craft production, noting upskilling gaps.</i>	Yes	Health & Wellbeing program encourages participation and training of traditional skills

Outcome 12: We bring opportunity to our region and put our culture on the world stage	Outcome: 33%	Comments
12.1 Develop a world class model for festivals and event delivery		
<i>Facilitate the development of an international cultural festival, hosted within region.</i>	No	
<i>Work with key partners to deliver sporting and recreational festivals within region.</i>	Yes	Through Council's Community Grants Program, Council has derived funding and in-kind-support to deliver regional sporting and recreational festivals within the region.
<i>Work with applicable stakeholders and agencies to facilitate the development of key industry & career market day events within region.</i>	No	



DIRECTORATE: Corporate Services

AUTHOR: Executive Director Corporate Services

RESOLUTION TO CLOSE THE MEETING TO THE PUBLIC

OFFICER RECOMMENDATION:

The Standing Committee resolves to close the meeting to the public pursuant to section 254J of the *Local Government Regulation 2012* to allow the Committee 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 or its Standing Committee 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 Committee Consideration:

N/A

COMPLIANCE / CONSIDERATIONS:

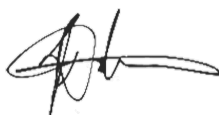
Statutory:	Section 254J of the <i>Local Government Regulation 2012</i>
Budgetary:	N/A
Policy:	<i>TSIRC Standing Orders (Meeting Procedures) Policy – August 2024</i>
Legal:	N/A
Risk:	Council breach of its Statutory requirements above.
Links to Strategic Plans:	TSIRC Corporate Plan 2025-30 Focus Area 3– A Proactive & Responsible Council ➤ <i>3.1 Provide good governance & leadership</i>
<i>Malungu Yangu Wakay</i> (The Masig Statement):	<i>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.</i>
Standing Committee Consultation:	N/A
Timelines:	Standard Procedure at all Council and Standing Committee Meeting

Other Comments:

Nil.

Recommended:

S. Andres
Susanne Andres
Executive Director Corporate Services

Approved:

James William
Chief Executive Officer

ATTACHMENTS:

Nil.



STRATEGIC ACTION REFERENCE GROUP (SARG) STANDING COMMITTEE MEETING

11 JULY 2025

Agenda Item

13

DIRECTORATE: Corporate Services

AUTHOR: Executive Director Corporate Services

RESOLUTION TO RETURN THE MEETING TO OPEN DISCUSSION

OFFICER RECOMMENDATION:

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

EXECUTIVE SUMMARY:

Section 254I of the *Local Government Regulation 2012* stipulates that a local government meeting is open to the public unless the local government or committee has resolved that the meeting is to be closed.

Interested Parties/Consultation:

N/A

Background / Previous Committee Consideration:

N/A

COMPLIANCE / CONSIDERATIONS:

Statutory:	Section 254I of the <i>Local Government Regulation 2012</i>
Budgetary:	N/A
Policy:	<i>TSIRC Standing Orders (Meeting Procedures) Policy – August 2024</i>
Legal:	N/A
Risk:	Council breach of its Statutory requirements above.
Links to Strategic Plans:	TSIRC Corporate Plan 2025-30 Focus Area 3– A Proactive & Responsible Council ➤ <i>3.1 Provide good governance & leadership</i>
Malungu Yangu Wakay (The Masig Statement):	<i>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.</i>
Standing Committee Consultation:	N/A
Timelines:	Standard Procedure at each Standing Committee Meeting

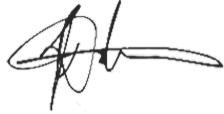
Other Comments:

Nil.

Recommended:

S. Andres
Susanne Andres
Executive Director Corporate Services

Approved:

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James William
Chief Executive Officer

ATTACHMENTS:

Nil.



STRATEGIC ACTION REFERENCE GROUP (SARG) STANDING COMMITTEE MEETING

11 JULY 2025

Agenda Item

14

DIRECTORATE: Corporate Services

AUTHOR: Executive Director Corporate Services

CONSIDERATION OF MATTERS DISCUSSED IN CLOSED SESSION

OFFICER RECOMMENDATION:

For the Standing Committee 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 Committee Consideration:

N/A

COMPLIANCE / CONSIDERATIONS:

Statutory:	Section 254J(6) of the <i>Local Government Regulation 2012</i>
Budgetary:	N/A
Policy:	<i>TSIRC Standing Orders (Meeting Procedures) Policy – August 2024</i>
Legal:	N/A
Risk:	Council breach of its Statutory requirements above.
Links to Strategic Plans:	TSIRC Corporate Plan 2025-30 Focus Area 3– A Proactive & Responsible Council ➤ <i>3.1 Provide good governance & leadership</i>
Malungu Yangu Wakay (The Masig Statement):	<i>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.</i>
Standing Committee Consultation:	N/A
Timelines:	Standard Procedure at each Standing Committee Meeting

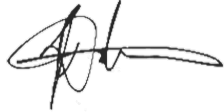
Other Comments:

Nil.

Recommended:

S. Andres
Susanne Andres
Executive Director Corporate Services

Approved:

A handwritten signature in black ink, appearing to be 'J. William', with a long horizontal stroke extending to the right.

James William
Chief Executive Officer

ATTACHMENTS:

Nil.



STRATEGIC ACTION REFERENCE GROUP (SARG) STANDING COMMITTEE MEETING

11 JULY 2025

Agenda Item

15

DIRECTORATE: Corporate Services

AUTHOR: Executive Director Corporate Services

ITEMS ARISING

OFFICER RECOMMENDATION:

For the Standing Committee to formally resolve to consider items arising after the agenda or the meeting is made public.

EXECUTIVE SUMMARY:

Section 254D(4) of the *Local Government Regulation 2012* 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.

Standard practice is that business not on the published 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: TSIRC Standing Orders (Meeting Procedures) Policy – August 2024*).

The Standing Committee will need to make a formal resolution to consider/discuss any items nominated for this agenda item.

Interested Parties/Consultation:

N/A

Background / Previous Committee Consideration:

N/A

COMPLIANCE / CONSIDERATIONS:

Statutory:	Section 254D(4) of the <i>Local Government Regulation 2012</i>
Budgetary:	N/A
Policy:	<i>TSIRC Standing Orders (Meeting Procedures) Policy – August 2024</i>
Legal:	N/A
Risk:	Council breach of its Statutory requirements above.
Links to Strategic Plans:	TSIRC Corporate Plan 2025-30 Focus Area 3– A Proactive & Responsible Council ➤ <i>3.1 Provide good governance & leadership</i>
<i>Malungu Yangu Wakay</i> (The Masig Statement):	<i>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.</i>
Standing Committee Consultation:	N/A
Timelines:	Standard Procedure at each Standing Committee Meeting

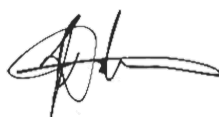
Other Comments:

Nil.

Recommended:

S. Andres

Susanne Andres
Executive Director Corporate Services

Approved:

James William
Chief Executive Officer

ATTACHMENTS:

Nil.