



# Ordinary Meeting of Council

28 July 2025

The Mayor and Councillors  
Pormpuraaw Shire Council  
PORMPURA AW QLD 4892

Dear Mayor and Councillors

Notice is hereby given that an Ordinary Meeting of the Pormpuraaw Aboriginal Shire Council will be held at the Council Chambers, on Wednesday 30 July 2025 commencing at 10:00 am.

The agenda for the ordinary meeting is attached for your information.

Yours faithfully

Janelle Menzies  
Chief Executive Officer



# ORDINARY MEETING OF COUNCIL

Wednesday 30 July 2025  
 Pormpuraaw Aboriginal Shire Council  
 Boardroom  
 24 Thinraathin Street, Pormpuraaw

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**1 OPENING OF MEETING**

**2 ATTENDANCE AND CERTIFICATE OF ATTENDANCE**

**3 APOLOGIES**

Cr Lucy Foote sends her apology as she is still in hospital. She has provided a Doctor's Certificate.

**4 DECLARATION OF INTEREST**

**5 RELATED PARTY DECLARATION FORM**

## **6 RECEIVING AND CONFIRMATION OF MINUTES\***

### **RECOMMENDATION**

That the Council resolve to receive and adopt the Minutes of the Special Meeting of Pormpuraaw Aboriginal Shire Council Held on 6 June 2025.

**Attachments:** 1. Minutes Special Council Meeting\_-\_6 June 2025 [6.1.1 - 4 pages]

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# Special Council Meeting MINUTES

Friday 6 June 2025

Pormpuraaw Aboriginal Shire Council  
Boardroom

24 Thinraathin Street, Pormpuraaw

## **1 OPENING OF MEETING**

The Mayor declared the meeting open at 10:41 am.

## **2 ATTENDANCE AND CERTIFICATE OF ATTENDANCE**

Mayor Ralph Kendall (Jnr), Deputy Mayor Tim Koo-Aga and Cr Keith Barney

**In Attendance:** Ms Janelle Menzies (Chief Executive Officer and Minute Taker).

## **3 APOLOGIES**

Cr Lucy Foote and Cr Romena Edwards sent their apologies.

## **4 DECLARATION OF INTEREST**

Nil

## **5 RELATED PARTY DECLARATION FORM**

Nil

**6 CHIEF EXECUTIVE REPORTS**

**6.1 PASC AERODROME UPGRADE TENDER**

**EXECUTIVE SUMMARY**

To provide Council with the Aerodrome Upgrade Tender Evaluation and to award the contact.

**RESOLUTION NO: 2025/51**

- 1. That Council: -
  - (a) accepts the recommendation of the evaluation panel;
  - (b) resolves to appoint Durack Civil Pty Ltd, as the preferred tenderer for CN202501 – PASC Aerodrome Upgrade; and
  - (c) delegates authority to the Chief Executive Officer to negotiate, finalise and enter into a contract with Durack Civil Pty Ltd in the form issued with the request for tender (as amended by agreement between the parties).

**Moved:** Mayor Ralph Kendall (Jnr)

**Seconded:** Deputy Mayor Tim Koo-Aga

**CARRIED 3/0**

**6.2 AMENDMENT TO CAPITAL EXPENDITURE BUDGET 2024/25**

**EXECUTIVE SUMMARY**

To advise Council of the proposed variation to the Plant & Equipment Budget for 2024/25 and endorse the purchase of a Razor Back Tractor.

**RESOLUTION NO: 2025/52**

That Council endorse the revised budget for Plant & Equipment for 2024/25 and endorse the purchase of a Razorback 4WD Tractor amounting to \$24,405.00 (inc GST).

**Moved:** Deputy Mayor Tim Koo-Aga

**Seconded:** Cr Keith Barney

**CARRIED 3/0**

**7 CLOSE OF MEETING**

There being no further business the Mayor declared the meeting closed at 10:45 am.

UNCONFIRMED





# Special Budget Meeting MINUTES

Wednesday 25 June 2025

Pormpuraaw Aboriginal Shire Council Boardroom

24 Thinraathin Street, Pormpuraaw

## **1 OPENING OF MEETING**

The Mayor declared the meeting open at 9:54 am.

## **2 ATTENDANCE AND CERTIFICATE OF ATTENDANCE**

Mayor Ralph Kendall (Jnr), Deputy Mayor Tim Koo-Aga, Cr Keith Barney and Cr Romena Edwards

**In Attendance:** Ms Janelle Menzies (Chief Executive Officer and Minute Taker).

## **3 APOLOGIES**

Cr Lucy Foote sent their apologies.

## **4 DECLARATION OF INTEREST**

Nil

## **5 RELATED PARTY DECLARATION FORM**

Nil

## 6 CHIEF EXECUTIVE REPORTS

### 6.1 OPERATIONAL PLAN 2025/26

#### EXECUTIVE SUMMARY

Pursuant to section 174 of the Local Government Regulation 2012, Council must prepare and adopt an operational plan for each financial year. Council must also discharge its responsibilities in a way that is consistent with the annual operational plan

#### RESOLUTION NO: 2025/53

That Council resolve to adopt the 2024/25 Operational Plan pursuant to and in accordance with Section 174 of the Local Government Regulation 2012.

**Moved:** Cr Romena Edwards

**Seconded:** Deputy Mayor Tim Koo-Aga

**CARRIED 4/0**

## 7 EXECUTIVE MANAGER OF CORPORATE SERVICES REPORTS

### 7.1 ANNUAL BUDGET REPORT 2025/26

#### EXECUTIVE SUMMARY

To provide Council with the Annual Budget Report for 2025/26

#### RESOLUTION NO: 2025/54

That Council resolves to receive and note the Annual Budget Report for 2025/26 and to adopt the Annual Budget Report including increases to Award Based Staff as set out in the Pay Increase Business Case for the first full pay period in July 2025.

**Moved:** Mayor Ralph Kendall (Jnr)

**Seconded:** Deputy Mayor Tim Koo-Aga

**CARRIED 4/0**

**Mayor Ralph Kendall (Jnr) left the meeting at 11.05am**  
**Mayor Ralph Kendall (Jnr) returned to the meeting at 11.06am**

**7.2 REGISTER OF FINANCIAL AUTHORITY LIMIT DELEGATIONS 2026 FY**

**EXECUTIVE SUMMARY**

To provide Council with the Register of Financial Authority Limit Delegations 2026 FY.

**RESOLUTION NO: 2025/55**

That Council resolves to receive and note the Register of Financial Authority Limit Delegations for the 2025/26 financial year and to adopt the financial delegation limits for Council employees. The document to be amended to include the Mayor's credit card limit.

**Moved:** Deputy Mayor Tim Koo-Aga

**Seconded:** Cr Romena Edwards

**CARRIED 4/0**

**7.3 PROCUREMENT POLICY**

**EXECUTIVE SUMMARY**

To provide Council with the Procurement Policy-P001 (V7).

**RESOLUTION NO: 2025/56**

That Council resolves to receive and note the Procurement Policy-P001 (V7) and to adopt the reviewed and updated policy including changed marked in the Agenda as well as including Sole Suppliers approved under the CEO's delegation including:-

WT Bethel - for supply of cattle for Rodeo

Richard McLaren - Paver for Roads

Entertainment for Events

**Moved:** Deputy Mayor Tim Koo-Aga

**Seconded:** Cr Keith Barney

**CARRIED 4/0**

**Cr Tim Koo-Aga left the meeting at 11.14am**  
**Cr Tim Koo-Aga returned to the meeting at 11.15am**

#### **7.4 DEBT (BORROWINGS) POLICY**

##### **EXECUTIVE SUMMARY**

To provide Council with the Debt (Borrowings) Policy-D001 (V14).

##### **RESOLUTION NO: 2025/57**

That Council resolves to receive and note the Debt (Borrowings) Policy-D001 (V14) and to adopt the reviewed and updated policy as attached.

**Moved:** Cr Romena Edwards

**Seconded:** Deputy Mayor Tim Koo-Aga

**CARRIED 4/0**

#### **7.5 REVENUE POLICY**

##### **EXECUTIVE SUMMARY**

To provide Council with the Revenue Policy-R001 (V14).

##### **RESOLUTION NO: 2025/58**

That Council resolves to receive and note the Revenue Policy-R0001 (V14) and to adopt the reviewed and updated policy as attached.

**Moved:** Cr Keith Barney

**Seconded:** Mayor Ralph Kendall (Jnr)

**CARRIED 4/0**

## 7.6 REVENUE STATEMENT

### EXECUTIVE SUMMARY

To provide Council with the Revenue Statement for the 2025/26 financial year.

---

### RESOLUTION NO: 2025/59

That Council resolves to receive and note the Revenue Statement for the 2025/26 financial year and to adopt the Revenue Statement as attached.

**Moved:** Mayor Ralph Kendall (Jnr)

**Seconded:** Cr Romena Edwards

**CARRIED** 4/0

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## 7.7 SCHEDULE OF FEES & CHARGES 2025/26 FY

### EXECUTIVE SUMMARY

To provide Council with the Schedule of Fees & Charges for the 2025/26 financial year.

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### RESOLUTION NO: 2025/60

That Council resolves to receive and note the Schedule of Fees and Charges for the 2025/26 financial year and to adopt the Schedule of Fees & Charges as attached.

**Moved:** Deputy Mayor Tim Koo-Aga

**Seconded:** Cr Keith Barney

**CARRIED** 4/0

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## **7.8 STATEMENT OF ESTIMATED FINANCIAL POSITION 30 JUNE 2025**

### **EXECUTIVE SUMMARY**

To provide Council with the Statement of Estimated Financial Position for 30 June 2025.

---

### **RESOLUTION NO: 2025/61**

That Council resolves to receive and note the Statement of Estimated Financial Position for 30 June 2025 and to adopt the Statement of Estimated Financial Position as attached.

**Moved:** Cr Keith Barney

**Seconded:** Deputy Mayor Tim Koo-Aga

**CARRIED** 4/0

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## **8 CLOSE OF MEETING**

There being no further business the Mayor declared the meeting closed at 11.38 am.





# Ordinary Council Meeting MINUTES

Wednesday 25 June 2025

Pormpuraaw Aboriginal Shire Council  
Boardroom

24 Thinraathin Street, Pormpuraaw

## **1 OPENING OF MEETING**

The Mayor declared the meeting open at 11:58 am.

## **2 ATTENDANCE AND CERTIFICATE OF ATTENDANCE**

Mayor Ralph Kendall (Jnr), Deputy Mayor Tim Koo-Aga, Cr Keith Barney and Cr Romena Edwards

**In Attendance:** Ms Janelle Menzies (Chief Executive Officer and Minute Taker).

## **3 APOLOGIES**

Cr Lucy Foote sent their apologies.

## **4 DECLARATION OF INTEREST**

Chapter 5B of the Local Government Act 2009 (the Act) requires Councillors to declare a Prescribed or Declarable Conflict of Interest. The Declaration is to be made in writing to the Chief Executive Officer, before the Ordinary Meeting of Council.

Mayor Ralph Kendall (Jnr) declared they had a prescribed conflict of interest (as defined by sections 150EG, 150EH ad 150EI of the Local Government Act 2009) in matters regarding Item 9.1.

Cr Romena Edwards declared they had a declarable onflict of interest (as defined by sections 150EG, 150EH ad 150EI of the Local Government Act 2009) in matters regarding Item 9.1.

## **5 RELATED PARTY DECLARATION FORM**

**6 RECEIVING AND CONFIRMATION OF MINUTES**

**RESOLUTION NO: 2025/62**

That the Council resolve to receive and adopt the Minutes of the Ordinary Meeting of Pormpuraaw Aboriginal Shire Council Held on Wednesday 28 May 2025.

**Moved:** Mayor Ralph Kendall (Jnr)

**Seconded:** Deputy Mayor Tim Koo-Aga

**CARRIED 4/0**

**RESOLUTION NO: 2025/63**

That the Council resolve to receive and adopt the Minutes of the Special Meeting of Pormpuraaw Aboriginal Shire Council Held on Friday 6 June 2025.

**Moved:** Mayor Ralph Kendall (Jnr)

**Seconded:** Cr Keith Barney

**CARRIED 4/0**

**7 ITEMS ARISING FROM PREVIOUS MEETINGS**

**RESOLUTION NO: 2025/64**

The council resolve to change the resolution no 2025/44 at item 11.6 of the Ordinary Council Meeting on 28 July 2025 to say "maximum alcohol concentrate of 4% al" rather than "less than 4% alcohol" to be consistent with the current restriction of the Alcohol Management Plan.

**Moved:** Deputy Mayor Tim Koo-Aga

**Seconded:** Cr Romena Edwards

**CARRIED 4/0**

---

## **9 CORRESPONDENCE**

### **9.1 PARADISE HOLDINGS REQUEST FOR ASSISTANCE FOR BOAT RAMP AT COLEMAN RIVER CAMPING GROUP**

#### **RESOLUTION NO: 2025/65**

That Council resolve to approve in principal and give instruction to the CEO to investigate further.

**Moved:** Mayor Ralph Kendall (Jnr)

**Seconded:** Cr Keith Barney

**CARRIED 4/0**

---

### **9.2 HUNTING AND FISHING EKBC**

I, Ralph Kendall, inform the meeting that I have a prescribed conflict of interest due to Eddie Kendall being my brother,

As a result of this prescribed conflict of interest I will now leave the meeting room.

Mayor Ralph Kendall (Jnr) left the meeting at 12.05 pm

I, Romena Edwards, inform the meeting that I have a declarable conflict of interest due to Eddie Kendall being my partners brother.

Although, I have a declarable conflict of Interest, I believe that I would reasonably be perceived to be impartial because we are only going to consider if we should put out a mustering tender.

Therefore, I wish to remain in the meeting and ask the eligible councillors to decide if I may remain in the meeting.

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**RESOLUTION NO: 2025/66**

**Cr Tim Koo-Aga and Cr Keith Barney agreed to allow Cr Romena Edwards to remain in the meeting.**

**RESOLUTION NO: 2025/67**

The Council resolve to put a Bull Catching / Mustering contract out to tender.

**Moved:** Deputy Mayor Tim Koo-Aga

**Seconded:** Cr Keith Barney

**CARRIED 3/0**

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**10 OPERATIONAL STATUS REPORTS**

**10.1 EXECUTIVE MANAGER COMMUNITY SERVICES REPORT MAY 2025**

**EXECUTIVE SUMMARY**

Executive Manager Community Services Report May 2025

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**RESOLUTION NO: 2025/68**

That the council resolve to receive and note the report.

**Moved:** Cr Romena Edwards

**Seconded:** Cr Keith Barney

**CARRIED 4/0**

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**10.2 EXECUTIVE MANAGER OPERATIONAL SERVICES REPORT MAY 2025**

**EXECUTIVE SUMMARY**

To update Council on the Operational Services activities for May 2025

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**RESOLUTION NO: 2025/69**

That the council resolve to receive and note the report.

**Moved:** Mayor Ralph Kendall (Jnr)

**Seconded:** Cr Keith Barney

**CARRIED 4/0**

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**10.3 EXECUTIVE MANAGER CORPORATE SERVICES REPORT TO COUNCIL MAY 2025**

**EXECUTIVE SUMMARY**

To provide Council with an update of the Corporate Services function as of 19 June 2025.

---

**RESOLUTION NO: 2025/70**

That the Council resolve to receive and note the Corporate Services report as tabled.

**Moved:** Cr Romena Edwards

**Seconded:** Cr Keith Barney

**CARRIED 4/0**

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**11 CHIEF EXECUTIVE REPORTS**

**11.1 APPLICATION FOR ROADSIDE FOOD VAN AND FOOD SAFETY LICENCE**

**EXECUTIVE SUMMARY**

To advise Council of an application for Roadside Food Vans and Food Safety Licence

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**RESOLUTION NO: 2025/71**

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1. That council resolve not to approve the Roadside Food Van Application and Food Safety Licence.

**Moved:** Mayor Ralph Kendall (Jnr)

**Seconded:** Deputy Mayor Tim Koo-Aga

**CARRIED 4/0**

---

## 11.2 SPECIAL HOLIDAYS 2026

### EXECUTIVE SUMMARY

For Council to consider Special Holidays in 2026.

---

### RESOLUTION NO: 2025/72

1. That the council resolve to apply for the following special holidays :-

17 April 2026 - Fishing competition

3 June 2026 - Mabon Day

17 July 2026 - Cairns Show Day – To be confirmed

**Moved:** Cr Keith Barney

**Seconded:** Cr Romena Edwards

**CARRIED 4/0**

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## 11.3 CONFLICT OF INTEREST MANAGEMENT PLAN - JANELLE MENZIES

### EXECUTIVE SUMMARY

To provide the Council with a Conflict of Interest Management Plan

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### RESOLUTION NO: 2025/73

That the Council resolve to receive and approve the Conflict of Interest Management Plan for Janelle Menzies

**Moved:** Deputy Mayor Tim Koo-Aga

**Seconded:** Cr Keith Barney

**CARRIED 4/0**

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#### 11.4 AUDIT COMMITTEE MEMBERSHIP

##### EXECUTIVE SUMMARY

Type here

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##### RESOLUTION NO: 2025/74

1. That the Council resolve not to make any changes to the membership of the Audit committee.

**Moved:** Deputy Mayor Tim Koo-Aga

**Seconded:** Mayor Ralph Kendall (Jnr)

**CARRIED 4/0**

---

#### 11.5 AUDIT COMMITTEE REPORT TO COUNCIL

##### EXECUTIVE SUMMARY

The purpose of this report is for the Chief Executive Officer to present the unconfirmed minutes of the Audit Committee Meeting held on 16 June 2025, to serve audit committee report to Council in accordance with section 211(4) of the *Local Government Regulation 2012*.

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##### RESOLUTION NO: 2025/75

That the Council receive and note the Audit Committee Report by the Chief Executive Officer.

**Moved:** Mayor Ralph Kendall (Jnr)

**Seconded:** Deputy Mayor Tim Koo-Aga

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**CARRIED 4/0**

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## **12 EXECUTIVE MANAGER OF CORPORATE SERVICES REPORTS**

### **12.1 CORPORATE SERVICES REPORT - EXTERNAL AUDIT INTERIM REPORT**

#### **EXECUTIVE SUMMARY**

To provide Council with the 2025 External Audit Interim Report.

---

#### **RESOLUTION NO: 2025/76**

That Council resolves to receive and note the 2025 External Audit Interim Report.

**Moved:** Mayor Ralph Kendall (Jnr)

**Seconded:** Cr Keith Barney

**CARRIED 4/0**

---

### **12.2 CORPORATE SERVICES REPORT - ASSET DESKTOP VALUATION REPORT 2025**

#### **EXECUTIVE SUMMARY**

To provide Council with the 2025 Asset Desktop Valuation Report

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#### **RESOLUTION NO: 2025/77**

That the Council resolves to receive and note the 2025 Asset Desktop Valuation Report provided by Australis Asset Advisory Group (AAAG) and to adopt the indexed fair value movement on the Council's asset categories.

**Moved:** Mayor Ralph Kendall (Jnr)

**Seconded:** Deputy Mayor Tim Koo-Aga

**CARRIED 4/0**

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### **12.3 CORPORATE SERVICES REPORT - INTERNAL AUDIT REPORT ON ASSET DESKTOP VALUATIONS 2025**

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**EXECUTIVE SUMMARY**

To provide Council with the 2025 Internal Audit Report on Asset Desktop Valuations.

---

**RESOLUTION NO: 2025/78**

That Council resolves to receive and note the 2025 Internal Audit Report on Asset Desktop Valuations provided by Altius Advisors & Chartered Accountants as attached.

**Moved:** Cr Romena Edwards

**Seconded:** Cr Keith Barney

**CARRIED 4/0**

---

**12.4 CORPORATE SERVICES REPORT - FINANCIAL STATEMENTS FOR PERIOD ENDED 31 MAY 2025**

**EXECUTIVE SUMMARY**

To provide Council with the financial statements for the period ended 31 May 2025.

---

**RESOLUTION NO: 2025/79**

That Council resolves to receive and note the financial statements for the period ended 31 May 2025.

**Moved:** Cr Romena Edwards

**Seconded:** Mayor Ralph Kendall (Jnr)

**CARRIED 4/0**

---

**13 EXECUTIVE MANAGER OF OPERATIONS REPORTS**

Nil

**14 EXECUTIVE MANAGER OF COMMUNITY SERVICES REPORTS**

Nil

**15 CONFIDENTIAL ITEMS\***

Nil

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**RECOMMENDATION**

That Council considers the confidential report(s) listed below in a meeting closed to the public in accordance with Section 275 of the Local Government Act 2012:

**NO. 16.1 Permission to Reside**

**Reason for confidentiality**

As required under Section 254(J)(3) of the Local Government Act 20098 this item is considered to be confidential due to the following reasons:

- (f) Matters that may directly affect the health and safety of an individual or group of individuals.

**MOVE INTO CLOSED SESSION**

**RESOLUTION NO: 2025/80**

That the Council move into closed session at {time}.

**Moved:** Mayor Ralph Kendall (Jnr)

**Seconded:** Cr Romena Edwards

**CARRIED 4/0**

**MOVE OUT OF CLOSED SESSION**

**RESOLUTION NO: 2025/81**

That the Council move out of closed session at {time}.

**Moved:** Cr Romena Edwards

**Seconded:** Cr Keith Barney

**CARRIED 4/0**

A summary of items discussed in closed session is presented below.

**15.1 PERMISSION TO RESIDE**

**CONFIDENTIAL REASONS**

As required under Section 254J(3) of the *Local Government Act 2009*, this item is considered confidential due to the following reason(s):

(f) matters that may directly affect the health and safety of an individual or a group of individuals.

**EXECUTIVE SUMMARY**

Council to consider approving Applications to Reside in Pormpuraaw.

**RECOMMENDATION**

That Council to approve the Applications to Reside in Pormpuraaw as received.

**RESOLUTION NO: 2025/82**

That Council to approve the Applications to Reside in Pormpuraaw for 3 application and that 2 applications be a joint application.

**Moved:** Mayor Ralph Kendall (Jnr)

**Seconded:** Cr Romena Edwards

**CARRIED** 4/0

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**16 LATE ITEMS**

**17 TENDERS & QUOTATIONS**

Nil

**18 NOTICE OF MOTION**

**19 NEXT MEETING**

**20 CLOSE OF MEETING**

There being no further business the Mayor declared the meeting closed at 1:35 pm.

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## **7 ITEMS ARISING FROM PREVIOUS MEETINGS**

### **REPORT ATTACHED**

**Attachments:**      1.      Actions 20250727 152226 [7.1.1 - 1 page]

| Meeting Date | Document                     | Item No. | Item  | Status          | Assignees       | Resolution |
|--------------|------------------------------|----------|---|-----------------|-----------------|------------|
| 16/04/2025   | Ordinary Council Meeting - 1 | 11.4     | Pormpur Paanthu Housing Request                 | Completed       | Janelle Menzies | 2025/21    |
| 1/05/2025    | Special Council Meeting - 1  | 6.1      | Change to Cheque Signatories                    | Not yet started | Tracey Graham   | 2025/32    |
| 28/05/2025   | Ordinary Council Meeting - 2 | 11.4     | Pormpur Paanthu Housing Request                 | Completed       | Janelle Menzies | 2025/42    |
| 6/06/2025    | Special Council Meeting - 6  | 6.2      | Amendment to Capital Expenditure Budget 20      | Completed       | Janelle Menzies | 2025/52    |
| 25/06/2025   | Special Budget Council Meet  | 6.1      | Operational Plan 2025/26                        | Completed       | Janelle Menzies | 2025/53    |
| 25/06/2025   | Special Budget Council Meet  | 7.1      | Annual Budget Report 2025/26                    | Completed       | Janelle Menzies | 2025/54    |
| 25/06/2025   | Special Budget Council Meet  | 7.2      | Register of Financial Authority Limit Delegatio | Completed       | Tracey Graham   | 2025/55    |
| 25/06/2025   | Special Budget Council Meet  | 7.3      | Procurement Policy                              | Completed       | Tracey Graham   | 2025/56    |
| 25/06/2025   | Special Budget Council Meet  | 7.4      | Debt (Borrowings) Policy                        | Completed       | Tracey Graham   | 2025/57    |
| 25/06/2025   | Special Budget Council Meet  | 7.5      | Revenue Policy                                  | Completed       | Tracey Graham   | 2025/58    |
| 25/06/2025   | Special Budget Council Meet  | 7.6      | Revenue Statement                               | Completed       | Tracey Graham   | 2025/59    |
| 25/06/2025   | Special Budget Council Meet  | 7.7      | Schedule of Fees & Charges 2025/26 FY           | Completed       | Tracey Graham   | 2025/60    |
| 25/06/2025   | Ordinary Council Meeting - 2 | 11.1     | Appliciation for Roadside Food Van and Food :   | Completed       | Janelle Menzies | 2025/72    |
| 25/06/2025   | Ordinary Council Meeting - 2 | 11.2     | Special Holidays 2026                           | Completed       | Janelle Menzies | 2025/72    |
| 25/06/2025   | Ordinary Council Meeting - 2 | 11.3     | Conflict of Interest Management Plan - Janelle  | In Progress     | Janelle Menzies | 2025/73    |
| 25/06/2025   | Ordinary Council Meeting - 2 | 11.4     | Audit Committee Membership                      | Completed       | Janelle Menzies | 2025/74    |
| 25/06/2025   | Ordinary Council Meeting - 2 | 11.5     | Audit Committee Report to Council               | Completed       | Janelle Menzies | 2025/75    |
| 25/06/2025   | Ordinary Council Meeting - 2 | 12.1     | Corporate Services Report - External Audit Int  | Completed       | Janelle Menzies | 2025/76    |
| 25/06/2025   | Ordinary Council Meeting - 2 | 12.2     | Corporate Services Report - Asset Desktop Va    | Completed       | Janelle Menzies | 2025/77    |
| 25/06/2025   | Ordinary Council Meeting - 2 | 12.3     | Corporate Services Report - Internal Audit Ref  | Completed       | Janelle Menzies | 2025/78    |
| 25/06/2025   | Ordinary Council Meeting - 2 | 12.4     | Corporate Services Report - Financial Statem    | Completed       | Janelle Menzies | 2025/79    |

**8 DELEGATIONS / GUESTS**

10.30 am Cape & Torres Health Commission Ltd

**9 CORRESPONDENCE**

Nil

## 10 OPERATIONAL STATUS REPORTS

### 10.1 CORPORATE SERVICES REPORT TO COUNCIL - JULY 2025

**Author:** Tracey Graham (Executive Manager of Corporate Services)

**Authorisers:** Janelle Menzies

**Attachments:** Nil

#### EXECUTIVE SUMMARY

To provide Council with an update of the Corporate Services function as of 25 July 2025.

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#### RECOMMENDATION

That Council resolve to receive and note the Corporate Services report as tabled.

#### DISCUSSION

- External Audit final visit is scheduled for the week commencing 11 August 2025. The finance staff are busy processing the end of the financial year and have been focusing on working on our audit workpapers along with finalising our financial data for our audited financial statements which are due to the auditors in 2 weeks.
- Our next audit committee meeting is scheduled for Friday 25 July 2025 at 2:30pm.
- Internal Audit program for 2024/25 FY is now completed with the organisation review (including community visit to interview key personnel) and the asset valuation review being completed and internal audit reports being finalised. (Refer to the separate special report for the internal audit report on organisation review).
- Insurance premium renewals for the 2025-26 FY have been received and a total of \$925,877 for the year. These are as follows:
  - Liability Renewal - \$34,079
  - Property Renewal - \$806,364
  - Plant & Motor Vehicle Renewal - \$71,298
  - Marine Hull Renewal - \$7,448
  - Airport Liability (New Policy) - \$4,916
  - Personal Accident Renewal (Justice) - \$648
  - Travel (New Policy) - \$1,124
- Executive Manager of Corporate Services, Finance Manager, HR Advisor & Finance Officer - Operational Works visited Pormpuraaw for the week commencing 30 June 2025. The field work undertaken was for end of financial year inventory stock take audit requirements for admin store stock, fuel stock, post office stock, gas stock & cash on hand. Various meetings were held with key personnel on the ground around HR, WHS, training, finance & funding matters.
- Wage increase letters for award employees and apprentices emailed out on 10 July 2025.
- Department/program expenditure reporting is provided each month to the executive management team and selected department supervisors to monitor their program budgets and ensure that funded projects are delivered on time and within budget.
- Attended CEO meetings on 24 June, 8 & 15 July 2025.
- Attended ELT meetings on 26 June, 11 & 21 July 2025
- Attended Corporate Services Team meetings on 23 June & 14 July 2025.

- Completed insurance schedules for plant, motor vehicles and marine hull and submitted on 23 June 2025.
- Completed & submitted Community Justice Program quarterly acquittal - Jan to Mar 2025.
- Submitted accounting position paper on revenue recognition to external audit on 30 June 2025 as required under audit milestone.
- Attended all staff forum on 02 July 2025 in Pormpuraaw.
- Completed and submitted First Start Bid for 1 x Trainee position (Bakery) for the 2025-26 FY on 02 July 2025.
- Published to the website and circulated to staff via email PASC schedule of fees and charges for 2025-26 FY.
- Completed & submitted operational plan quarterly reporting for April to June 2025 on 07 July 2025.
- Completed and submitted First Start Program monthly reporting for June 2025 on 09 July 2025.
- Attended VendorPanel supplier list training on 09 July 2025.
- Attended QTC Education – Service Planning training on 10, 17 & 24 July 2025.
- Completed and submitted LGGSP 2022-24 quarterly reporting for April to June 2025 on 10 July 2025.
- Completed and submitted W4Q 2021-24 quarterly reporting for April to June 2025 on 10 July 2025.
- Asset indexation valuation report and internal audit report on asset valuations submitted to external audit on 11 July 2025 as required under audit milestone.
- Completed and submitted W4Q 2024-27 quarterly reporting for April to June 2025 on 11 July 2025.
- Published to the website and circulated to staff via email procurement policy, register of financial authority limit delegations, register of preferred suppliers and local buy supplier listing on 15 July 2025.
- Published to the website PASC adopted budgets for 2025-26 FY, revenue policy, revenue statement and debt (borrowings) policy on 15 July 2025.
- Completed and submitted PWS Apprenticeship Claim on 20 July 2025.
- Completed & submitted ATO BAS quarterly reporting for April to June 2025 on 23 July 2025.

### **Current Corporate Services Projects**

- Staff commencements and inductions as required. (Ongoing)
- Train and support Accountant, Accommodation Team Leader, HR Advisor & Corporate Services Administration Officer. (Ongoing)
- Undertake detailed review of staff position descriptions to undertake comprehensive review of classification of roles as per the awards, including a review of driver's licences, blue cards and other relevant licences relevant to roles within Council. (Current WIP)
- Develop new Council website. (Current WIP)
- Coordinate audit committee meetings. (Ongoing)
- Review financial policies to be reviewed annually. (Completed this month)
- Work with internal audit on projects for 2025/26 FY.
- Review audit matrix.
- Complete grant acquittals and reporting as required.
- Work on development of risk management framework.
- Coordinate policy workshops for ELT.
- Confirm asset indexation schedule for all asset classes for 2025. (Completed this month)
- Seek proposals for new financial/ERP system.

## HR

- Apprenticeship & Traineeship sign-ups have been completed with MAS and training contracts have been finalised.
- The HR Advisor will continue to work on position description reviews across the organisation and other key HR projects as required.
- Fortnightly staff absenteeism report is provided to executive managers to monitor staff absenteeism. Totals hours for absenteeism for the 2025/26 financial year to date is **1,723 hours**.  
**This is the equivalent of almost 12 full-time roles (15% of current workforce).**
  - Absenteeism rates per department are as follows:
    - Operational Services - 7,440 hours
    - Community Services - 624 hours
    - Corporate Services - 92 hours
    - CEO Services – 72 hours
- Recruitment completed for the reporting period:
  - Executive Support & HR Officer – Full-time (to commence on 11 August 2025)
  - 3 x Council Facilities Cleaners – Part-time (commenced on 16 July 2025)
  - Grants and Contracts Officer (Cairns Based) - Full-time (commenced on 21 July 2025)
  - Environmental Health Worker – Full-time (commenced on 21 July 2025)
  - Bakery Manager – Full-time (to commence on 28 July 2025)
  - Bakery Assistant – Full-time (to commence on 28 July 2025)
- Resignations/Terminations received for the reporting period:
  - Accommodation Cleaner – Part-time (Employee Resignation)
  - Parks & Gardens Officer – Part-time (Employee Resignation)
- Current positions vacant are as follows:
  - Aged Care Support Workers (Part-time)
  - Aged Care Cook (Full-time)
  - Recreations & Activities Officer (Full-time)

## Admin Store

- New Admin Store Assistant (part-time) has recently commenced and is providing assistance to the Admin Store Team Leader.
- Admin Store EOFY stocktakes with external audit were successfully completed on Tuesday 01 July 2025.

## Accommodation

- 3 x new cleaning staff have commenced in the last fortnight which should provide some much-needed relief to ensure our accommodation facilities are cleaned in a timely manner.
- Cleaning checklist resource provided to the accommodation team leader on 15 July 2025 to assist with the performance management of cleaning staff.
- Accommodation occupancy has been at a high capacity, with the Council working continuously with contractors to ensure they have accommodation available for workers to

undertake capex works, such as the airport upgrade, community houses, road works, hospital, etc. The contractor's camp is being fully utilised by WIP Constructions.

- Accommodation for capex works scheduled for the 2025/26 financial year will need to be considered closely to ensure that contractors can be accommodated, whilst also ensuring that fly in and out stakeholders who provide essential services for the community can also be accommodated to ensure there is no disruption to these essential community services.

\* EMCS confirms there are no changes to her reported related parties or register of interests.

## 10.2 COMMUNITY SERVICES REPORT TO COUNCIL JUNE 2025

**Author:** Shelina Bartlett  
**Authorisers:** Janelle Menzies  
**Attachments:** 1. Pormpuraaw - First Nations Community Wi- Fi Program - June 2025 [10.2.1 - 2 pages]

### KEY OUTCOME

**Strategic Priority:** {custom-field-strategic-priority}

**Objective:** 1.1 Enhance community engagement and participation in diverse programs that cater to the community's needs and interests.

### EXECUTIVE SUMMARY

To provide council with the Executive Manager Community Services Report June 2025

### RECOMMENDATION

That the council resolve to receive and note the report.

### RECOGNITIONS, APPRECIATIONS AND MILESTONES ACHIEVED

Patti Phuangprasert – going over and beyond, assisted with gathering a wardrobe of warm clothes for client needing to move into permanent placement, with this support Leonard was able to have a successful transition into care at Mt Kooyong.

### REPORT

#### COMMUNICATION CATCH UP

- DSDSATIP grant received for NAIDOC celebrations \$1500
- Accepted Grant for IKC Growing Indigenous Knowledge (with Digital technology) grant to provide programs to training with digital tec 2025-2026 Program Pormpuraaw is moving forward with is “Who’s your Mob” and Digital Arts
- LDMG Meeting 25/06/25
- OLGR meeting 13/06/25
- 30<sup>th</sup> June Post Office Stocktake completed for EOFY
- 

#### OPERATIONAL UPDATE

Community Services staffing for Post Office / Cashier / Justice /Centrelink and Library is complete and open for service.

Positions still in recruitment - Aged Care Head Cook, Aged Care Support Worker (for domestic duties)

Head Bakery and Baker Assistant – interviews for both positions completed, to be invited to visit to view and hold further discussions, trip scheduled for early July

SES Manfred Richter to assist with completing Grant application through Gambling Community Benefit Fund for a replacement vehicle (Advised by Manfred that four members have signed up as SES volunteers Catherine Cameron, Bailey Crompton, Glen Simpson, and Noel Tabuai

Services Australia fax machine not working – delay in services Australia supplying of ink and materials for IT connections for Silver Service causing delays in wait time on the phone. Coral working to get this rectified asap.

Grant application GO7393 in progress.

New Aged Care Act / Aged Care Reform now delayed from 1.07.25 – 1.11.2025

**PORMPURA AW JUSTICE** June CJG Summary:

| ASSISTANCE   | MEETINGS   | COURT  | OTHER SERVICES / SUPPORT   |
|--|--|--|--|
| <ul style="list-style-type: none"> <li>• Births, Deaths and Marriages</li> <li>• SPER</li> <li>• Community Local ID</li> <li>• Legal Aid, ATSILS, QIFVLS Assistance</li> <li>• QPS Assistance / Enquiry</li> <li>• Probation and Parole Assistance</li> <li>• Child Safety- General Assistance</li> <li>• Blue Card Application Assistance</li> <li>• Local Fares Scheme</li> <li>• Victim Assist</li> <li>• General Assistance</li> </ul> | <ul style="list-style-type: none"> <li>• Justice Group Meetings</li> <li>• Justice Group Consultation</li> <li>• Community Stake Holders Meeting</li> <li>• Child Safety- Family General Meetings</li> <li>• Other Meetings</li> </ul> | <ul style="list-style-type: none"> <li>• Court submissions-written</li> <li>• Court Support - Oral</li> <li>• Bail submissions-written</li> <li>• Bail Support-Oral</li> <li>• Magistrate Court Days</li> <li>• District Court Days</li> <li>• Court Assistance</li> </ul> | <ul style="list-style-type: none"> <li>• Community Engagement</li> <li>• Mediation Peace Keeping</li> <li>• Justice of the Peace Services</li> <li>• Agency Visits</li> <li>• Prison-visit &amp; Contact Assistance</li> <li>• Community Service Orders</li> <li>• CJG Referral to support Agencies</li> </ul> |

The centre was open for the whole, duration of the month with regular service delivery components available for Community to access.

Planning around service deliverables with Department of Justice, CJG and PASC has been progressing well,

Our CJG with Support of Community Services TL Coral were able to have their monthly meeting , keeping the CJG group members up to date with services and gain feedback .

**Our Court Day** was on the 9th June 2025

We had a small court list with 9x Adults and 1x Youth in attendance.

5 x DV Applications were presented , and all occurrences had resulted from Alcohol related violence deeming it necessary for DVO to be taken out due to the seriousness of the offending.

#### **Staff :**

New Staff member started as Justice Mentor – Mariah Motton

Ivy is working well and has fit into the team very well.

#### **Programs :**

**Department of Correction** delivered their yearly “Positive Futures” program 24<sup>th</sup> June – 26<sup>th</sup> June .

The program is aimed at men that have been incarcerated, providing an educational safe place for them to learn and explore domestic and family violence, anger management , Alcohol and other drugs and the impacts on themselves and their family. Additional content was delivered this year as the new laws of Coercive control are now in place.

**Apunipima** conducted a Men’s camp out on Country from the 23<sup>rd</sup> June to 26<sup>th</sup> June. Justice Coordinator was able to refer Men out to the camp to be able to participate in the education and awareness session. Topics were like the Corrections Positive Futures Workshops around healthy decision making, prevention of re-offending and behaviour change, including Anger Management and Techniques to self soothe. The only difference was , Apunipima delivered program on Country with Indigenous workshop deliverer’s

### **AGED CARE MONTHLY REPORT – June 2025**

#### Current clients

Home Care Package level 2 – 7 clients (1 discharged into permanent placement)

Home Care Package level 3 - 3 clients

CHSP – 28 Clients

QCSS Clients - 2

My Aged Care Referrals – 4

Referrals to other stakeholders –0

Adverse impacts on service delivery – sly grog impacts staff attendance and client aggression

Human Resources – recruitment open to fulfill positions for Support Workers and Head Cook

Training – Staff have not been at work enough to complete required mandatory training

Requests, Complaints & Feedback (staff & clients) 1 complaint to Aged Care Quality Commission by an anonymous person. ACQC conducted a review and finalised complaint with issue closed.

Stakeholder Meetings / Engagement - Stakeholder interagency meeting 23/07/2025

WHS issues – Staffing footwear to be followed up with WHS / uniform policy.

Compliance Aged Care Quality commission audit completed and nil non-compliance for Pormpuraaw Aged Care Services. SDAP team visit 9-12<sup>th</sup> June to assist with changing compliance requirements with Aged Care Reform.

### **MONTH AHEAD July 2025**

- Court day 7 July
- Containers for Change to visit 11/07/2025
- Planning Don't Buy Sly" event 4/07/25 (Big Day out with games at footy field Friday afternoon, followed by dinner, free shirt and music by Big Pups at the hall
- Training of staff for transition of Airline ticket sale to move to cashier prior to temporary Airport relocation
- Plan for NAIDOC / QLD Governor visit
- Plan for Home Game 12/07/2025
- Plan for Rodeo, submit a community liquor permit
- Plan for Sport and Rec activities officer recruitment
- Training QLD Griffith University – Service Planning
- EOFY Annual reporting Library, Aged Care, Grants (Deadly Sport & Rec) Don't Buy Sly was granted a 1 month extension



# First Nations Community Wi-Fi Program

Monthly operational reporting  
Pormpuraaw, June 2025

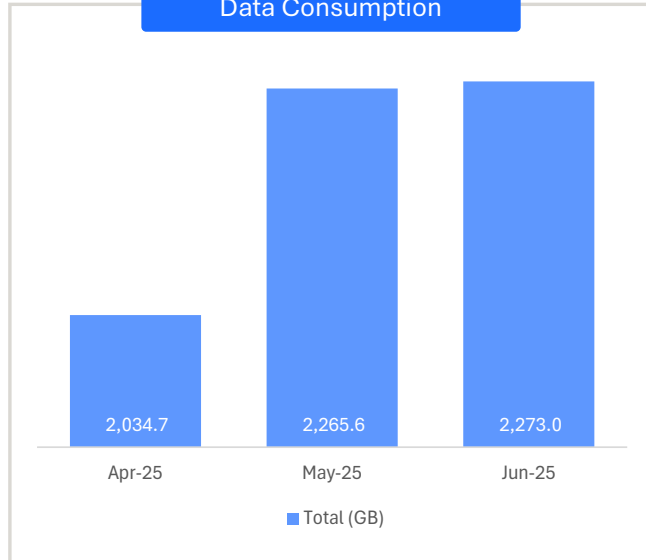
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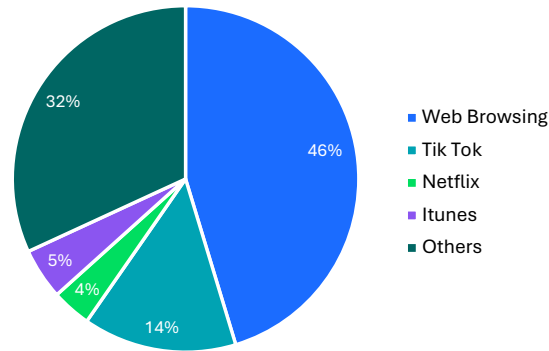
# Monthly reporting dashboard – Pompokuraaw

## Data Consumption

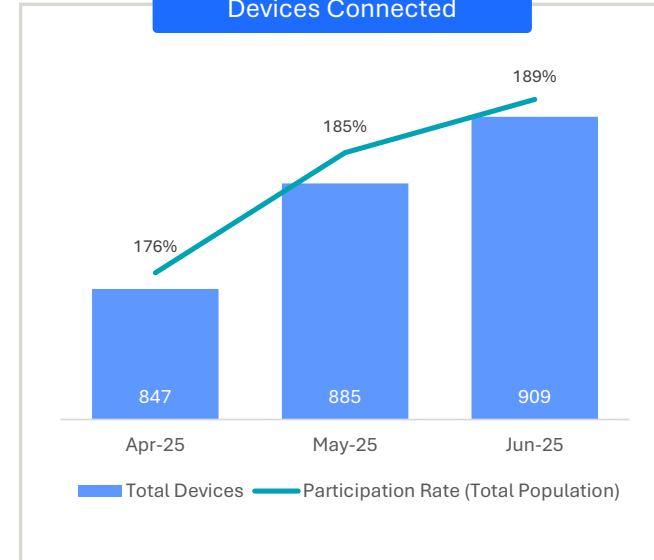


## Application usage

Reporting period 1 June 25 to 30 June 25



## Devices Connected



## Insights and Trends

- Data consumption continued to rise in June, reaching a total of 2,273 GB across 909 connected devices – continuing the growth trend observed in the last quarter.
- The average data usage per device held firm at 2.5 GB, only slightly less than the the highest monthly average recorded in May at 2.6 GB per device.
- The combination of rising total consumption and stable per-device usage points to both growing adoption and ongoing engagement with the Community Wi-Fi service.

## What is participation rate?

$$\text{Participation rate} = \frac{\text{Devices connected}}{\text{Total Population (ILOC)}}$$

The number of devices connecting to the network can exceed the community population due to multiple devices per user (e.g., mobile phone and gaming console) and itinerant users passing through the community.

For combined ILOC communities, participation is based on the entire ILOC population, such as Mindi Rardi-Kurnangki-Loanbun.

## **11 CHIEF EXECUTIVE REPORTS**

### **11.1 2024/25 OPERATIONAL PLAN UPDATE AT 30 JUNE 2025**

**Author:** Janelle Menzies

**Authorisers:** Janelle Menzies

**Attachments:** 1. 4 Operational Plan Quarterly Report June 2025 [11.1.1 - 7 pages]

#### **EXECUTIVE SUMMARY**

To provide Council with an Operational Plan Update at 30 June 2025.

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#### **RECOMMENDATION**

That Council adopt the June 2025 operational update of the 2024/25 Operational Plan

#### **REPORT ATTACHED**



# COUNCIL REPORT

**1. Title: OPERATIONAL PLAN 2024/25 PROGRESS REPORT**

**2. Date:** 07 July 2025

**3. Purpose:** The attached report provides information regarding the progress of the 2024/25 Operational Plan projects.

**4. Recommendation:**

That Council receives and notes the progress report on the implementation of the 2024/25 FY Operational Plan for the period July 2024 to June 2025.

**5. Discussion:**

The *Local Government Regulation 2012* provides that a local government must prepare and adopt an annual operational plan for each year, which was adopted in July 2024.

In accordance with section 174(3) of the *Local Government Regulation 2012*, the Chief Executive Officer must present a written assessment of the Operational Plan progress every three (3) months.

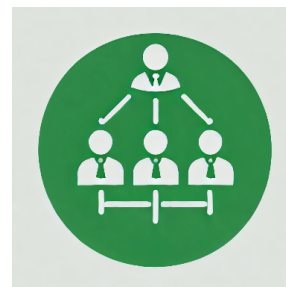
The following table describes the current progress of Councils 2024/25 Operational Plan for the period July 2024 to June 2025:

**6. Report:**

**Executive Team**

*Demonstrate leadership by planning, accountability, good governance and financial sustainability.*

- Lead and supervise teams in a professional, safe and service oriented environment.
- Develop a cohesive team that share ideas to identify opportunities for community and financial sustainability that are transparent to community.
- Provide Council with well-researched evidence and information to inform good decision making.
- Consult with the community in a culturally appropriate manner to develop long-term strategies for employment retention, economic growth and financial sustainability.



| KPI Ref | CP Ref | KPI  | Action   | Progress  |
|---------|--------|--|--|---|
| KPI 1   | 5.1    | All staff understand Council’s Mission Statement.  | Inform, engage and educate staff about Council’s Mission Statement.  | Ongoing in everyday activities including employment inductions and in particular if called to have a meeting with the CEO.  |
| KPI 2   | 5.2    | Councillors attend and are engaged with Council and external stakeholders 95% of the time.   | Develop partnerships with external mentors and peak body organisations to support and encourage engagement in the public arena.              | Ongoing in everyday activities, etc. Stakeholders Interagency Meetings.   |
| KPI 3   | 5.9    | Staff work in a safe work environment and engage in a culture of safe work practices where 100% of staff is inducted within five days of commencement. | Educate, demonstrate and encourage safe work practices.<br><br>Actively participate and support the induction process and training of staff. | Work in progress ( WIP ) with Mango OHS system being rolled out across the organisation. WHS Officer commenced in April 2024 and working on procedures and documents. |
| KPI 4   | 5.3    | Council holds two public meetings with all Councillors and Executive Team present.   | Provide support to Councillors, engage the public and present to community meetings in a consultative and transparent manner.                | Ongoing with the last one held in June 2024. Interagency meeting held on 23 June 2025.  |
| KPI 5   | 5.8    | 80% of Operational Plan Goals completed on time.   | Active commitment and dedication towards meeting agreed goals.   | In progress and quantified at the end of the year.  |

**Community – The Way We Want To Live Together**

*Communicating and engaging ethically, with fairness and respect for culture.*

- Promote a healthy, supportive, and proactive community.
- Develop strategies for a safe community free from violence.
- Ensure services and facilities are available and accessible to all.
- Encourage leadership and stewardship through regular community discussions.



| KPI Ref | CP Ref | KPI   | Action  | Progress   |
|---------|--------|---|---|--|
| KPI 6   | 1.2    | Hold and document minutes for regular community meetings on important issues. | Develop appropriate strategies for community engagement and ensure relevant stakeholders are consulted.   | Ongoing & led by EM Community Services & CEO. The last Interagency meetings held on 23 June 2025.  |
| KPI 7   | 12     | Justice Group meets 100% of its reporting requirements.                       | Facilitate Justice Group Meetings; develop strategies for engaging with young people; and develop operating systems for current members.        | All Justice Group members have been signed up as employees. Monthly DJAG meetings  |
| KPI 8   | 1.1    | Aged Care services are compliant.   | Ensure ongoing compliance.  | 100% compliance with Aged Care Commission, in process of preparing for new aged care reform / new aged care standards. No non-compliance received at compliance audit. |
| KPI 9   | 1.4    | Active participation in Board meetings. (by Management & Council)             | Support Pormpuraaw United Brothers Sports Club to comply with the Alcohol Management Plan in line with good governance and financial integrity. | CSM attends OLGR monthly meetings as scheduled by club. The last OLG Meeting held on 13 June 2025.   |
| KPI 10  | 1.3    | Centrelink and Library are open 95% of scheduled hours.                       | Ensure adequate staffing level to maintain services. Ensure Qld State Library adequately funds the Library.                                     | Centrelink and Library positions have now been filled and opened during scheduled hours.   |

### Built Environment - Shaping Our Surroundings

*Together - building a strong, respectful and resilient community.*



- Plan for the future development of the community through a schedule of works.
- Develop asset management strategies consistent with good financial planning.
- Actively seek out opportunities for own source revenue through new construction of housing and repairs and maintenance of state housing.
- Ensure public spaces are well-maintained for Community enjoyment.
- Ensure tenders and contracts meet procurement standards.

| KPI Ref | CP Ref   | KPI  | Action  | Progress   |
|---------|----------|--|---|--|
| KPI 11  | 5.7      | Council Asset Register is updated and in line with the Asset Policy                              | Develop and implement asset management strategies in line with Council policies for registering, recording and depreciating assets. | Regularly updated each quarter and detail review conducted at end of financial year in conjunction with valuations.  |
| KPI 12  | 5.7      | Assets are maintained with servicing records up to date.   | Maintain Council assets in a fair condition.<br>Develop maintenance schedules for all major Council assets and infrastructure.      | Assets are regularly maintained; Mango is being trialled currently to capture service information.   |
| KPI 13  | 1.8      | All staff housing and Council leased properties are inspected & maintenance schedules developed. | Develop a schedule for inspection and maintenance within budget guidelines.   | Staff housing have been inspected as they become vacant. A full staff housing inspection will be undertaken in July 2025 and condition assessments will be undertaken to ensure that Asset Management Plans can be undertaken. Maintenance will be scheduled to be undertaken. |
| KPI 14  | 5.5, 3.3 | 90% compliance with rubbish and parks and gardens schedules.                                     | Develop a schedule for rubbish collection, inform community members of schedule and remove rubbish & maintain public spaces.        | Garbage collection is 5 days a week, challenging due to staff absenteeism.   |
| KPI 15  | 5.8      | BAS housing maintenance requests are completed within 120 days.                                  | Develop strategies to ensure outstanding BAS housing maintenance work is carried out in a timely manner.                            | Operations & Finance work very closely with QBuild with efforts to bring down O/Standings Work Orders to under 120 Days.<br>At 25 June 2025 there were 34 jobs outstanding over 60 Days.   |

**Natural Environment – It Begins With Us**

*Protecting the environment, people and culture through diverse and engaging opportunities.*



- Protecting the natural environment through animal and plant pest management plans.
- Conservation and reinvigoration of traditional outstations.
- Maintaining waste and water standards.
- Diversifying ranger activities to provide for economic opportunities.
- Caring for unique and diverse environmental public areas, including campgrounds, beaches and homelands.

| KPI Ref | CP Ref   | KPI  | Action   | Progress   |
|---------|----------|--|--|--|
| KPI 16  | 3.1      | Have two on-country activities through the Junior Ranger Program.  | Build partnerships with Pormpuraaw State School to engage youth in the Junior Ranger Program   | Ongoing & very active with the Ranger Group with School support & participation. On-country activity was with the year 3 & 4 students in June 2025 at Nutwood. |
| KPI 17  | 3.3      | 75% of community members are aware of waste and water obligations. | Develop appropriate community awareness strategies to inform the community of their obligations in relation to the infrastructure upgrade, water usage and waste management. | Awareness still WIP with regular Flyers on Community Clean Up, especially around pre-cyclone season and wet season commencing.                                 |
| KPI 18  | 3.3      | Customer Service Water Standards are complied with.                | Implement strategies to ensure the Customer Service Water Standards are met.   | Customer service water standards are being met in compliance with our drinking water quality management plan.  |
| KPI 19  | 4.1, 5.8 | Council has staff trained in Local Laws.                           | Utilise powers under the Local Laws.   | In progress and will be ongoing, focus currently on animal management (Dog Owners) & their responsibilities.   |
| KPI 20  | 3.1      | Rangers receive fees for services.                                 | Investigate new economic opportunities for the Land and Sea Rangers.   | Ongoing with all activities and in particular, Carbon Burn revenue.  |
| KPI 21  | 3.2      | 100% of domestic pets are micro-chipped.                           | Engage a vet to carry out micro-chipping and general health checks of all domestic pets.   | Working with visiting Vet and Ongoing. Last vet visit was in February 2025.  |

**Economy – Creating our future**

*Providing opportunities through strategic planning, and workforce and economic development.*



- Strategic plans reflect community demands, regulatory compliance and Council’s corporate vision.
- Build a capable, skilled workforce that finds value in their contribution.
- Maintain effective risk management processes.
- Manage Council’s governance requirements in a timely manner.
- Develop opportunities for economic growth.

| KPI Ref | CP Ref   | KPI   | Action  | Progress   |
|---------|----------|---|---|--|
| KPI 22  | 5.1      | Two ILUA meetings held with Traditional Owners to update on Operational Plan. | Consult and seek advice from Traditional Owners on Council’s annual Operational Plan.               | A Meeting was held with the TOWG on 9 June 2025 to discuss a pre-incorporation meeting scheduled for 2 July 2025.  |
| KPI 23  | 5.3, 5.9 | Council has an up-to-date Corporate Risk Register.                            | Develop a Corporate Risk Register.  | Fisk framework was adopted by Council in April 2025. EM Corporate and CEO working on Draft Risk Register.  |
| KPI 24  | 5.4      | A Business Continuity Plan is adopted.  | Develop a Business Continuity Plan.   | In progress, Council currently has a business continuity plan that needs review and updating. This will be conducted in conjunction with our risk management work. |
| KPI 25  | 5.5      | Council meets 95% of its statutory governance requirements.                   | An annual governance schedule is developed, monitored and reported to Council.                      | Government Checklist developed by the DLGP is updated regularly..  |
| KPI 26  | 5.3      | Two community consultation meetings held for the Corporate Plan.              | Organise two public meetings to develop consultation strategies for updating the Corporate Plan.    | The Corporate Plan for 2024-2028 was adopted in July 2024.   |
| KPI 27  | 4.1      | Indigenous employment is retained at 80% for award positions.                 | Development of at least annual performance reviews, training programs and mentoring of local staff. | Indigenous employment is currently at 70% of our workforce. Staff attendance, capacity & willingness to undertake duties is very challenging & is WIP.             |

**Organisation – Develop our Capacity**

*Building a sustainable financial future.*

- Deliver line income and expenditure within approved budgets.
- Comply with relevant legislation, policies and procedures.
- Ensure payroll is processed in a timely manner within legislative guidelines.
- Support IT functions of Council.
- Process accounts payable within appropriate timeframes and trading terms.



| KPI Ref       | CP Ref   | KPI   | Action   | Progress  |
|---------------|----------|---|--|---|
| <b>KPI 28</b> | 5.2      | All grants are acquitted on time.                                   | Funded services will be delivered according to grant provisions with emphasis on timely reporting and lodgement. | All grant acquittals are completed prior to the due dates. Council receives grant reporting summary each month in Exec Manager of Corporate Services report.  |
| <b>KPI 29</b> | 4.1      | Training staff to cover absences and maintain service levels.       | Continue documentation of internal controls. (What is the action to train staff?)                                | In progress – Training needs analysis is being reviewed with training in priority or high-risk areas to be prioritised for delivery. Essential service areas have ongoing in-house training on processes. This will be ongoing. |
| <b>KPI 30</b> | 5.2      | Long-term finance sustainability ratios are included in the budget. | Develop appropriate, relevant long term financial ratios.  | Completed - Long-term finance sustainability ratios are included in budgets.  |
| <b>KPI 31</b> | 5.1, 5.2 | Audit Committee complies with s 105 of the LGA 2009.                | The Audit Committee carries out its statutory functions in a timely manner with supporting evidence.             | Current - We have an active audit committee, with last meeting held on 16 June 2025 and next scheduled meeting is 22 July 2025.   |

## **11.2 WORK HEALTH AND SAFETY POLICY**

**Author:** Janelle Menzies

**Authorisers:** Janelle Menzies

**Attachments:** 1. GUI WHS W001 Work Health and Safety Policy DRAFT 20250727  
(1) [11.2.1 - 6 pages]

### **EXECUTIVE SUMMARY**

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### **RECOMMENDATION**

That Council adopt the Work Health and Safety Policy.

### **BACKGROUND**

As best practice Council should adopt a Work Health and Safety Policy.



## 1 POLICY GUIDELINE PURPOSE

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The purpose of this policy guideline is to document PASC’s commitment to the management of work, health, safety and well-being in the workplace.

## 2 POLICY GUIDELINE OBJECTIVE

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The Work Health and Safety (WHS) policy guideline demonstrates Pormpuraaw Aboriginal Shire Council’s (PASC) commitment to providing a safe and healthy workplace for all people who work or visit any of our workplaces or have the potential to be affected by our activities.

## 3 POLICY GUIDELINE SCOPE

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This policy guideline applies to all PASC employees and all persons performing work at the direction of, or on behalf of PASC, including contractors, agents, consultants, volunteers, trainees and visitors, collectively referred to as “workers”. Further, the policy applies at all PASC workplaces and other places where workers may be working or representing PASC.

## 4 LEGAL AND POLICY FRAMEWORK

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PASC will comply with the *Queensland Work Health and Safety Act 2011 (WHS Act)*, the *Work Health and Safety Regulation 2011*, and other relevant legislation, codes and industry standards. PASC will also meet its license conditions wherever these may apply.

Council understands that failure to follow safe systems of work, misuse WHS equipment, bypass risk control measures or interfere with another person’s efforts to work safely, may lead to prosecution under the WHS Act and/ or be dealt with under the *Council Code of Conduct*.

GUI-WHS-W001- Work Health and Safety Policy

**5 POLICY GUIDELINE STATEMENT**

Pormpuraaw Aboriginal Shire Council (PASC) acknowledges that the people we employ are our most valuable asset. PASC workers understand that managing work health and safety (WHS) is everyone’s responsibility. We are dedicated to ensuring the health, safety and well-being of all persons during Council operations and other business activities by working as a team to meet all WHS objectives and commitments.

PASC Officers will exercise due diligence in relation to WHS management within Council to ensure its legal duties as the person conducting the business or undertaking (PCBU) are met.

The following principles form the basis of PASC’s approach to achieving best practice:

- Understanding we are each responsible for our own health and safety, and that of others
- Recognising that injuries can be prevented by actively pursuing incident free workplaces
- Ensuring policies, procedures and other WHS documentation is consistent with relevant legislation and endorsed and supported by our executive and senior management
- Implementing and maintaining a WHS risk management process to eliminate hazards wherever possible or otherwise reduce risks consistent with PASC’s activities and scale of risks
- Ensuring compliance with WHS legislation and other requirements to which the organisation subscribes, including workers’ compensation requirements
- Facilitating joint decision-making through communication, consultation and participation to promote safe workspaces and systems of work
- Providing and maintaining sufficient resources, facilities, equipment and materials
- Establishing measurable objectives and targets to ensure PASC’s WHS legal and other obligations are fulfilled
- Ensuring workers are properly trained and receive sufficient information to work safely
- Responding promptly and proactively to issues and incidents that arise, and
- Monitoring systems and processes to enable learning and continuous improvement
- Annual refresher training for all staff of WHS principals

This policy applies to all PASC workers, contractors, agents, consultants, volunteers, trainees and visitors. It is an expectation that all applicable parties follow any reasonable instruction given, and work in accordance with PASC policies and procedures, whilst making every effort to reduce the risk of injury to themselves and others.

Further, it is expected that all applicable parties identify and rectify unsafe conditions or report these, along with any incidents.

|   |   |  |   |
|---|---|--|---|
| <b>Janelle Menzies</b><br>Chief Executive Officer | <b>Grant Dennis</b><br>Executive Manager<br><i>Operational Services</i> | <b>Tracey Graham</b><br>Executive Manager<br><i>Corporate Services</i> | <b>Shelina Bartlett</b><br>Executive Manager<br><i>Community Services</i> |
|---|---|--|---|

**Responsible Officer:** Chief Executive Officer  
**Document Owner:** Chief Executive Officer  
**Effective Date:** 2025

**UNCONTROLLED DOCUMENT WHEN PRINTED**  
**Review Due:**

GUI-WHS-W001- Work Health and Safety Policy

**6 IMPLEMENTATION**

The strategies to implement this policy include:

- Development, implementation, maintenance, and review of Council’s WHS Management System (WHSMS)
- Implementation and maintenance of Council’s WHS Risk Management Program
- Ensuring WHS risk management is undertaken for all activities, and the responsible person is satisfied that all foreseeable hazards are identified, risks are assessed (where appropriate) and controls are adequately applied
- Establishment of measurable objectives and targets to facilitate continual improvement of WHS in the workplace and to reduce work related illness and injury
- Provision of appropriate WHS training and communication of WHS information to all workers and visitors to the workplace
- Consultation with workers and other stakeholders (including contractors and affiliated entities) about decisions that may affect their WHS
- Provision of adequate resources to ensure effective implementation of the WHSMS
- Documentation and communication of WHS responsibilities for all workers, and
- Communication of this policy throughout Council through induction and training

**7 ROLES, RESPONSIBILITIES AND AUTHORITIES**

PASC’s *Delegations Register* details the general roles, responsibilities and accountabilities for WHS within the Council. Outlined below are responsibilities for this WHS policy.

**7.1 ELECTED MEMBERS**

Responsible for complying with all laws that apply to local governments and being accountable to the community for the local government’s WHS performance by leading, managing, and providing strategic direction to, the chief executive officer in order to achieve high quality administration across local government.

Elected members must be proactive in ensuring the organisation complies with its duty and takes all reasonable steps to exercise due diligence in respect of WHS matters.

**7.2 CHIEF EXECUTIVE OFFICER AND EXECUTIVE MANAGERS (OFFICERS)**

Responsible for establishing WHS objectives and targets in line with the requirements of this policy and ensure these targets are being met.

**7.3 SENIOR MANAGERS**

Responsible for meeting WHS objectives and targets set by the Chief Executive Officer and Executive Managers, and reporting on their progress.

**7.4 COORDINATORS**

Responsible for establishing and monitoring the implementation of the WHSMS within their area of control and reporting regularly on the progress of implementation.

**Responsible Officer:** Chief Executive Officer  
**Document Owner:** Chief Executive Officer  
**Effective Date:** 2025

UNCONTROLLED DOCUMENT WHEN PRINTED  
**Review Due:**

GUI-WHS-W001- Work Health and Safety Policy

**7.5 SUPERVISORS AND TEAM LEADERS**

Responsible for implementing the WHSMS within their area of responsibility and taking steps to ensure that identified hazards are eliminated as far as reasonably practicable or controlled using the hierarchy of risk controls.

**7.6 WORKERS**

Responsible for following the WHS policy and procedures and ensuring that their conduct does not endanger themselves, others or the environment.

**7.7 WHS COMMITTEE AND HEALTH AND SAFETY REPRESENTATIVES**

Workplace Committees and Health and Safety Representatives (HSRs) are responsible for ensuring effective consultation takes place within their representative area, providing WHS advice and assisting with the implementation of the WHSMS as required.

**7.8 WHS DEPARTMENT**

Responsible for the review and maintenance of the WHSMS and providing WHS support and advice to all stakeholders across PASC and/ or those conducting work for and/ or on behalf of PASC.

**8 SUPPORT AND ADVICE**

For further information, support or advice regarding this policy and/ or matters covered within, workers are directed to the Chief Executive Officer (CEO) or WHS department.

**9 COMMUNICATION**

The WHS policy can be accessed on PASC’s internal Shared Drive. The WHS policy will be displayed in all workplaces and communicated during onboarding and/ or the WHS induction process. A copy of the WHS policy will be provided on request by workers, contractors and others conducting work for and/ or on behalf of PASC.

**10 HUMAN RIGHTS COMPATIBILITY STATEMENT**

This policy guideline has been assessed as compatible with Human Rights protected under *the Human Rights Act 2019*.



GUI-WHS-W001- Work Health and Safety Policy

**11 DEFINITIONS**

| Term          | Definition  |
|---------------|---|
| Contractor    | A person or firm that undertakes a contract to provide materials or labour to perform a service or do a job   |
| Due Diligence | Taking every precaution reasonable in the circumstances to protect the health, safety and wellbeing of all workers and others who could be put at risk from the work carried out as part of Council's business or undertaking |

| Term   | Definition  |
|--|---|
| Officer  | Someone who: <ul style="list-style-type: none"> <li>• makes, or participates in making, significant decisions that affect the whole, or a substantial part, of the business, or</li> <li>• has the capacity to significantly affect the business' financial standing</li> </ul> |
| Person Conducting a Business or Undertaking (PCBU) | Broad term to describe all forms of modern working arrangements – referred to as businesses.<br>A PCBU can be a company, an unincorporated body or association, a sole trader or self-employed person.  |
| Worker   | A person who performs work for a PCBU   |

**12 RELATED LEGISLATION AND OTHER DOCUMENTS**

- *Work Health and Safety Act 2011*
- *Work Health and Safety Regulation 2011*
- *Work Health and Safety Codes of Practice*
- *Local Government Act 2009*
- *Local Government Regulation 2012*
- *Public Sector Ethics Act 1994*
- *Council Code of Conduct*

**13 MONITORING AND REVIEW**

The monitoring and evaluation of this policy guideline will occur on an annual basis, or when any of the following occurs:

- Significant changes in operations that affect the policy
- Changes in legislation and/ or standards
- It is evident that application of the policy fails to deliver the required outcomes

Notwithstanding the above, this policy is to be reviewed every four (4) years for relevance and to ensure that its effectiveness is maintained.

**14 RESPONSIBILITY**

This policy guideline is to be implemented by the CEO; and reviewed and amended in accordance with section 13 above.

**Responsible Officer:** Chief Executive Officer  
**Document Owner:** Chief Executive Officer  
**Effective Date:** 2025

**UNCONTROLLED DOCUMENT WHEN PRINTED**  
**Review Due:**

GUI-WHS-W001- Work Health and Safety Policy

**15 VERSION CONTROL**

| Version | Details   | Resolution No | Date       |
|---------|-----------|---------------|------------|
| V1      | Developed |               | 14/05/2025 |

### **11.3 COMMUNITY SAFETY PLAN - 2025**

**Author:** Janelle Menzies

**Authorisers:** Janelle Menzies

**Attachments:** 1. PL A- CO M- Community Safety Plan-2025-26- V 1-20250623  
[11.3.1 - 18 pages]

#### **EXECUTIVE SUMMARY**

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#### **RECOMMENDATION**

That the council resolve to receive and adopt the report.

#### **BACKGROUND**

Council recently updated the Community Safety Plan for the AMP Review. The Community Safety Plan was reviewed by the Interagency Meeting for feedback.



# COMMUNITY PORMPURAAW SAFETY PLAN 2025/26



Source: Laura Dance Festival.

**Document Owner:** Executive Manager Community Services  
**Policy Owner:** Council Res No: 2025/19  
**Document Name:** PLA-COM- S001 Version: 1  
**Effective Date:** 30 June 2025

**UNCONTROLLED DOCUMENT WHEN PRINTED**  
Review Due: June 2029

PORMPURA AW COMMUNIT SAFETY PLAN 2025/26

Pormpuraaw is on the west coast of Cape York about 500 kilometres from the tip of Australia, just south of the Edward River. It is the home of the Thaayorre, Wik, Bakanh and Yir Yoront People.



Pormpuraaw [Pomp-poor-roar] was previously known as Edward River Mission and is situated on the west coast of Cape York Peninsula between the Chapman River and Mungkan Creek. The community is home to two groups of people, the Thaayorre [Thie-Orr] people and the Mungkan people, and includes 16 outstations.

**Local Government and Deed of Grant in Trust community** - On 30 March 1985, the Edward River community elected five councillors to constitute an autonomous Edward River Aboriginal Council established under the Community Services (Aborigines) Act 1984. The Act conferred local government type powers and

responsibilities upon Aboriginal councils for the first time.

On 23 July 1987 the council area, previously an Aboriginal reserve held by the Queensland government, was transferred to the trusteeship of the council under a Deed of Grant in Trust (DOGIT). This enabled the Council to have full local government authority over the trust area of 466,198 hectares. Also in 1987, the Edward River Mission community changed its name to Pormpuraaw, taken from a local dreamtime story in the Kuuk Thaayorre language of the Thaayorre people, about a burnt hut or 'Pormpur'

On 1 January 2005, pursuant to the *Local Government (Community Government Areas) Act 2004*, Pormpuraaw Aboriginal Council became the Pormpuraaw Aboriginal Shire Council. This Act prescribed a transition to comply with the *Local Government Act 1993*. The transition concluded with the full commencement of the *Local Government Act 2009* on 1 July 2009.

**Population at 30 June 2023:** Source: ABS, *Regional population by age and sex, and unpublished data.*

Pormpuraaw's estimated resident population was 644 persons.

- 20.7% of the population was aged 0–14 years, compared with 18.4% for Queensland.
- 70.3% of the population was aged 15-64 years, compared with 64.7% for Queensland.
- 9.2% of the population was aged 65 years and over, compared with 17% for Queensland
- Males: 324 (50%) Females 320 (49.7%)

**Township of Pormpuraaw**

Pormpuraaw Township consists of two neighbourhoods known locally as Mungkan side and Thaayorre side. They are united by schools, shops, administrative buildings and a number of shire council staff housing. The neighbourhoods originated at the time of mission settlement and reflect traditional linguistic and territorial affiliations. The majority of residents on the Mungkan side originate from along or north of the Edward River. The Thaayorre side accommodate speakers of Thaayorre, Yir Yoront and other dialects that lie along or south of the Edward River.

The neighbourhoods of Pormpuraaw broadly reproduce the geographic distribution of clan estates. The two neighbourhoods is divided by the Edward River which broadly divides the Wik speaking clans from those to the south.

### 1. Our vision – The Future We Envision

A strong, engaged community creating a dynamic future.

### 2. Our Mission – Why We Are Here

To meet the needs and aspirations of community members by delivering strong leadership together with strategic planning to construct new infrastructure that will deliver new and improved services and facilities.

### 3. Our Community aspirations

Pormpuraaw’s community safety plan (CSP) will contribute to the broader aspirations to realise a community that is characterised by the follow attributes expressed by Pormpuraaw’s residents:



- Preserving and strengthening traditional values and cultures
- Respect and care for the environment and country
- A focus on continuing education for young and old
- Maintaining adequate social support networks and services
- Nurturing a harmonious community environment
- A community rid of harmful social temptations
- Fostering the existence of a healthy, thriving and supportive community
- A viable and productive place
- A community that appreciates and rewards contribution
- Higher levels of training, employment and business opportunities for individuals and families
- Good quality, well maintained, houses and surrounds, with responsible tenancies
- A caring community, particularly caring for the elderly and young people.

### 4. Purpose

The purpose of the renewed approach to alcohol management (Appendix 1) is to ensure communities and individuals are safe, thriving and self-empowered to manage and reduce alcohol-related harm and improve wellbeing.

PORMPURA AW COMMUNIT SAFETY PLAN 2025/26

The renewed approach retains carriage limits and is based on a partnership between the Queensland Government and communities to:

- Co-design new Community Safety Plans (CSPs) and other coordinated initiatives and strategies that reduce demand; target illicit alcohol (sly grog and homebrew); build community capacity and readiness; and promote a healthy culture and attitude towards alcohol including through legal liquor licensing options.
- Explore minor changes to carriage limits on a case-by-case basis, pending community and Government agreement, and provided that a Community Safety Plan is in place.
- Revise AMPs to reflect the outcomes and results of co-design and community engagement.



### 5. About Community Safety and Wellbeing

*‘People living in Pormpuraaw community have the right to feel and be safe.’*

Pormpuraaw is a community of people immersed in the Thaayorre and the Mungkan cultures and surrounded by natural beauty in pristine country.

This safety plan will draw on the strengths of all our people, cultures, organisations, service providers and businesses to address challenges to safe our community to the way we want to live together - a healthy, thriving and supportive community with a harmonious community environment.

Some of our organisations, service providers and businesses are outlined at Appendix 2.

#### **Safety Planning in Pormpuraaw**

It is important that the CSP continues to reflect the voices of the community and address its needs. The plan brings together conversations across our community and build on achievements. The plan will continue over time to be reshaped to response to needs and aspirations.

Community members’ views on community safety including relation to the AMP have been ongoing since 2011. Further community consultations took place in late 2024 and the consultation findings have been tabled with Council for consideration.

Community safety and wellbeing planning will continue to be built on the strengths of the community, evidence of what works and from learning from our actions.

#### **Driving change by understanding the evidence**

There is a wealth of research and data which can inform and drive change in our community. The challenge is how we use this information to enable actions, activities and behaviours to shape the community we want.

It is acknowledged that the Queensland Government will continue to monitor the six indicators for safety and wellbeing (Appendix 1). These indicators only tells part of the for the full story can only be achieved with the inclusion of community and experiences communicated. Therefore, as part of Pormpuraaw’s approach we will determine our measures of success.



story,  
voice

PORMPURAAW COMMUNIT SAFETY PLAN 2025/26

Some of the government data available is provided through the **Pormpuraaw Data Stat Shot dated 15 May 2025.**

**Other Data**

**Episodes of care for alcohol-related mental and behavioural conditions**

Source: Queensland Health and Queensland Treasury concordance-based estimates  
 Refer to the explanatory notes for additional information.  
 Facilities within this community as of 1 July 2014 are no longer classified as hospitals. From 1 July 2014 until 30 June 2015, data provision from these facilities was not mandatory; however if episodes of care were supplied from these facilities they were still retained in the Queensland Hospital Admitted Patient Data Collection (QHAPDC). From 1 July 2015, collection of episodes of care from these facilities ceased entirely. Furthermore, data for several facilities in the Torres and Cape Hospital and Health Service (HHS) are known to be incomplete from 2010–11 to present. This does not include transfers and admissions of community residents to other facilities.

**In 2023–24:**

- 10 episodes of care for alcohol-related mental and behavioural conditions were recorded for Pormpuraaw residents, compared with 16 in 2022–23.
- The episodes of care for alcohol-related mental and behavioural conditions rate for Pormpuraaw residents was similar to the Queensland rate.

**Table 10 Episodes of care for alcohol-related mental and behavioural conditions Year Pormpuraaw Queensland**

| Year    | rate(a) | rate(a) |
|---------|---------|---------|
| 2022–23 | 31.9    | 11.5    |
| 2023–24 | 19.6    | 11.5    |

Change from previous period No significant change No significant change  
 (a) Rate per 1,000 persons, aged 15 years and over

**Recorded offences against the person**

Source: Queensland Police Service and Queensland Treasury concordance-based estimates  
 For the purposes of this topic the Pormpuraaw community refers to the Pormpuraaw Police Division.  
 Break in series: from 1 July 2021 the QPS implemented a decision to enhance the consistent practice of recording criminal offences associated with domestic and family violence (DFV) investigations across the state within the QPS QPRIME computer system. When responding to and investigating a DFV occurrence, police across the state are now consistently recording all offences identified in the same incident in the QPRIME system. This means that police districts will likely see a statistical increase in a number of DFV related offence categories – for example DFV related assault, strangulation or wilful damage.  
 Refer to the explanatory notes for additional information.

**In 2023–24:**

- 184 offences against the person were recorded in Pormpuraaw – a rate of 285.7 per 1,000 persons.
- If Pormpuraaw experienced the same offence rate as Queensland, there would have been 10 recorded offences against the person.

**Table 17 Recorded offences against the person**

|                             |       |      |
|-----------------------------|-------|------|
| Offences against the person | 285.7 | 15.8 |
|-----------------------------|-------|------|

(a) Rate per 1,000 persons.

**Trends:**

- Rates trended upward by 35.8% per year, on average, from 2000–01 to 2003–04.
- Rates did not significantly change from 2004–05 to 2007–08.
- Rates did not significantly change from 2008–09 to 2020–21.

**Recorded breaches of domestic violence orders**

Source: Queensland Police Service and Queensland Treasury concordance-based estimates  
 For the purposes of this topic the Pormpuraaw community refers to the Pormpuraaw Police Division.  
 Break in series: from 1 July 2021 the QPS implemented a decision to enhance the consistent practice of recording criminal offences associated with domestic and family violence (DFV) investigations across the state within the QPS QPRIME computer system. When responding to and investigating a DFV occurrence, police across the state are now consistently recording all offences identified in the same incident in the QPRIME system. This means that police districts will likely see a statistical increase in a number of DFV related offence categories – for example DFV related assault, strangulation or wilful damage.  
 Refer to the explanatory notes for additional information.

**In 2023–24:**

- 184 breaches of domestic violence orders were recorded in Pormpuraaw – an offence rate of 285.7 per 1,000 persons.
- If Pormpuraaw experienced the same offence rate as Queensland, there would have been 8 recorded breaches of domestic violence orders.

**Table 20 Recorded breaches of domestic violence orders**

PORMPURA AW COMMUNIT SAFETY PLAN 2025/26

Recorded breaches of domestic violence order offences 285.7 12.0  
 (a) Rate per 1,000 persons.

**Recorded Liquor Act offences: alcohol management offences**

Source: Queensland Police Service and Queensland Treasury concordance-based estimates  
 For the purposes of this topic the Pormpuraaw community refers to the Pormpuraaw Police Division.  
 Alcohol management commenced in Pormpuraaw on 5 December 2003.  
 Refer to the explanatory notes for additional information.

**In 2023–24:**  
 • 42 Liquor Act offences were recorded in Pormpuraaw – a rate of 65.2 per 1,000 persons.

**Table 21 Recorded Liquor Act offences: alcohol management offences**

Recorded Liquor Act offences 65.2  
 (a) Rate per 1,000 persons.

**Episodes of care for assault-related injuries**

Source: Queensland Health and Queensland Treasury concordance-based estimates  
 Refer to the explanatory notes for additional information.  
 Facilities within this community as of 1 July 2014 are no longer classified as hospitals. From 1 July 2014 until 30 June 2015, data provision from these facilities was not mandatory; however if episodes of care were supplied from these facilities they were still retained in the Queensland Hospital Admitted Patient Data Collection (QHAPDC). From 1 July 2015, collection of episodes of care from these facilities ceased entirely. Furthermore, data for several facilities in the Torres and Cape Hospital and Health Service (HHS) are known to be incomplete from 2010–11 to present. This does not include transfers and admissions of community residents to other facilities.

**In 2023–24:**  
 • 18 episodes of care for assault-related injuries were recorded for Pormpuraaw residents, compared with 14 in 2022–23.  
 • The episodes of care for assault-related injuries rate for Pormpuraaw residents was significantly higher than the Queensland rate.

**Table 11 Episodes of care for assault-related injuries**

2022–23 22.0 1.2  
 2023–24 28.0 1.2  
 Change from previous period No significant change No significant change  
 (a) Rate per 1,000 persons.

**Child safety: substantiated notifications of harm**

Source: Department of Families, Seniors, Disability Services and Child Safety and Queensland Treasury concordance-based estimates  
 Refer to the explanatory notes for additional information.

**In 2023–24:**  
 • 7 children aged 0–17 years were subject to a substantiated notification of harm, compared with 7 in 2022–23.

**Table 13 Unique children aged 0–17 years subject to a substantiated notification of harm**

2022–23 41.2 5.3  
 2023–24 44.6 5.5  
 Change from previous period No significant change No significant change  
 (a) Rate per 1,000 persons aged 0–17 years.

**Child safety: child protection orders**

Source: Department of Families, Seniors, Disability Services and Child Safety and Queensland Treasury concordance-based estimates  
 Refer to the explanatory notes for additional information.

**In 2023–24:**  
 • 6 children aged 0–17 years were admitted to a finalised child protection order, compared with 0 in 2022–23.

**Table 14 Unique children aged 0–17 years admitted to a child protection order**

2022–23 0.0 2.4  
 2023–24 38.2 2.2  
 Change from previous period Significant increase Significant decrease  
 (a) Rate per 1,000 persons aged 0–17 years.

**Youth justice: supervised orders**

**Document Owner:** Executive Manager Community Services  
**Policy Owner:** Council Res No: 2025/19  
**Document Name:** PLA-COM- S001 Version: 1  
**Effective Date:** 30 June 2025

**UNCONTROLLED DOCUMENT WHEN PRINTED**  
**Review Due:** June 2029

PORMPURAAW COMMUNIT SAFETY PLAN 2025/26

Source: Department of Youth Justice, Employment, Small Business and Training and Queensland Treasury concordance-based estimates

In 2023–24:

- Less than 5 young people were admitted to supervised orders, compared with less than 5 in 2022–23.

Table 15 Unique young people admitted to supervised orders

2022–23 n.p. 2.8

2023–24 n.p. 2.8

Change from previous period n.a. No significant change

(a) Rate per 1,000 persons aged 10–17 years.

Youth justice: unsupervised orders

Source: Department of Youth Justice, Employment, Small Business and Training and Queensland Treasury concordance-based estimates

In 2023–24:

- Less than 5 young people were admitted to unsupervised orders, compared with less than 5 in 2022–23.

Table 16 Unique young people admitted to unsupervised orders

2022–23 n.p. 3.8

2023–24 n.p. 3.7

Change from previous period n.a. No significant change

(a) Rate per 1,000 persons aged 10–17 years.

6. Pormpuraaw renewed approach to Alcohol Management

The Pormpuraaw Aboriginal Shire Council Operation Plan 2024/25 outlines the community’s broader agenda in relation economic development and includes strategies relating to how Community want to live together:

Community – The Way We Want to Live Together

- Communicating and engaging ethically, with fairness and respect for culture.
- Promote a healthy supportive and proactive community.
- Develop strategies for a safe community free from violence.
- Ensure services and facilities are available and accessible to all.
- Encourage leadership and stewardship through regular community discussions.



Alcohol Management Plan

Document Owner: Executive Manager Community Services  
 Policy Owner: Council Res No: 2025/19  
 Document Name: PLA-COM- S001 Version: 1  
 Effective Date: 30 June 2025

UNCONTROLLED DOCUMENT WHEN PRINTED  
 Review Due: June 2029

PORMPURA AW COMMUNIT SAFETY PLAN 2025/26

Pormpuraaw has had an Alcohol Management Plan since 5 December 2003.

The maximum amount of alcohol that a person can have in the restricted area is:

- 4.5 litres (12 x 375ml cans) of any combination of beer and premixed spirits in which the concentration of alcohol is no more than 4% alcohol/volume.

This amount is per person on foot, or per vehicle, boat or aircraft regardless of the number of people in it.

No homebrew and homebrew equipment are allowed in the restricted area.

There is one licensed premises known as the Pormpuraaw United Brothers Sports Club. Alcohol is available for sale and consumption on the premises and for takeaway, as per conditions of licence.

Alcohol may only be sold or supplied for drink on the club premises or for takeaway to:

- club members
- members of another club with formal reciprocal rights
- guests of a member or reciprocal member, in the member's company.

The Pormpuraaw restricted area is the Pormpuraaw Shire and includes all public and private places.

## 7. Community Safety Action Plan

Achieving improved community safety and wellbeing will take the whole community working together. It will also require government and non-government services, local organisations and businesses working in partnership to meet community aspirations.

It is acknowledged that community safety and wellbeing particularly as it relates to alcohol misuse is complex and requires a balanced approach. The CSP and other coordinated initiatives and strategies that increase safety and wellbeing, reduce demand; target illicit alcohol (sly grog and homebrew); build community capacity and readiness; and promote a healthy culture and attitude towards alcohol including through legal liquor licensing options.

This plan sets out how the community will work with Government to create proactive solutions to identify community safety issues.

### We will know if our community is safer when

- The Community is calm and people live in harmony.
- Children attend school.
- Role Models show good community values.
- We are healthy and well.
- Country is respect and care for.
- Have training, employment and business opportunities for individuals and families.

There is other information available to tell us if our community is safer. Some information can be gained from the government agencies' reports listed below:

- Number of offences being committed including
  - Assault against the person;
  - domestic violence orders;
  - possession of illicit drugs; and

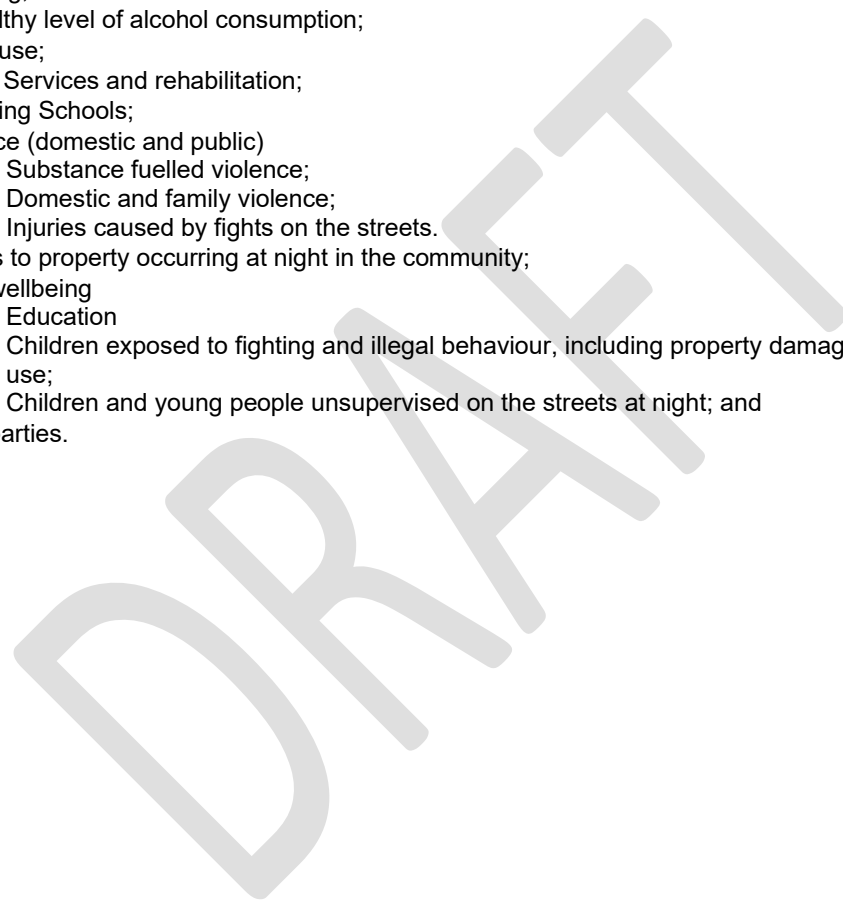
PORMPURA AW COMMUNIT SAFETY PLAN 2025/26

- alcohol breaches
- Number of children in the care;
- Number of our community members incarcerated (prison and or youth detention); and
- School attendance figures
- Employment and
- Life expectancy.

**Key community areas of concern**

Pormpuraaw Aboriginal Shire Council has raised many concerns about community safety over the past few years, Current community key areas of concern include:

- Sly Grog;
- Unhealthy level of alcohol consumption;
- Drugs use;
- Health Services and rehabilitation;
- Gambling Schools;
- Violence (domestic and public)
  - Substance fuelled violence;
  - Domestic and family violence;
  - Injuries caused by fights on the streets.
- Crimes to property occurring at night in the community;
- Child wellbeing
  - Education
  - Children exposed to fighting and illegal behaviour, including property damage and illicit drug use;
  - Children and young people unsupervised on the streets at night; and
- Loud parties.



## 8. ACTION PLAN TO IMPROVE COMMUNITY SAFETY IN PORMPURA AW

### *The Way We Want To Live Together*

**GOAL: A healthy, thriving and supportive community with a harmonious community environment.**

| Action area Wellbeing   | Fostering the existence of a healthy, thriving and supportive community - Enhance wellbeing and safety in the community      |   |   |
|---|--|---|---|
| Community Priorities  | Action   | Responsibility  | Key Performance Indicators  |
| Improve social and emotional wellbeing of all community members.        | Deliver regular Mental Health first aid training programs / and AODS services to the community                               | RFDS / PPAC/justice   | <ul style="list-style-type: none"> <li>No of Mental Health First Aid Training sessions held and number of participants</li> <li>Men's and Women's Group activities delivered – number of participants</li> <li>Number and type of AOD services delivered</li> </ul> |
|   | Support Men's and Women's groups activities which promote healthy lifestyles PPAC  |   |   |
| Health families and respectful relationships                            | Promote zero tolerance of violence in the community including develop material/events to promote zero tolerance of violence. | PASC/Pormpur Paanthu Women's and Men's groups;  | <ul style="list-style-type: none"> <li>Materials developed and events planned.</li> <li>Decrease incidents of domestic family violence</li> </ul>   |
|   | Hold additional 'Domestic and Family Violence Strategy' and 'Ending Family Violence' workshops.                              | Health services/ATODS/QH Support AH, DWATSIPM, PASC                                   | <ul style="list-style-type: none"> <li></li> </ul>  |
| Support the celebration of our culture and encourage healthy recreation | Provide opportunities for community to create and enjoy art, including dance, music and painting                             | PASC, health services, women's and men's groups and Elders. Art Centre/ Sport and Rec | <ul style="list-style-type: none"> <li>Increased cultural healing and practice.</li> </ul>  |
|   | Embrace culture and traditional lore, and protect cultural knowledge for future generations                                  |   |   |
|   | Provide sporting and recreation facilities for all community members   |   |   |

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 Policy Owner: Council Res No: 2025/19  
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PORMPURA AW COMMUNIT SAFETY PLAN

| Action area Demand Reduction  |   | Maintaining adequate social support networks and services - |  |
|---|---|---|--|
| Community Priorities  | Action  | Responsibility  | Key Performance Indicators   |
| Provision of activities and resources for young people to reduce substance abuse. | Increase the range of recreational activities for children and youth after hours and on weekends. | PPAC & Sport and Rec PASC                                   | <ul style="list-style-type: none"> <li>No of engagement activities.</li> </ul> |

| Action area Regulate Supply                |   | A community rid of harmful social temptations |  |
|--|---|---|--|
| Community Priorities                       | Action  | Responsibility                                | Key Performance Indicators   |
| Reduce sly-grog and its impacts            | Reduction in house parties, illegal gambling, use of illicit drugs and excessive consumption of alcohol. Encourage Dry Place declarations in community.       | PASC, DHPW QPS and tenants/Justice            | <ul style="list-style-type: none"> <li>Decreased in offences against the person</li> <li>Decrease impact on household income</li> <li>Increased seizures of illicit alcohol</li> </ul> |
|  | Police for illicit alcohol  | QPS   |  |
|  | Licensees implement point of sale strategies to reduce sly grogging.  | Licensees, QPS, OLGR and PASC                 |  |
| Responsible operation of licenced premises | Pormpuraaw United Brothers Sporting Club to manage and monitor any potential negative impacts due to licensing arrangements to minimise harm and support AMP. | PUBSC, OLGR, PASC, QPS, DWATSIPM, Licensees   | <ul style="list-style-type: none"> <li>Regular meetings – stakeholder meetings</li> <li>Adherence to responsible service of alcohol and licensing conditions.</li> </ul>               |
|  | Support the Pormpuraaw United Brothers Sports Club to carry out its duties under the AMP in line with good governance and financial credibility               | Licensees, OLGR, and QPS, DWATSIPM            |  |
|  |   |   | Regular meeting held with the board.   |

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PORMPURA AW COMMUNIT SAFETY PLAN

| Action area Harm Minimisation   |  |  |  |
|---|--|--|--|
| Maintaining adequate social support networks and services   |  |  |  |
| Community Priorities  | Action   | Responsibility   | Key Performance Indicators   |
| Community designed and delivered campaign focusing on protecting children from being exposed to alcohol and drug use.     | Harm minimisation workshops- community wide education on not showing kids drug equipment.  | SEWB ATODS/QH<br>DWATSIPM<br>Pormpuraaw State School (PSS) | <ul style="list-style-type: none"> <li>Fewer kids starting up drugs.</li> <li>Positive feedback about parenting groups and support for parents.</li> <li>Higher school attendance.</li> <li>Better school performance.</li> </ul>  |
|   | Distribute posters/banners around town.  |  |  |
|   | Motivational enhancement workshops, offered free from National Cannabis  |  |  |
| Community designed and delivered social marketing campaign focusing on promoting health relationships to reduce violence. | Continue to advertise and deliver Domestic and Family Violence education and awareness initiatives   | PPAC   | <ul style="list-style-type: none"> <li>Reduction in family violence in the community.</li> <li>Reduction in recorded offences against the person.</li> <li>Reduction in hospitalisations for assault.</li> </ul>   |
|   | Continue to deliver Domestic and Family Violence intervention programs – Women’s Shelter / Men’s and Women’s Group support   |  |  |
|   | Organise and deliver Domestic Violence Month activities to increase community awareness of the social and personal impacts of domestic and family violence and to promote support available to those affected. |  |  |
| Children and young people on the streets at night and causing problems (e.g. noise, fighting, drinking).?                 | Provide night time program of activities for children and young people in the evenings.<br>Introduce a ‘no fighting’ policy for children and youth   | Coordinated agency response required – PPAC/ PASC          | <ul style="list-style-type: none"> <li>Positive feedback about evening activities.</li> <li>Reduction in young people offending, getting arrested by the police and going to court.</li> <li>Numbers of children and young people attending weekly evening activities.</li> <li>Less young people offending, getting arrested by the police and going to court.</li> </ul> |

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PORMPURA AW COMMUNIT SAFETY PLAN

| <b>Action area: Community Harmony</b>  |  |  |  |
|--|--|--|--|
| <b>A focus on continuing education for young and old - Work in collaboration with our fellow community groups to benefit the whole community</b> |  |  |  |
| <b>Community Priorities</b>  | <b>Action</b>  | <b>Responsibility</b>                                  | <b>Key Performance Indicators</b>  |
| Improve the relationship between government, service providers and the community   | Commence community consultations with residents to raise awareness about Closing the Gap.    | PASC, DWATSIPM, local, service providers and LDM body. | <ul style="list-style-type: none"> <li>• CTG targets</li> <li>• Strategic partnership is endorsed</li> </ul>   |
|  | Facilitate the building of relationships between the community, police and youth             | PASC,/PPAC/QPS   | <ul style="list-style-type: none"> <li>• Positive community police relations</li> <li>• Engaged youth and community.</li> </ul>  |
| Youth activities   | Pormpuraaw service providers engage with youth to develop range of focussed youth activities | PASC/PPAC/Rise Ventures/ RAATSICC                      | <ul style="list-style-type: none"> <li>• Program of youth activities developed and delivered</li> <li>• Youth Summit</li> <li>• Community Events</li> </ul>                          |
| Elder activities   | Develop and deliver Seniors Week activities  | PASC, PPAC Elders and TO's                             | <ul style="list-style-type: none"> <li>• Seniors Week activities delivered – number of participants</li> <li>• Reduction in Elder Abuse</li> <li>• Service provider forum</li> </ul> |
|  | Develop and deliver programs to reduce Elder Abuse   |  |  |

| <b>Action area Education</b>  |  |   |  |
|---|--|---|--|
| <b>A focus on continuing education for young and old - Enhance educational attainment</b> |  |   |  |
| <b>Community Priorities</b>   | <b>Action</b>  | <b>Responsibility</b>   | <b>Key Performance Indicators</b>  |
| Improve school attendance   | Support the Pormpuraaw State School to raise parents/carers and students awareness of the school's "Everyday Counts" initiative. | Lead Principal, Pormpuraaw State School                         | <ul style="list-style-type: none"> <li>• Increased and stable attendance rates.</li> <li>• Increase parents/carers involvement in learning.</li> <li>• Disengaged students are reengaged.</li> <li>• Noticeably less children and young people roaming streets during school hours.</li> </ul> |
|   | Continue to deliver a community developed social marketing campaign focusing reinforcing and supporting the value of education.  | Parents and Carers and Elders Health and other support services |  |

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PORMPURA AW COMMUNITY SAFETY PLAN

| Action area Education  |   |                |                            |
|--|---|----------------|----------------------------|
| A focus on continuing education for young and old - Enhance educational attainment |   |                |                            |
| Community Priorities   | Action  | Responsibility | Key Performance Indicators |
|  | Parenting Program – Family Wellbeing Program to be added in here. |                |                            |

| Action area economic -Training and employment  |  |  |   |   |
|--|--|--|---|---|
| To strengthen and grow our local economy, leading to creation of sustainable jobs and business     |  |  |   |   |
| Community Priorities   | Action   | Responsibility   | Key Performance Indicators  |   |
| Increase employment opportunities  |  | PASC<br>RISE   | <ul style="list-style-type: none"> <li><del>Increase in local job opportunities</del></li> </ul>                                    |   |
|  | Look for opportunities to increase economic participation outcomes   |  | <ul style="list-style-type: none"> <li>Increase in local job opportunities</li> <li>Increase in local business outcomes.</li> </ul> |   |
| Support our community members, young and old, to access education to achieve their full potential. | Work with job service providers to ensure job seekers provided with the skills required to obtain sustainable employment |  | PASC<br>RISE  | <ul style="list-style-type: none"> <li>Residents are job ready</li> <li>Increase participation in training or employment</li> <li>Should we put in here about an alternative school for senior students?</li> </ul> |
|  | Work with education providers to ensure our young people receive the best possible education                             |  |   |   |
|  | Work with community to encourage participation in education and capacity building opportunities.                         |  |   |   |
| Local Economy  | Create a productive environment to encourage the growth of the local economy   | <ul style="list-style-type: none"> <li>Increase in employment or businesses</li> </ul> |   |   |

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PORMPURA AW COMMUNIT SAFETY PLAN

| Action area Minor Modification   |  |  |  |
|--|--|--|--|
| Community Priorities   | Action   | Responsibility                           | Key Performance Indicators   |
| A schedule for minor modifications to implement current aspirations that were identified in 2024 | Confirm community aspirations via community consultations including local stakeholders<br>Latest community survey  | PASC,CJG, QPS, OLGR and DWATSIPM         | <ul style="list-style-type: none"> <li>A schedule has been developed and completed</li> <li>Community supports approach</li> </ul>   |
| <ul style="list-style-type: none"> <li></li> </ul>   | Request a restricted carriage limit of 30 can mixed alcohol and midstrength per person and proposing this occurs on a Monday, Wednesday, Friday and Saturday between 4:00pm to 7:00pm – update when Council proceeds with changes. | PASC,CJG, QPS, PUBSC , OLGR and DWATSIPM | <ul style="list-style-type: none"> <li>Community supports approach</li> <li>Licensee, CJG and QPS supports approach</li> <li>Restricted Carriage Limit approved</li> </ul> |
| Local education campaign   | Develop and implement education campaign to support any modifications. Dependant on new changes.   | PASC,CJG, QPS, PUBSC                     | <ul style="list-style-type: none"> <li>Community awareness of modification</li> <li>Reduced number of breaches</li> </ul>  |

| Action area Monitoring and reporting               |  |  |   |
|--|--|--|---|
| Community Priorities                               | Action   | Responsibility                                   | Key Performance Indicators  |
| Review the impact of the renewed approach and CSP. | Identify local indicators/measures of success. Harm data to be collected moving forward. Statshots | PASC,CJG, PUBSC, Pormpuraaw Inter-Agency Members | <ul style="list-style-type: none"> <li>Current, community informed and responsive approach</li> </ul> |
|  | Report progress to community.  |  |   |
|  | Modify CSP to address emerging issue and aspirations of community.                                 |  |   |
|  | Review and evaluate plan and apply learning's  |  |   |
|  | Communication any modifications  |  |   |

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## 9. Appendices

### Appendix 1 The Review of Alcohol Management Plans (AMPs) and the renewed approach to alcohol management. (extract from DATSIP website and factsheets)

#### Review of Alcohol Management Plans (AMPs)

In 2012 the Queensland Government commenced a review of Alcohol Management Plans (AMPs) which consisted of:

##### Community-specific reviews

Alcohol management proposals were provided to Government from all communities that have alcohol restrictions in place including Pormpuraaw (summarised in the body of the plan). The proposal development process for some communities included community meetings, forming working groups to oversee the review, doing community surveys and working with external parties to facilitate consultation and evaluate their current AMP.

##### The Convictions Project

The Department of Aboriginal and Torres Strait Islander Partnership engaged the Office of the Government Statistician to compile the Convictions Project in response to community concerns about whether alcohol restrictions were leading to people who would not otherwise have a criminal history entering the criminal justice system. Findings were presented in [Alcohol Management Plan Review - Breach of alcohol restrictions in Indigenous communities and associated contact with the criminal justice system \(PDF, 1.1 MB\)](#). This report was provided to communities on 8 April 2014.

##### General Review

This review, conducted by PwC Indigenous Consulting, assessed the overall effectiveness of AMPs. It incorporated feedback from 23 members of the public and other key stakeholders.

The Queensland Government finalised a review of (AMPs) in mid-2019, a renewed approach to alcohol management has been developed which builds on the Review's findings:

- AMPs play a valuable role in ensuring community safety, particularly for vulnerable people such as women and children
- Illicit alcohol (sly grog and homebrew) has undermined the positive impacts of AMPs
- Concerted and coordinated efforts are needed to sustainably reduce demand and harm
- Community ownership and local leadership in determining and implementing strategies for managing alcohol misuse and harm is key to the effectiveness of these measures.

The renewed approach prioritises community safety, particularly for women and children, and emphasises a need for AMPs that are community-led and driven and developed and implemented in partnership with communities. Key features of the renewed approach include

- Alcohol management is locally controlled
- Co-designed community-specific plans and strategies that improve safety and wellbeing, reduce demand, address sly grog and homebrew and promote a positive alcohol culture
- Potential for amendments to carriage limits where communities want them and demonstrate the ability to manage the changes
- Emphasis on sustainable solutions.

PORMPURAAW COMMUNIT SAFETY PLAN

**The renewed approach to alcohol management**

Following a review of AMPs finalised in mid-2019, a new approach to alcohol management will be implemented by these communities with support from the Queensland Government.

A renewed approach to alcohol management builds on the Review’s findings. It prioritises community safety, particularly for women and children, and emphasises a need for AMPs that are community-led and driven and developed and implemented in partnership with communities.

The refreshed approach continues to include alcohol restrictions, but will be managed locally and include strategies tailored to the unique characteristics and aspirations of each community.

This work is an example of how the Queensland Government is reframing the relationship with Aboriginal and Torres Strait Islander peoples to improve safety and wellbeing in partnership with community.

**Features of the new approach**

- Alcohol management is locally controlled
- Co-designed community-specific plans and strategies that improve safety and wellbeing, reduce demand, address sly grog and homebrew and promote a positive alcohol culture
- Potential for amendments to carriage limits where communities want them and demonstrate the ability to manage the changes
- Emphasis on sustainable solutions

**What is the renewed approach to alcohol management?**

The objective of the renewed approach is to ensure communities and individuals are safe, thriving and self-empowered to manage and reduce alcohol-related harm.

The renewed approach retains carriage limits and is based on a partnership between the Queensland Government and communities to:

- Co-design new Community Safety Plans and other coordinated initiatives and strategies that reduce demand; target illicit alcohol (sly grog and homebrew); build community capacity and readiness; and promote a healthy culture and attitude towards alcohol including through legal liquor licensing options
- Explore minor changes to carriage limits on a case-by-case basis, pending community and Government agreement, and provided that a Community Safety Plan is in place
- Revise AMPs to reflect the outcomes and results of co-design and community engagement.

The Queensland Government has committed \$2.4 million over four years from 2019-20 to support implementation of supply, demand and harm reduction services determined as part of the co-design process with communities.

**Implementation**

The Queensland Government has already made some legislative amendments to better target ingredients commonly used to make homebrew.

Minor carriage limit amendments have also been endorsed for Palm Island to extend the variety of beverages residents and visitors can enjoy. Changes to community carriage limits in other locations will be considered on a case-by-case basis.

DATSIP will support communities with AMPs to develop their local capability to plan and deliver solutions to achieve community aspirations. Implementation will occur progressively based on individual community readiness.



PORMPURAAW COMMUNIT SAFETY PLAN

**Who is involved?**

| Key stakeholders   | Role  |
|--|---|
| Councils, Community Justice Groups, community members and community organisations  | Identify and oversee the achievement of community aspirations and priorities to inform AMPs, Community Safety Plans and service delivery.                 |
| Department of Women Aboriginal and Torres Strait Islander Partnerships and Multiculturalism (DWATSIPM) and other key government agencies | Support communities to identify local aspirations and priorities, enable community to turn their vision into a reality and help build community capacity. |

**What does the renewed approach include?**

| Key features                                  | Purpose   |
|---|---|
| Revised Alcohol Management Plans              | Develop a revised AMP, including minor modifications to alcohol restrictions, based on the aspirations and readiness of each community.   |
| Co-designed Community Safety Plans            | Guide identification of key action areas, community priorities and responsibilities to improve safety and wellbeing.                      |
| Targeted strategies to reduce illicit alcohol | Develop strategies to improve the effectiveness of alcohol management by targeting homebrew and sly grog.                                 |
| A positive alcohol culture                    | Explore current liquor licensing options that provide for regulated supply of alcohol and reduce demand for alcohol and its related harm. |
| Community leadership                          | Improve locally led alcohol management through community leadership and decisions based on community values.                              |
| Local Thriving Communities                    | Ensure the approach aligns with the shared principles of Local Thriving Communities and is taken forward as part of this reform agenda.   |

**Government Indicators**

The Queensland Government currently uses six key indicators of harm and wellbeing relating to AMPs.

| Number | Indicator  | Community safety element         |
|--------|--|----------------------------------|
| 1      | Reported offences against the person               | Harm (primary indicator)         |
| 2      | Episodes of care for assault-related injuries      | Harm (primary indicator)         |
| 3      | Breaches of alcohol restrictions                   | Demand (supporting indicator)    |
| 4      | Child safety - Substantiated notifications of harm | Wellbeing (supporting indicator) |
| 5      | Child safety - Finalised child protection orders   | Wellbeing (supporting indicator) |
| 6      | Student attendance.                                | Wellbeing (supporting indicator) |

## **11.4 PAY INCREASE AND LONG SERVICE LEAVE ENTITLEMENTS**

**Author:** Janelle Menzies

**Authorisers:** Janelle Menzies

**Attachments:** 1. BUS CEO PayIncreaseBusinessCase 20250608 [11.4.1 - 3 pages]

### **EXECUTIVE SUMMARY**

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### **RECOMMENDATION**

That Council approve the Business Case for the proposed pay increases and changes to long service leave provision that were introduced with the 2025/26 and implemented on the first pay period beginning on 2 April 2025.

### **REPORT ATTACHED**



## 1 EXECUTIVE SUMMARY

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This business case proposes a \$1.9395 per hour wage increase for staff currently paid only the award rates under the Local Government Employees Awards Stream A, B, and C. It also recommends aligning Locality Allowance, Sick Leave, and Annual Leave provisions for Stream B and C employees to those of Stream A.

Allowing employees to access Long Services Leave entitlements as they accrue once an employee has reached 10 years of service.

## 2 BACKGROUND AND CONTEXT

---

Councillors have raised concerns that most local employees are only receiving award rates, despite the high cost of living in Pormpuraaw. Currently, most award-based employees earn less than \$30 per hour. The proposed pay increase aims to:

- Boost staff morale
- Improve employee retention and productivity
- Make pay rates more attractive and competitive with other local employers

As of 30 April 2025, Council had a wages budget surplus of \$1.85 million. Due to high absenteeism among Stream B and C employees, an increase in long service leave entitlements has not been considered. To mitigate the financial impact, staff hours will be adjusted to reflect their actual annual attendance. Although the budget has not yet been updated to reflect this change, it is expected to reduce absenteeism and budget surpluses.

Generally, councils with Certified Agreements pay approximately 20% above the award. The proposed increase for Stream B and C employees represents a 15–16% rise.

Some Stream A employees have already been moved from Level 1 to higher levels, receiving hourly increases between \$2.496 and \$3.613, depending on their years of service.

An analysis of absenteeism will be conducted, and staff hours will be adjusted accordingly. As absenteeism improves, hours may be increased as an incentive.

Under the Industrial Relations Act 2016, once an employee has reached 10 years of service they are able to access their long service leave. Employees are then required to complete an additional 5 years of service before being entitled to additional hours to take leave. Effective immediately, employees will now be entitled to access their Long Service Leave as it accrues after 10 years of continuous service

Business Case – Pay Increase

**3 FINANCIAL IMPACT**

\$1.9395 hourly increase for 48 employees: approx. \$170,000  
 District allowance for Stream B and C employees (equal to \$156.60 per full-time single rate): approx. \$708,000  
 Annual leave increase from 4 to 5 weeks for Stream B and C: approx. \$59,000

Total estimated impact on the 2025/26 budget: \$937,000

Funding increases over recent years include:  
 Financial Assistance Grant: +\$3.534 million over 8 years  
 Indigenous Council Funding: +\$557,000 over 5 years

**4 RISKS**

The following risks were identified

| RISK             | LIKELHOOD | IMPACT | MITIGATION                                     |
|------------------|-----------|--------|--|
| Budget overrun   | Medium    | High   | Leverage increased funding over past 5–8 years |
| Budget overrun   | Medium    | High   | Reduce hours to match current attendance       |
| Wage compression | Medium    | Medium | Adjust pay scales across levels                |
| Inflation impact | Low       | Medium | Review annually and adjust as needed           |

**5 IMPLEMENTATION PLAN**

- Phase 1 – Staff consultation on reducing absenteeism (outdoor workforce consulted)
- Phase 2 – Communicate pay increases and rationale (completed at staff workshop on 4 June 2025)
- Phase 3 – Implement pay increase in the first pay period after 2 July 2025 and change access to LSL entitlements as the are accrued once an employee has reached 10 year of service.
- Phase 4 – Reduce hours for staff with excessive absenteeism
- Phase 5 – Ongoing monitoring

Business Case – Pay Increase

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**6 CONCLUSION**

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The proposed \$5 per hour pay increase is a strategic investment in the workforce, expected to yield measurable improvements in retention, productivity, and overall performance. The long-term benefits are anticipated to outweigh the upfront costs, making this a financially and ethically sound decision

Effective immediately, employees will now be entitled to access their Long Service Leave as it accrues after 10 years of continuous service.



**11.5 2025/26 INSURANCE PREMIUMS****Author:** Janelle Menzies**Authorisers:** Janelle Menzies**Attachments:** 1. Invoice 091-006119 PORMP [11.5.1 - 4 pages]**EXECUTIVE SUMMARY**

Council has received Insurance invoices for Council Property.

---

**RECOMMENDATION**

That council resolve to approve and ensure the payment for Council Property Insurance of \$806,363.82 including GST.

**BACKGROUND**

Council has received the Insurance Invoice for Council Property amounting to \$733,058.02 excluding GST (\$806,363.82 including GST).

The Chief Executive Officer only has a financial delegation of less than \$200,000. Therefore, Council will need to resolve to endorse the payment of the Council Insurance.

This insurance policy was paid during July 2025 to ensure that Council Assets are correctly insured.



Tracey Graham  
 Pormpuraaw Aboriginal Shire Council  
 28 Scott Street  
 Parramatta Park QLD 4870

### Tax Invoice

Queensland Local Government Mutual  
 ABN 48 871 511 808  
 Managed by  
 JLT Risk Solutions Pty Ltd  
 ABN 69 009 098 864  
 27 Evelyn Street  
 NEWSTEAD QLD 4006  
 PO Box 2321  
 Fortitude Valley BC QLD 4006  
 Tel +61 7 3000 5555  
 Fax +61 7 3000 5550  
<https://lgms.jlta.com.au/>

Invoice No. **091-006119**  
 Date 8 July 2025  
 Our Ref 000704  
 Member Code 091-PORMP  
 Member Pormpuraaw Aboriginal Shire Council  
 Cover **Property - Renewal**  
 Period 30/06/2025 to 30/06/2026  
 Situation Anywhere in Australia  
 Trust Queensland Local Government Mutual

#### ACCOUNT MANAGER/S

Rhiannon Alexander +61 7 3000 5552  
 Chloe Finucan +61 7 3000 5509

|              |            |
|--------------|------------|
| Contribution | 733,058.02 |
| GST          | 73,305.80  |

**TOTAL DUE AUD \$806,363.82**

#### PAYMENT OPTIONS

| PAY IN FULL NOW                          |  |
|--|--|
| Total Due AUD \$806,363.82 by 22/07/2025 |  |
| EFT ONLY                                 | Bank: ANZ Banking Group Ltd<br>Account Name: Queensland Local Govt Mutual (LGM Assets)<br>BSB: 014-245<br>Account: 836674611<br>Ref: 091-PORMP<br>Email Remittance to: QLDaccounts@jlta.com.au |



Invoice # 091-006119  
Cover # PORMPU000139A  
Pormpuraaw Aboriginal Shire Council

**INFORMATION RELATING TO YOUR INVOICE AND OUR SERVICES**

If you are registered for GST purposes, your input tax credit entitlement is, or is based on, the GST amount shown. In accordance with the GST law, the GST amount will be less than 1/11th of the total amount payable. This document will be a tax invoice for GST when you make a payment.

**FINANCIAL SERVICES GUIDE (FSG)**

For important information about us and the services we provide go to [www.jltpublicsector.com/financial-services-guide.html](http://www.jltpublicsector.com/financial-services-guide.html) to download the JLT Public Sector Financial Services Guide. You should read it carefully and make sure you understand it. If there is anything in the FSG that you do not understand, please contact us.



Invoice # 091-006119  
 Cover # PORMPU000139A  
 Pormpuraaw Aboriginal Shire Council

## IMPORTANT INFORMATION - MUTUAL RISK PRODUCTS

### LGM QUEENSLAND (THE SCHEME) - STATUTORY NOTICE

Queensland Local Government Mutual (LGM Queensland) incorporating LGM Liability and LGM Assets is a Managed Investment Scheme and Mutual Risk Product as defined by ASIC under the Corporations Act 2001 (Cth) and is neither authorised under, nor subject to, the provisions of the Insurance Act 1973 (Cth). LGM Queensland is not a product regulated by APRA. The future liabilities of LGM Queensland are estimated based upon procedures which are supported by both independent legal and actuarial experts. Specific financial provisions for late reported claims (IBNR) and future claim developments plus a prudential risk margin are maintained in LGM Queensland. These provisions are amounts in addition to specific claim estimates.

The LGM Queensland Board has established financial targets to ensure that adequate financial resources are available to discharge future liabilities and make future payments. This is achieved via a combination of financial management strategies which may include purchasing reinsurance, developing risk margins and retaining surplus funds. The LGM Queensland Board reviews the operating financial statements at regular intervals and an independent audit occurs annually with its findings reported to members.

The LGM Queensland trust deeds and scheme rules are the primary documents which govern the operation of the Schemes. Wordings for each Scheme (LGM Liability and LGM Assets) are issued as a guide as to the terms under which a claim will be considered and settled. Go to <https://lgms.jlta.com.au/> for a copy of the LGM Queensland trust deeds and scheme rules.

### CHANGE OF RISK OR CIRCUMSTANCES

Please tell the Scheme Manager about any changes to your circumstances or business, such as any alteration of risk, location changes, new or changed business activities, as they could affect your protection.

### UNREPORTED LOSSES

Please let the Scheme Manager know whether there are any losses which have occurred that have not been reported to the Scheme Manager, whether you intend making a claim or not.

### NEW CLAIMS

Any terms provided to you are based on the understanding that there will be no deterioration in the claims experience (or change in the underwriting information) between the date terms are quoted and the inception date of the cover. If changes do occur during this period, the terms quoted may be revised or even withdrawn.

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The Scheme Manager may, from time to time, offer you information about products and services which may be of interest to you. Please notify the Scheme Manager if you do not wish to receive such additional information.

### FINANCIAL SERVICES GUIDE (FSG)

For important information about the Scheme and the services provided, access the link below JLT Public Sector Financial Services Guide. You should read it carefully and make sure you understand it. If there is anything in the FSG that you do not understand, please contact the Scheme Manager.

[www.jltpublicsector.com/financial-services-guide.html](http://www.jltpublicsector.com/financial-services-guide.html)

### PRIVACY POLICY

We value your privacy and are committed to handling your personal information in accordance with the Australian Privacy Principles and Privacy Act. Full details of how we collect, hold, use and disclose personal information is detailed in our Privacy Policy available online via the link below. If you require a copy, you can contact us or email [privacy.australia@marsh.com](mailto:privacy.australia@marsh.com).

<https://www.jltpublicsector.com/privacy-policy.html>

### COMPLAINTS PROCEDURES

If a Member has a complaint about the Scheme, including but not limited to a complaint about non-payment of a Claim, they can communicate it to the Scheme Manager via post, telephone or email:

PO Box 2321  
 Fortitude Valley BC QLD 4006

+61 7 3000 5555

<https://lgms.jlta.com.au/>

A more detailed explanation of our complaints procedures can be found here:

<https://jltpublicsector.com/financial-services-guide.html>.

If you require a further explanation of the above information, please contact us immediately.



Invoice # 091-006119  
Cover # PORMPU000139A  
Pompuraaw Aboriginal Shire Council

## **11.6 INTERNAL AUDIT REPORT ON ORGANISATIONAL STRUCTURE**

**Author:** Janelle Menzies

**Authorisers:** Janelle Menzies

**Attachments:** 1. 7 b. Pormpuraaw ASC Organisational Structure IA REPORT FINAL (002) [11.6.1 - 50 pages]

### **EXECUTIVE SUMMARY**

To provide Council with the 2025 Internal Audit Report on Organisational Structure

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### **RECOMMENDATION**

That Council resolves to receive and note the 2025 Internal Audit Report on Organisational Structure provided by Altius Advisors & Chartered Accountants as attached.

### **DISCUSSION**

The internal audit report reviews the organisational Structure and investment strategy of the Council.

The Internal Report provides a number of recommendations which should be adopted by Council, tracked and reported quarterly on the progress to Council on a Quarterly basis.

### **REPORT ATTACHED**



## **Pormpuraaw Aboriginal Shire Council**

### **Internal Audit Report**

#### **Review of the organisational structure, human resources and investment strategies**

**April – June 2025**





**Porpuraaw Aboriginal Shire Council**  
**Review of the organisational structure,**  
**human resources and investment strategies**  
**April - June 2025**

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**Disclaimer**

The services provided in connection with the engagement comprise an advisory engagement that is not subject to assurance or other standards issued by the Australian Auditing and Assurance Standards Board and, consequently, no opinions or conclusions intended to convey assurance are expressed. This internal audit report has been prepared based on the scope requested by Porpuraaw Aboriginal Shire Council.

Due to the inherent limitations of any internal control structure, it is possible that fraud, error or non-compliance with laws and regulations may occur and not be detected. Further, the internal control structure, within which the control procedures operate that are subject to the procedures we performed, has not been reviewed in its entirety and, therefore, no opinion or view is expressed as to its effectiveness of the greater internal control structure. The procedures performed were not designed to detect all weaknesses in control procedures as they were not performed continuously throughout the period and the tests performed on the control procedures were on a sample basis. Any projection of the evaluation of control procedures to future periods is subject to the risk that the procedures may become inadequate because of changes in conditions, or that the degree of compliance with them may deteriorate. The key strategic risks of by Porpuraaw Aboriginal Shire Council noted within its internal audit plan reflect the perceptions, at a point in time, of the Audit Committee of by Porpuraaw Aboriginal Shire Council involved in the process. Altius Accountants and Advisors Pty Ltd provides no warranty regarding the accuracy or completeness of the information. All opinions, conclusions, forecasts, or recommendations are reasonably held at the time of compilation but are subject to change without notice by Altius Accountants and Advisors Pty Ltd. Altius Accountants and Advisors Pty Ltd assumes no obligation to update this document after it has been issued. Except for any liability which by law cannot be excluded, Altius Accountants and Advisors Pty Ltd, its Directors, employees and agents disclaim all liability (whether in negligence or otherwise) for any error, inaccuracy, or omission from the information contained in this document or any loss or damage suffered by the recipient or any other person directly or indirectly through relying upon the information.

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## Context and overview

### Overview

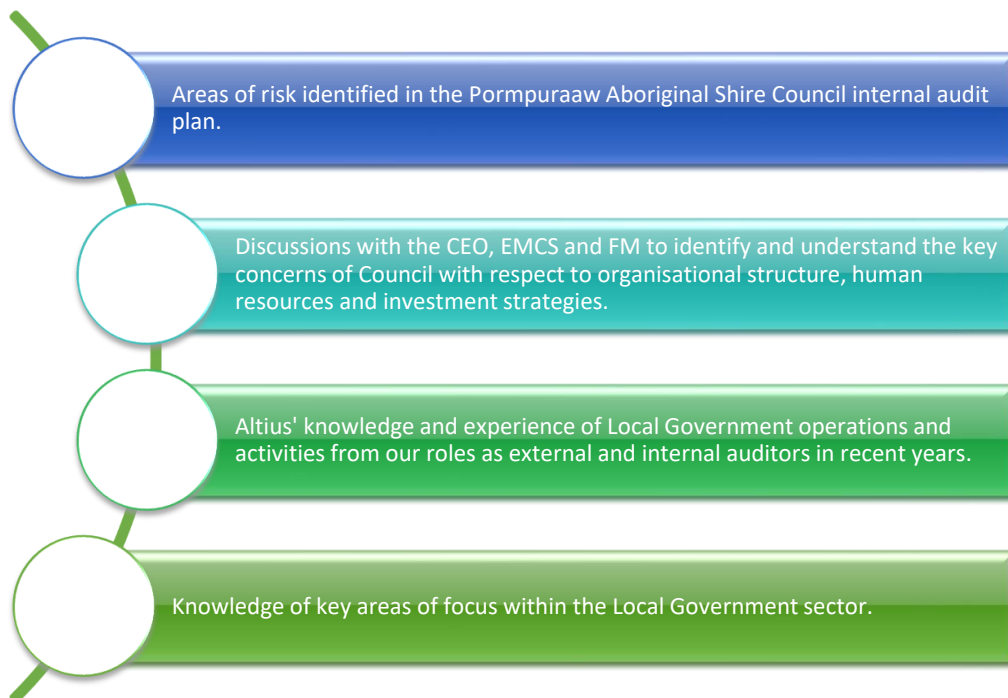
The internal audit function for the 2024-25 financial year for the Pormpuraaw Aboriginal Shire Council (“PASC” or “Council”) is driven by the internal audit plan of Council. The plan identifies the key financial and operational risks of Council and highlights the areas to be covered by the internal audit function. The internal audit plan was discussed with the Chief Executive Officer (“CEO”), Executive Manager Corporate Services (“EMCS”) and Finance Manager (“FM”) of the Council. The specific areas to be covered during the visit were agreed prior to the commencement of the audit fieldwork based on the risks and pertinent issues affecting Council at the time of our visit.

### Objective

This report aims to cover those areas of significant risk to Council with a view to providing practical recommendations for improvement.

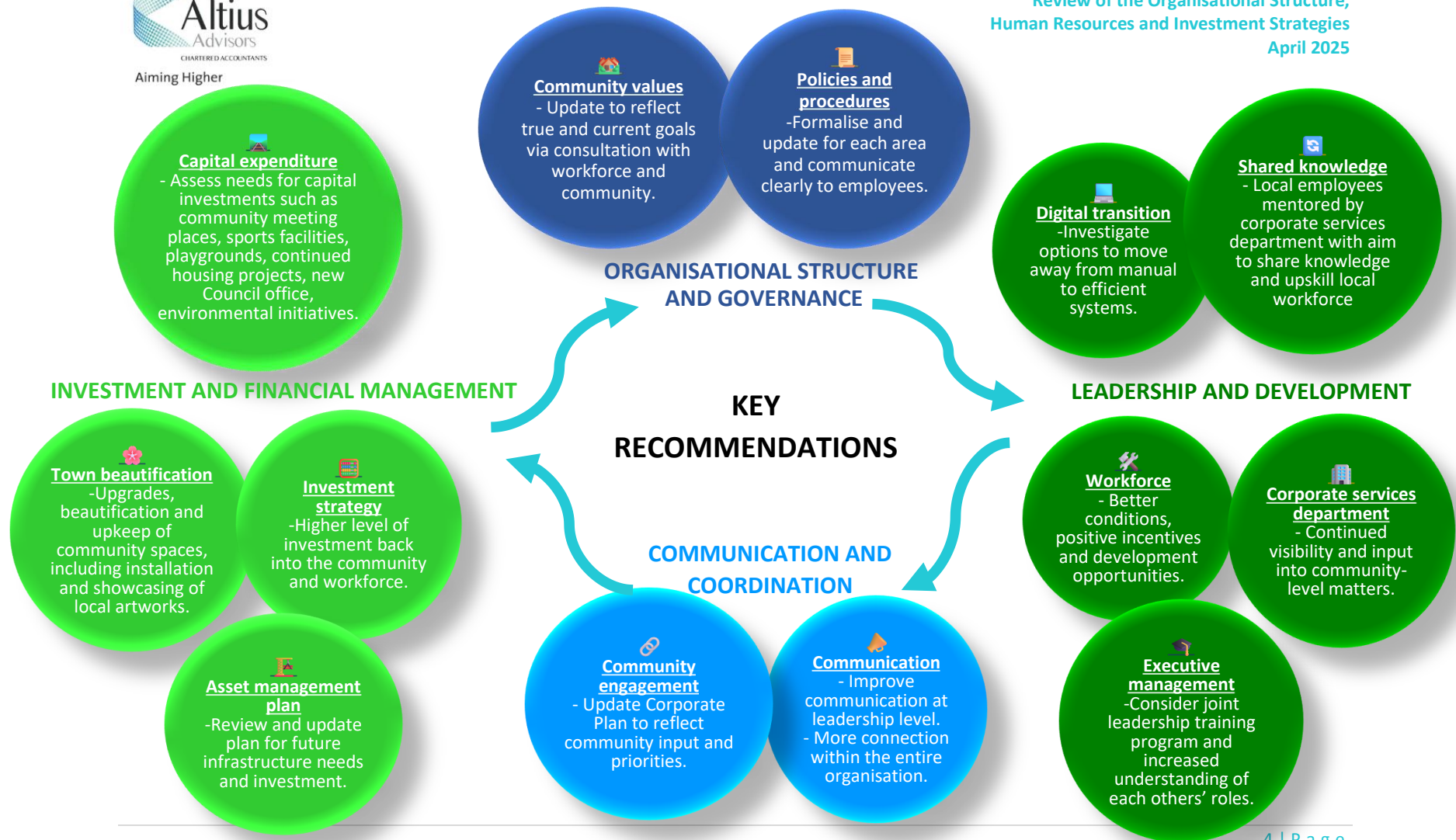
### Scope

The scope of the internal audit review of the organisational structure, human resources and investment strategies has been determined from:





Porpuraaw Aboriginal Shire Council  
Review of the Organisational Structure,  
Human Resources and Investment Strategies  
April 2025



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## Approach and aim of the review

### Inherent limitations of interviews as a sole basis for review

#### Review as a starting point for identifying areas for improvement

We note that the purpose of this review has been to gather information via interviews to assist Council understand the views, opinions and perceptions of the workforce. This approach is an excellent starting point for identifying areas of focus and useful for understanding *how people feel* or *why they acted* in a particular way. Interviews allow employees to feel heard and for them to voice their experiences and contribute towards positive change in the organisations. It is important to note, however, that it relies on individual perceptions and experiences, which may not always reflect the broader reality or align with objective facts.

Interviews have inherent limitations when used as the sole basis for a review. While valuable for gathering insights and understanding individual experiences, they rely heavily on personal perceptions, which can be subjective and influenced by various factors.

Therefore, while interviews provide rich qualitative insights, it is acknowledged that they should be complemented by other methods to ensure a balanced and factually accurate understanding is obtained.

**In the context of this review, the information gathered should be viewed as a starting point from which the Council can move forward - distinguishing between areas that require practical change and those where it is perceptions that need to be addressed.**





# Understanding and transforming the existing culture

## LACK OF UNITY

Throughout the review process, it has become apparent that there is a lack of unity across the organisation with departments and individuals not always feeling aligned in purpose, direction or behaviour. There is evidence to suggest a lack of consistency and collaboration. A culture of blame seems to have emerged, making people feel vulnerable and hesitant to voice their concerns. This has led to confusion and conflict which ultimately impacts on performance.

### Overcoming a lack of unity is essential for:

- **Strategic alignment:** Unity ensures all departments and individuals are working toward common goals, reducing duplication and conflict.
- **Stronger collaboration:** Breaking down silos encourages strong teamwork, innovation, and shared problem-solving.
- **Improved communication:** A united culture supports open, transparent, and consistent communication, across all levels.
- **Increased trust:** A culture of unity fosters mutual respect and confidence between teams, leaders, and staff.
- **Enhanced morale and retention:** Staff are more engaged and motivated when they feel part of a cohesive, supportive organisation.

**Council’s decision to review the organisational structure is a positive and necessary step toward cultural change and the rebuilding of unity across the organisation. The effectiveness of implementing the recommendations outlined in this report will largely depend on the organisation’s success in restoring a sense of unity.**



## Key findings and recommendations

The internal audit review was met with strong engagement from all participants, resulting in a clear understanding of the current challenges facing Council. Several potential improvement opportunities have been identified and are outlined in this report. Overall, feedback from the interviews was consistent across the Council workforce, with broad agreement on key areas for improvement - indicating a shared sense of unity and alignment around future change.

After many years of sound financial management - reflected in the Council’s financial stability and consistently strong external audit results - the organisation is now well positioned to pursue appropriate structural changes, standardise processes, focus on enhancing communication and team cohesion and consider an investment strategy. With the election of new Council members, along with the appointments of a new Chief Executive Officer and Executive Manager of Operational Services within the past year, the timing is ideal for change and for Council to reassess priorities and determine appropriate levels for future investment.

Ongoing strong financial management places Council in a unique position with an opportunity to reinvest self-generated revenue back into the community and workforce - delivering benefits that extend beyond what is achievable through grant funding alone. One of the key themes emerging from stakeholder interviews was the strong desire for reinvestment back into the community. Potential areas for this reinvestment include:

- **Town beautification and public spaces** – Enhancing the visual appeal and functionality of the town through projects such as the creation of designated meeting places in the community and beach areas, as well as the installation and promotion of local artworks.
- **Sporting and recreational infrastructure** – Developing new or upgraded facilities including BMX tracks, playgrounds, and other community recreation assets.
- **Council infrastructure** – Investing in Council-owned buildings, including contributing to the construction of a new Council office and supporting ongoing housing projects.
- **Workforce development** – Enhancing working conditions through improved remuneration, incentives, and performance-based rewards to develop and retain skilled employees.

It is essential, however, that this reinvestment occurs within the framework of a formally documented and carefully considered investment strategy, whilst also maximising the ongoing use of available external grant funding. This approach will ensure that funding is focused on the true Council priorities and that the community continues to benefit from financial stability well into the future.



**Porpuraaw Aboriginal Shire Council  
Review of the Organisational Structure,  
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April – June 2025**

**1. ORGANISATIONAL STRUCTURE AND GOVERNANCE**

**1.1 Council’s current organisational structure**  
It is noted that Council’s mission, vision, and values have not been reviewed for several years and are not widely understood or consistently integrated into decision-making processes.

While the Council’s organisational structure is appropriately aligned with legislative and operational requirements, a significant number of vacancies across departments may affect service delivery, staff wellbeing, and the organisation’s capacity to achieve its strategic goals.

**1.1.1 Review mission, vision, and values** to ensure they reflect current goals and are embedded in daily practices.

**1.1.2 Develop a targeted workforce plan** to guide recruitment, address current vacancies, and build capacity for future service delivery.

**1.2 Role understanding and accountability of elected members**  
Although training has enhanced Councillors’ understanding of their roles, inconsistencies remain in how effectively the distinction between governance and operational responsibilities is understood and applied. Recent initiatives have helped clarify role boundaries; however, further support is needed—particularly regarding Councillor portfolios and their interactions with operational functions.

**1.2.1 Deliver role clarity training for councillors** to reinforce the distinction between governance and operations.

**1.2.2 Enhance support for portfolio roles** through clear role definitions, induction, and mentoring.

**1.2.3 Strengthen structured communication** between councillors and management to support collaboration and role clarity.





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**1.3 Role understanding and accountability of Council employees**  
There appears to be inconsistency across the organisation in role clarity, induction processes, and performance management practices, with many staff lacking up-to-date role descriptions, structured onboarding, and regular performance development reviews. These gaps contribute to role ambiguity, reduced confidence, and limited support for ongoing capability development.

- 1.3.1 Review, update, and communicate position descriptions** to ensure they reflect current responsibilities and support role clarity and accountability.
- 1.3.2 Implement a structured induction process** across all departments to improve onboarding and staff readiness.
- 1.3.3 Establish a formal performance and development framework** with regular reviews and clear KPIs linked to strategic goals.

**1.4 Policies and procedures**  
It was observed that many of the Council’s key processes and activities lack documented procedures and that this had led to uncertainty and unnecessary dispute over the correct process for certain tasks.

Although an external review of policies was undertaken, full implementation and communication remain incomplete, and critical documents such as the Asset Management Plan are still overdue for update.

- 1.4.1 Document key operational procedures** across departments to support consistency and reduce reliance on informal knowledge. Once formalised, the procedures should be clearly communicated with all relevant team members ensuring the workforce understands the required process and also the legislative requirements that drive certain procedures.
- 1.4.2 Finalise and communicate updated policies** to ensure compliance with legislation and promote consistent governance practices.
- 1.4.3 Establish a centralised information portal** for easy access to current policies, procedures, templates and resources.
- 1.4.4 Review and update the Asset Management Plan** to support strategic infrastructure planning and long-term sustainability.



**2. LEADERSHIP AND DEVELOPMENT**

**2.1 Leadership and delegation**  
 Feedback highlights both the operational advantages and challenges of maintaining offices in multiple locations. We note that the current arrangement provides access to skilled personnel and essential external services.

- 2.1.1 Strengthen leadership collaboration and governance** by investing in development initiatives and encouraging unified executive teamwork.
- 2.1.2 Improve policy awareness through training and regular workshops** to promote consistency and informed decision-making.
- 2.1.3 Continue to develop a staff engagement plan** to improve communication and strengthen relationships between departments.
- 2.1.4 Enhance HR support in Pormpuraaw** through better access, regular check-ins ongoing attempts to have a community-based presence.

**2.2 Staff development and capacity building**  
 The organisation currently lacks a formal and coordinated approach to capacity building and succession planning. Although some ad hoc training and informal mentoring take place, staff development remains inconsistent and is often constrained by low motivation, limited incentives, and competing operational demands.

- 2.2.1 Establish a formal capacity building framework** to guide training priorities, delivery, and annual learning plans.
- 2.2.2 Introduce a local talent development pathway** with short-term placements to build experience and support long-term community contribution.
- 2.2.3 Incentivise participation in training** through recognition, career pathways, and integration into performance appraisals.
- 2.2.4 Invest in culturally aligned leadership programs** that reflect community context and support peer mentoring.
- 2.2.5 Monitor and evaluate capacity initiatives** using clear indicators and regular reporting to ensure accountability and progress.



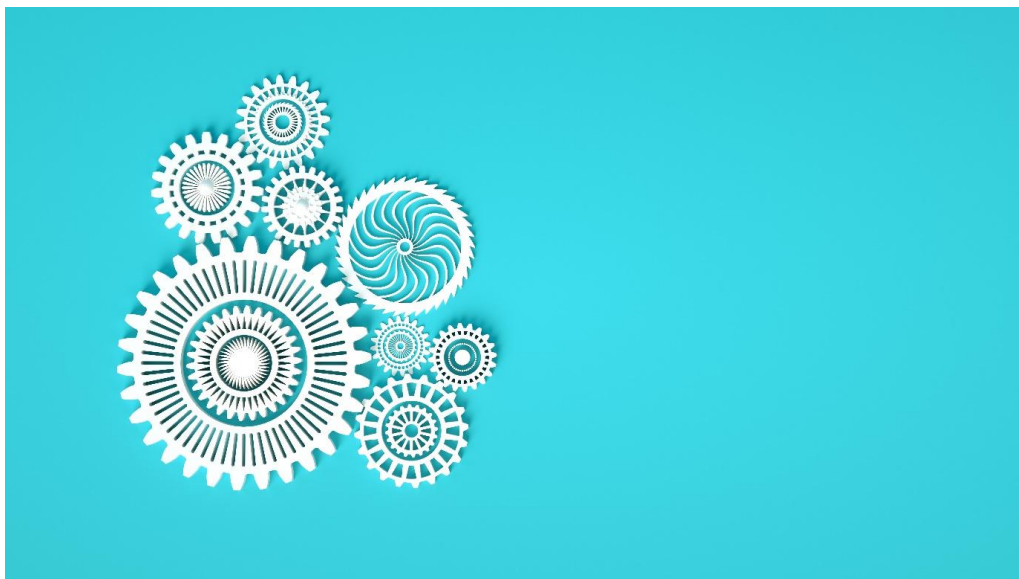
**Pormpuraaw Aboriginal Shire Council  
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**2.3 Governance and ethical culture**

While most staff feel they are treated fairly, ongoing concerns about wage disparities, role classifications, and transparency underscore the need for clearer communication and more consistent human resource practices. It is noted that the remuneration across the Council workforce appear to be consistent with other similar organisations.

Given the close-knit nature of the community, where many individuals are related or have longstanding connections, perceptions of conflict of interest can occasionally arise. This highlights the importance of maintaining transparent, consistently applied processes to uphold trust and integrity.

- 2.3.1 Clearly communicate wage and classification policies** through inductions, reviews, and regular updates to promote transparency.
- 2.3.2 Conduct a remuneration review** to ensure consistency, fairness across sites, and alignment with responsibilities and qualifications.
- 2.3.3 Strengthen conflict of interest management** through regular communication, training, and transparent decision-making processes.





**Pompuraaw Aboriginal Shire Council  
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**3. COMMUNICATION AND COORDINATION**

**3.1 Upward and downward communication**  
Interview feedback revealed inconsistent communication between staff and senior leadership, with local staff in particular reporting difficulties in raising concerns and receiving follow-up. Although recent initiatives have contributed to greater transparency, further efforts are required to establish regular, inclusive, and two-way communication across all levels of the organisation.

**3.1.1 Implement consistent and structured leadership-staff communication** by establishing a framework of scheduled check-ins, team briefings, and staff Q&A forums to strengthen two-way dialogue, build trust, and support a transparent organisational culture.

**3.1.2 Continue using accessible communication tools**, including the staff newsletter, to ensure consistent and inclusive dissemination of key updates to all staff, particularly those in remote or non-digital roles.

**3.2 Lateral communication and collaboration**  
Lateral communication across the organisation appears inconsistent, with geographically separated teams reporting limited coordination and a need for more structured and collaborative cross-departmental engagement.

**3.2.1 Improve lateral communication by increasing inter-team engagement, clarifying role boundaries, and promoting cross-location collaboration** to support consistent information-sharing across departments. Consider monthly leadership meeting where executives and department team leaders come together collaboratively.





#### 4. INVESTMENT AND FINANCIAL MANAGEMENT

##### 4.1 Corporate plan process

Despite recent efforts to update the Corporate Plan in 2024 with community input, many staff and community members reported limited involvement, transparency, and understanding of the process, highlighting the need for improved engagement, clearer communication, and alignment with local priorities. It is noted that the survey was sent to staff via email numerous times, was also sent out to community stakeholders, put on Facebook, website and a community stand was set-up numerous times to assist community members to provide feedback.

**4.1.1 Enhance internal and community engagement in the Corporate Plan process** through staff workshops, targeted outreach, and inclusive consultation methods to improve ownership and alignment with local priorities.

**4.1.2 Implement a structured annual review process** to reassess the relevance of the Corporate Plan, track performance, and communicate outcomes clearly to staff and the community.

**4.1.3 Build internal strategic planning capability** by investing in staff training, mentoring, and knowledge-sharing to reduce reliance on external consultants and support sustainable planning practices. It is noted that there were no budget requests from departments for training for the 2025-26 budget which suggest there needs to be a different approach to assessing training needs.

##### 4.2 Budgeting awareness and input and ongoing involvement

While Council maintains strong financial oversight, staff involvement in budgeting is often limited, with concerns raised about transparency, outdated systems, and the need to balance financial sustainability with long-term community outcomes.

**4.2.1 Strengthen budget processes** by improving staff involvement, access to information, and efficiency of financial systems.

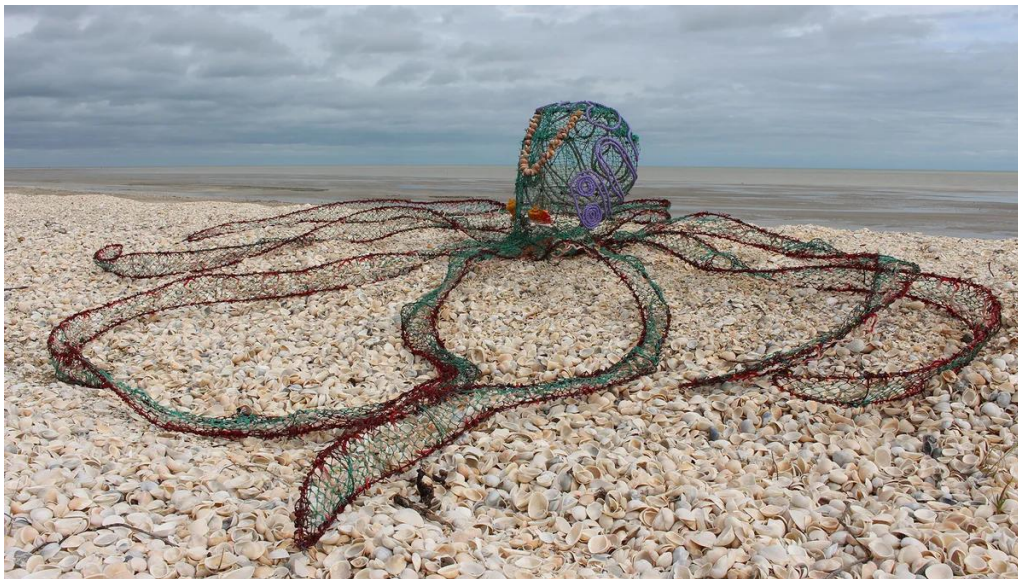




**4.3 Investment strategies**

Council has made significant improvements to its financial position through strengthened management and increased cash reserves. However, concerns persist regarding underinvestment in infrastructure and the limited alignment of financial strategies with long-term community outcomes.

- 4.3.1 Develop a strategic cash reserve policy** to guide the appropriate use of surplus funds and support balanced investment planning.
- 4.3.2 Increase reinvestment in infrastructure** by aligning capital works with asset renewal needs to improve the Asset Sustainability Ratio.
- 4.3.3 Broaden financial strategies** to include social and community impact, not just cost control and revenue preservation.
- 4.3.4 Enhance transparency and engagement** by clearly communicating financial priorities and involving the community in decision-making.





# Review of the organisational structure, human resources and investment strategies

## Background

An effective organisational structure, supported by sound Human Resources (HR) processes and strategic investment management, is essential for ensuring that Council operates efficiently, remains adaptable to change, and delivers value to the community. Weaknesses in these areas can expose the organisation to risks such as unclear responsibilities, reduced workforce engagement, governance gaps, and suboptimal use of financial resources.

Council is committed to maintaining high standards in the way it structures its operations, manages its people and its financial assets. Following a period of strong financial performance, and with the recent appointment of newly elected Councillors and a new Chief Executive Officer, Council is well placed to review its organisational structure, HR systems, and investment strategies to ensure they continue to support effective service delivery and strategic outcomes.

Recognising the importance of this transitional period, the internal audit has been designed to assess the adequacy and effectiveness of the current organisational design, workforce planning, capability development, and investment governance. The audit also aims to identify areas for enhancement and provide practical, forward-looking recommendations to support improved performance, accountability, and long-term sustainability.

## Approach and methodology

The following procedures were adopted to identify and assess risks and controls, allowing us to develop recommendations for improvement:

- Documentation of the current systems in operation through discussions with elected members, executive managers, managers, and team leaders.
- Review of Corporate Plan and relevant policy documents available.
- Identification of control weaknesses and potential process improvement opportunities; and
- Discussion of our findings with management and development of action plans based on our recommendations *(to be conducted after the first draft)*

**We extend our sincere appreciation to all council members and staff who contributed their time, cooperation, and support throughout the course of this audit. During our interviews, participants shared valuable insights into areas they believe require attention to enhance both organisational effectiveness and community service delivery. We are especially appreciative of the honesty and openness shown by staff during these discussions. We have assured all participants that their contributions will remain confidential.**



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The following participated in the interview:

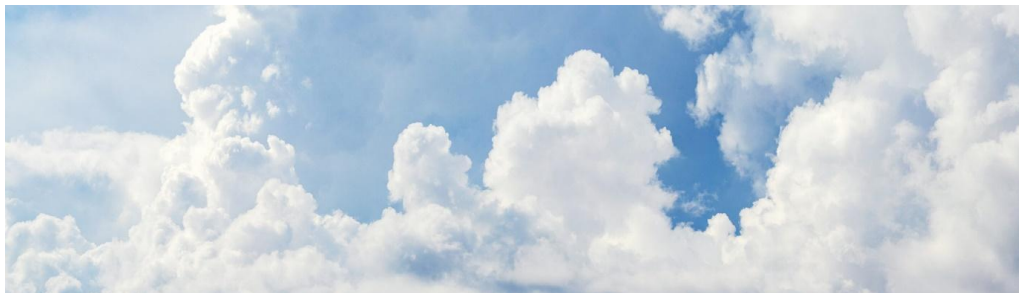
| Elected Members  | Managers and Team Leaders   |
|--|---|
| <ul style="list-style-type: none"> <li>• Mayor</li> <li>• Deputy Mayor</li> <li>• Councillor 1</li> <li>• Councillor 2</li> </ul>  | <ul style="list-style-type: none"> <li>• Community Services Team Leader</li> <li>• Community Services Office Manager</li> <li>• Community Services Justice Co-ordinator</li> <li>• Community Services Aged Care Co-ordinator</li> <li>• Operational Team Leader</li> <li>• Operational Airport Supervisor</li> <li>• Operational Senior Plumber</li> <li>• Operational Ranger Co-ordinator</li> <li>• Corporate Services Admin Store Team Leader</li> <li>• Corporate Services Accommodation Team Leader</li> <li>• Corporate Services Finance Manager</li> </ul> |
| Executive Management   |   |
| <ul style="list-style-type: none"> <li>• Chief Executive Officer</li> <li>• Executive Manager of Corporate Services</li> <li>• Executive Manager of Community Services</li> <li>• Executive Manager of Operational Services</li> </ul> |   |

### Summary assessment

The internal audit of Council’s organisational structure, human resources, and investment strategies identified that, despite positive financial growth, there are areas requiring attention to uphold Council’s core values and fulfil its community obligations. Strengthening these areas will enable Council to better reinvest and deliver greater benefits to the community.

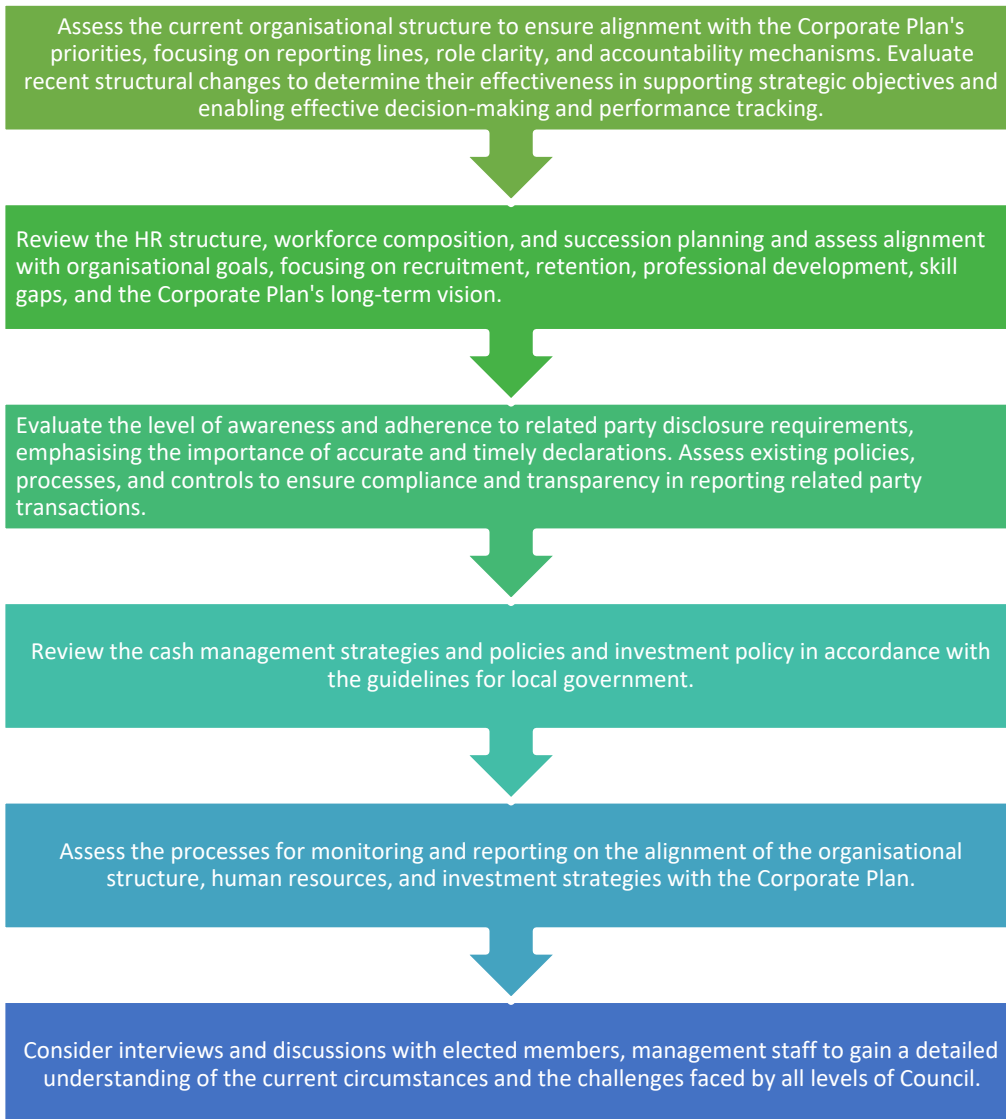
The key findings and recommendations highlighted in the previous section are discussed in greater detail in the *Detailed Findings and Recommendations* section of this report.

A summary of any management responses will be included in our final report.





## Detailed scope



Details of the observations and findings of our work can be found in the next section of this report.



## Detailed findings and recommendations

### 1. Organisational structure and governance

PASC provides governance and essential services to the community of Pormpuraaw, area located on the western coast of Cape York, approximately 500 kilometers from Australia’s northernmost point, just south of the Edward River. It is home to the Thaayore, Wik, Bakanh, and Yir Yoront Peoples.

In the local government elections held in March 2024, new council members were elected, marking the start of a new governance cycle. Subsequently, in January 2025, Council appointed a new CEO, succeeding the previous CEO who retired after 16 years of distinguished service to the community.

PASC operates primarily from its main office located in Pormpuraaw, providing direct governance and support to the local community. Additionally, a secondary office in Cairns specifically manages corporate services, including finance.

All senior management personnel report directly to the CEO, to ensure consistent operational oversight. The majority of Council departments, including community and operational services, remain centrally based in Pormpuraaw, while the Cairns office focuses on supporting the management and administration of the Council’s financial resources.

#### Vision and Mission of the Council





**Pormpuraaw Aboriginal Shire Council  
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**Community Values**



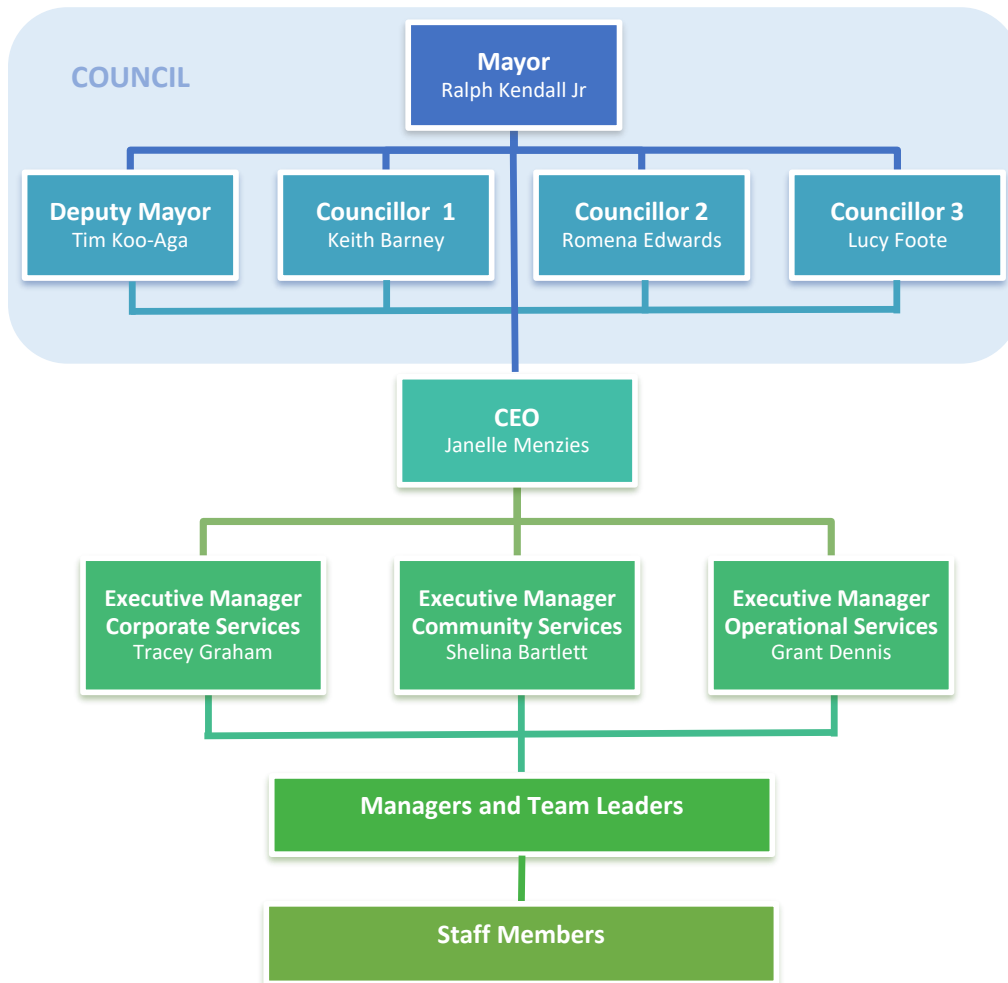
Council’s mission, vision, and community values have remained unchanged for several years, and there is limited evidence that current staff were involved in their development. Interview feedback suggests that these guiding statements are not consistently referenced in decision-making processes, and in some cases, staff are either unaware of them or lack a clear understanding of their relevance. **There have been internal suggestions for Council to revisit these foundational elements to assess whether they continue to reflect the organisation’s purpose and beliefs, or whether an update is warranted to align with current priorities and community expectations.**



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**1.1 Council’s current organisational structure**

The current organisation structure is as follows:



The organisational structure reflects a governance model aligned with legislative requirements and tailored to meet the operational and strategic needs of the community. It establishes clear lines of accountability from elected officials through to the executive leadership and service delivery teams. Team managers and staff members form the frontline of the organisation, playing a key role in maintaining service quality and ensuring the council’s objectives are reflected in everyday community interactions.



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Our review of the organisational chart revealed that approximately 37% of the workforce positions are currently vacant. These vacancies span both longstanding roles and newly created positions established to support emerging projects and strategic initiatives. **This level of workforce gap poses significant risks to service delivery, staff morale, and Council’s ability to effectively implement its priorities. Without targeted workforce planning and recruitment strategies, the organisation may face ongoing operational strain and reduced capacity to meet community expectations.**

| Department           | Total number of positions | Number of vacancies |
|----------------------|---------------------------|---------------------|
| Corporate Services   | 15                        | 3                   |
| Community Services   | 32                        | 17                  |
| Operational Services | 44                        | 14                  |
| <b>Total</b>         | <b>91</b>                 | <b>34</b>           |

Based on interviews, we understand that recruitment processes are already underway, with the vacant positions having been advertised to attract suitable candidates and support the organisation’s capacity needs.

**Recommendations:**

**1.1.1 Mission, vision and values review**  
Council should consider reviewing and, if needed, updating its mission, vision, and values in collaboration with staff and stakeholders. Doing so will help ensure these guiding statements align with current organisational goals and are meaningfully reflected in the Council’s culture and everyday practices.

**1.1.2 Workforce planning and recruitment**  
Council should continue progressing its current recruitment efforts while also developing a targeted workforce planning strategy to address current and future capacity needs. This will help mitigate operational risks, support staff, and ensure the organisation is well-positioned to deliver on community expectations and emerging initiatives.





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**1.2 Role understanding and accountability of elected members**

*Council's role and responsibilities per legislation*

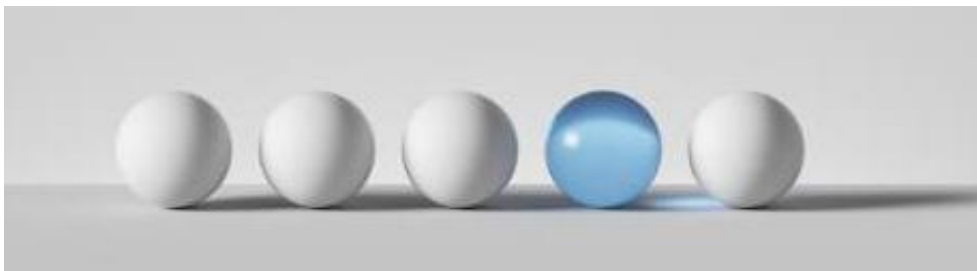
The role of the Council is to provide good governance for the benefit of the community in its local government area by performing functions in a way that is accountable, effective, efficient, and sustainable, and by representing the community's interests, fostering its well-being, and ensuring its resources are managed responsibly and equitably.

In accordance with the *Local Government Act (LGA) 2009* of Queensland, the responsibilities of the Council members are summarised as follows:

**Councillors (including the Mayor)**

All councillors share the same core responsibilities and must represent the current and future interests of residents in the local government area. Their duties include:

- Ensuring the council complies with legislation, delivers on its corporate plan, and fulfills its statutory responsibilities.
- Providing high-quality leadership to both the council and the community.
- Actively participating in council meetings, policy development, and decision-making.
- Being accountable to the community for the council's performance.
- Serving the overall public interest of the entire local government area.





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**Mayor (additional responsibilities)**

In addition to councillor duties, the Mayor holds extra responsibilities, including:

- Chairing and managing council meetings and participant conduct.
- Providing strategic leadership to CEO and directing their work under the Act.
- Conducting the CEO’s annual performance appraisal.
- Ensuring timely responses to Ministerial information requests.
- Representing Council at civic and ceremonial functions
- Serving on all standing committees of the local government.

The Mayor may delegate these additional responsibilities to another councillor when necessary.

The *Code of Conduct for Councillors in Queensland* outlines the ethical and behavioural standards expected of all councillors to ensure they act with integrity, accountability, and respect. It provides a framework for appropriate conduct in public office and includes clear consequences for breaches. This Code helps maintain public trust and supports good governance within local councils.

The roles of mayors and councillors are subject to the following statutory limitations that are designed to maintain clear lines of accountability, integrity, and operational separation within Council structures.

|  |  |
|--|--|
| <b>Legislative scope of authority</b>          | <ul style="list-style-type: none"> <li>• The authority of mayor and councillors is confined to powers expressly granted under legislation. Actions or decisions made outside the scope of these legislated responsibilities are not authorised.</li> </ul> |
| <b>Non-interference in operational Matters</b> | <ul style="list-style-type: none"> <li>• Councillors, including the mayor, must not direct local government employees. Only the mayor may direct the CEO, and only in accordance with council policies.</li> </ul>   |
| <b>Collective decision-making</b>              | <ul style="list-style-type: none"> <li>• The mayor and councillors do not possess individual decision-making authority. All decisions must be made collectively through formal council resolutions unless specific delegation has been granted.</li> </ul> |
| <b>Integrity and conduct obligations</b>       | <ul style="list-style-type: none"> <li>• Councillors are subject to strict integrity requirements, including disclosure of personal interests and conflicts, and must comply with the Code of Conduct for Councillors in Queensland.</li> </ul>            |



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Interviews with elected members revealed that, while training has enhanced their understanding of roles and responsibilities, there is still some inconsistency in how clearly the distinction between governance and operational functions is understood. The training provided is generally well-received and effectively covers key legislative requirements and governance principles. However, it is not always sufficient on its own. Councillors emphasised the importance of ongoing reinforcement—through practical experience, mentorship, and structured communication—to further strengthen clarity around their roles.

There also appears to be an inconsistent understanding among councillors regarding the distinction between their strategic governance role and the operational responsibilities of council management. While some councillors expressed confidence in navigating governance boundaries, others reported uncertainty—particularly in areas such as financial oversight, reporting, and involvement in day-to-day operations. Role overlap is more likely to arise in situations where strong working relationships are present or where responsibilities span both strategic and operational areas.

Recent initiatives, including regular executive briefings and structured meetings with senior management, have been positively received. These forums are improving communication, increasing transparency, and contributing to clearer role delineation. **When introducing new initiatives, it is essential to ensure they are implemented within a realistic timeframe, accompanied by clear guidance on requirements, and consistently scheduled.**

The Mayor and councillors elected for the 2024–2028 term have each been assigned portfolios aligned with council priorities. While there is evident willingness among councillors to engage with their responsibilities, interview feedback suggests that some are still developing a clear understanding of the purpose and expectations associated with their portfolio roles. This presents an opportunity to offer additional support and guidance to enhance capability and ensure greater consistency in the execution of portfolio responsibilities.





**Recommendations:**

**1.2.1 Targeted role clarity training**

Council should consider delivering ongoing, targeted training to elected members that focuses on the distinction between governance and operational responsibilities. Tailoring this training to reflect varying levels of experience will help strengthen councillors’ understanding of their strategic role and support consistent application of governance principles.

**1.2.2 Portfolio support and guidance**

Support for councillors in portfolio roles should be enhanced by providing clear role definitions, structured induction processes, and access to ongoing mentoring.

**1.2.3 Structured communication forums**

Council should continue to strengthen structured communication mechanisms—such as the newly implemented executive briefings and regular meetings with senior management—to reinforce role boundaries, support effective information sharing, and further enhance collaborative working relationships between elected members and management.

**1.3 Role understanding and accountability of Council employees**

Interviews revealed varied levels of clarity regarding role descriptions and accountabilities among senior management and staff. Some respondents confirmed having clear and documented role descriptions, which explicitly define their responsibilities, KPIs, and expectations. However, others indicated uncertainty or noted significant shifts in their duties that have rendered original role descriptions outdated or unclear. It was suggested that responsibilities have often expanded beyond initial scope due to organisational restructuring, changing priorities, and staffing constraints, leading to role ambiguity and increased workloads. It is noted that often the compliance and requirements evolve over time due to external pressures and constraints. Ensuring a procedure is in place to review and reassess workload may assist in a structure that is adaptable to change moving forward.

Induction and onboarding processes were found to be inconsistent. While some staff received structured and effective induction, including formal handovers and clear documentation, others reported minimal, informal, or no structured induction, leaving them to independently navigate their responsibilities. Several staff expressed concerns about inadequate guidance, absence of current procedures and manuals, and insufficient training. The lack of structured induction was particularly challenging in newly created roles or when responsibilities had significantly evolved, affecting staff effectiveness, consistency, and confidence in role execution. **It is noted that the start date of staff interviewed varied greatly and that there has been considerable improvement in recent years with stronger processes now in place. It is however noted that departmental specific inductions is still an area for improvement, for example more clear instruction around where key documents are located.**



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Performance management and professional development practices also lacked consistency. While some staff noted positive experiences with annual evaluations and development discussions, most indicated that formal performance reviews were either infrequent, absent, or conducted in a limited “tick-the-box” manner. Feedback was often informal and provided only when requested. Additionally, position descriptions were generally not referenced in managing performance, contributing to unclear role expectations. **These inconsistencies, combined with unclear role expectations and limited onboarding, highlight the need for more structured and transparent systems to support staff accountability, capability development, and overall organisational performance. It is suggested that processes could be developed with training for Executive Managers and Team Leaders to ensure a consistent and unbiased approach.**

It is noted that Council has commenced initial discussions with external consultants to review all position descriptions across the organisation, which is a positive step towards addressing these issues.

**Recommendations:**

**1.3.1 Position descriptions review and update**

Given that Council has taken initial steps toward a full review of position descriptions, it should ensure this process progresses in a timely and coordinated manner. Position descriptions should accurately reflect current responsibilities and expectations and be clearly communicated and explained to employees to support role clarity and accountability.

**1.3.2 Induction process enhancement**

Council should consider implementing a consistent, structured induction process across all departments, including role-specific guidance, access to current procedures, and clear performance expectations, to support effective onboarding and reduce variability in staff preparedness.

**1.3.3 Performance and development planning framework**

Council should formalise a consistent performance and development framework for all staff, including biannual evaluations aligned to a fixed calendar cycle. KPIs should be clearly defined and cascaded from strategic objectives to individual goals, supporting accountability, capability development, and alignment with organisational priorities.



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**1.4 Policies and procedures**

Some participants reported that inadequate handover and induction processes were further exacerbated by the lack of up-to-date policies and procedures across key departments. While many employees appear to understand operational processes through experience, this knowledge is often informal and not supported by documented guidance. As a result, in the event of sudden staff turnover, critical procedural knowledge is at risk of being lost due to the lack of formal documentation.

Some participants also observed that existing policies are either outdated or have recently undergone review without meaningful updates, often retaining content that dates back several years.

As part of an initiative to update Council’s policies, an external review was undertaken, resulting in a report issued in October 2024. This review introduced several new policies and revised existing ones to align with the Queensland Local Government Department’s compliance checklist, the *LGA 2009* and *Local Government Regulation (LGR) 2012*, and industry best practices. However, some of these policies may not have been fully implemented, and internal communication appears to have been limited, with several staff members unaware of the updates. Statutory Policies are uploaded to website once adopted by Council and provided by the CEO for publishing. It appears that a Council wide intranet would be useful for publishing all other policies and procedures for staff to access.

**It has been noted that the Asset management plan, which is critical for guiding the management of Council infrastructure, remains overdue for update, leaving a significant gap in the Council’s governance framework.**

**Interviews also highlighted the importance of maintaining clear, documented step-by-step procedures for all key processes and activities.** Participants emphasised that such documentation should be properly managed, regularly updated, and effectively communicated to stakeholders. Practical suggestions were made around the implementation of a centralised document management system, such as an intranet, to ensure easy and consistent staff access to policies and procedures.

The formal documentation and clear communication of agreed processes will improve efficiencies in Council, with tasks being completed correctly on the first attempt and reducing the need for such close supervision and scrutiny. It appears that the lack of documented and well understood processes has contributed to tensions between departments with the corporate services department often put in the difficult position of having to refuse requests which do not adhere to current processes or comply with relevant statutory legislation. This is inefficient for all involved and could be avoided if everyone had a clear understanding of exactly what was required.





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**Recommendations:**

**1.4.1 Documenting key processes and procedures**

Council should develop formal, step-by-step documentation for key operational processes and day-to-day activities across all departments. These procedure documents will serve as essential guides for staff, supporting consistency, reducing reliance on informal knowledge, and ensuring continuity during staff turnover or absences.

**1.4.2 Policy implementation and communication**

Council should prioritise the completion and formal adoption of all updated policies to ensure alignment with legislative requirements and best practices. This will support consistent governance and regulatory compliance across the organisation. These should be all well communicated within the organisation.

**1.4.3 Documents access and information portal**

Council should implement a centralised portal, such as an intranet, to support the rollout of policies and provide staff with easy access to up-to-date procedures, templates, and resources. This will promote consistency, improve communication, and help employees perform their roles more effectively.

**1.4.4 Asset management plan update**

Council should expedite the review and update of the Asset Management Plan to support effective infrastructure planning, compliance with legislative requirements, and informed investment strategies. Maintaining a current plan is essential for long-term asset sustainability and risk management.





## 2. Leadership and Development

### Executive Managers role and responsibilities

Under the LGA 2009 and LGR 2012, the **CEO** plays a pivotal role in ensuring the effective and efficient management of a local government with the following roles and responsibilities:



**Executive Managers** (or senior executive officers), while not explicitly defined in the legislation, operate under the strategic leadership of the CEO and are typically responsible for overseeing specific departments or portfolios such as infrastructure, community services, planning, or finance. Their responsibilities include developing and implementing departmental strategies aligned with Council goals, managing teams and resources, ensuring statutory and policy compliance, and providing expert advice to the CEO and elected members. Their role supports the CEO in ensuring that the local government delivers high-quality services and operates within its legislative and financial obligations.

Three executive managers currently report directly to the CEO each overseeing one of the core functional areas—Corporate Services, Community Services, and Operational Services—and are responsible for leading their respective portfolios in alignment with the Council’s broader strategic direction. It is noted that often executive managers are busy doing day to day duties, which makes it challenging to find the time to develop or implement strategic requirements for their departments. This potentially can result in Team Leaders not always feeling well supported.

**The responsibilities associated with these roles appear to have evolved over time, and in some cases, the scope of certain management positions may now be either overly demanding or misaligned with practical operational needs.**



## 2.1 Leadership and delegation

### Organisational structure in practice

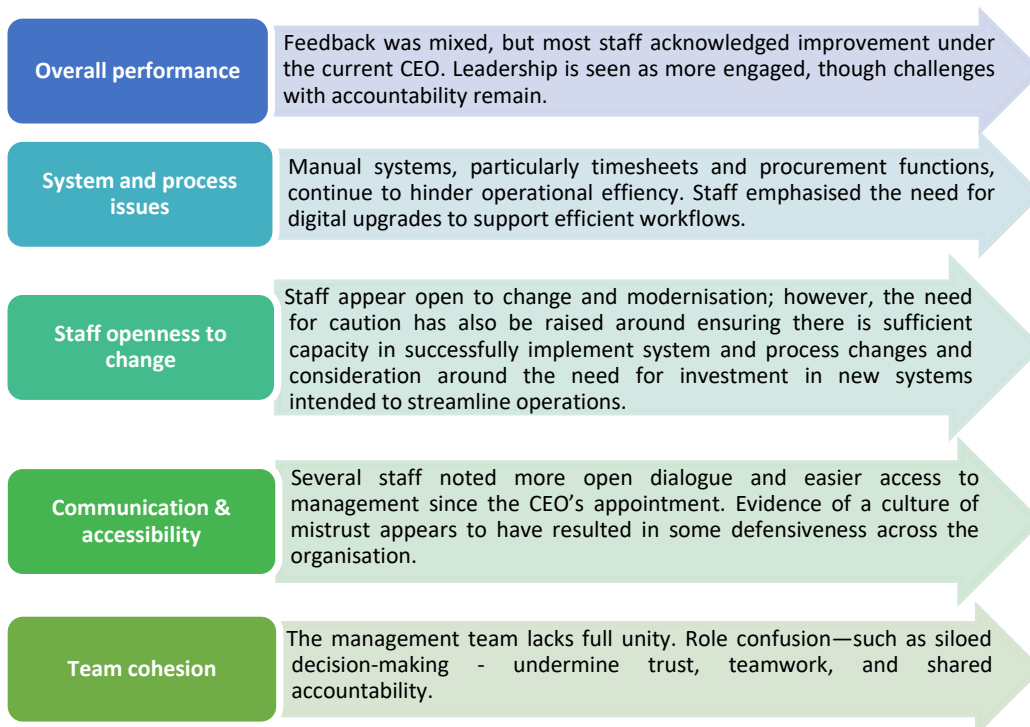
Interview feedback suggests that while the Council’s organisational structure is generally functional, opportunities exist to enhance its overall effectiveness. Some staff observed that role responsibilities are not always clearly defined, with certain tasks being managed informally or outside of formal position descriptions. It was also noted that in some instances, decision-making processes do not appear to be being made in an inclusive way. This approach was seen to impact the timeliness and relevance of responses to community needs.

Lack of understanding of procurement processes and related issues with delays, limited written procedures, and inconsistent communication were identified as contributing to operational inefficiencies. A lack of consistent local leadership presence and minimal HR support on-site were also noted as factors impacting staff guidance and workplace understanding.

Recent changes in leadership have generally been viewed positively, with staff noting improvements in communication, support, and overall engagement. Nonetheless, opportunities remain to further strengthen procedural clarity, increase the visibility of local leadership, and enhance role definition, staff support systems, and overall operational efficiency.

### Effectiveness of the management team

The following chart summarises the feedback on management performance based on interviews conducted:





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**Increased unity between departments**

Interview feedback indicates that a sense of siloed working exists within the organisation with lack of unity between departments and several participants noted a perceived disconnect between teams. As a result, some decisions made may not always align with the overall organisational goals or the specific needs of the community.

There was agreement an increased physical presence of the corporate services staff in community and more organisation wide events would strengthen relationships, enhance mutual understanding, and support more informed, context-sensitive decision-making. On-site engagement with all departments was also seen as an opportunity to build rapport and improve collaboration and unity between teams.

Participants also observed that the corporate services department has expanded over time. It is noted that is perception is inaccurate and that the only additional roles are the accountant and corporate administration officer. This has largely been as result to the increasing workload and compliance requirements of the corporate services department, as has also been the case for the community services and operational services departments where growth has also been necessary. While this growth reflects the evolving operational demands of the organisation, there was a shared view that in the future more roles could be considered for local recruitment. Employing more community-based staff may help build local capacity, improve cultural understanding, and provide meaningful employment pathways for Porpuraaw residents.

It is noted that the difficulty in recruiting suitably qualified staff to these roles in community combined with staff housing have been historical factors and it is important that there needs to be realistic expectations. These circumstances have required flexible arrangements to attract and retain capable personnel, many of whom have personal or family commitment that limit their ability to travel frequently to the community. It is worth highlighting that Council has been able to achieve the clean audit reports through the continuity and stability of the corporate services team.

Feedback highlights both the operational benefits and challenges of having offices in multiple locations. It is noted that working arrangements became more flexible during and after COVID with the regular use of technology such as Microsoft Teams meetings etc. assisting to overcome some of the historical challenges multi-site organisations face. While the arrangement enables access to skilled personnel and critical external services, it has also contributed to a perceived disconnect from the community. Some decisions made by the corporate services department have been viewed as overly rigid or not fully aligned with local circumstances however it appears that in many cases, such decisions may be guided by policies or legislative obligations.

**Recruiting and retaining suitably qualified staff is a challenge that Porpuraaw shares with other remote Councils. Additionally, it is widely acknowledged that there is a national shortage of skilled finance professionals. It should be recognised that the continuity and strength of finance team has played a crucial role in building the financially stable position that Council should be striving to maintain.**

**A balanced approach—strengthening on-site engagement while recognising the practical limitations of remote staffing—may help improve cohesion, understanding, and responsiveness across the organisation.**



**Recommendations:**

**2.1.1 Leadership and governance enhancement**

Council should continue to build on the CEO’s recent efforts to strengthen leadership collaboration and organisational cohesion. Continued investment in leadership development and governance initiatives will help reinforce transparency, accountability, and meaningful community engagement. Executive Managers are encouraged to support these initiatives by working as a unified team, fostering a culture of shared responsibility and with the management team working collectively towards a shared vision.

**2.1.2 Policy awareness and training**

Following the update and documentation of core policies and procedures and streamlining of the processes, Council should prioritise organisation-wide training and communication to ensure consistent understanding and application. To support this, the Cairns-based team could facilitate policy workshops and regular refresher sessions to help embed key processes and promote shared accountability. These efforts will assist in aligning day-to-day operations with legislative requirements, encourage transparency, and support consistent, well-informed decision-making across all locations.

**2.1.3 Staff engagement strategy**

To address concerns around continued departmental engagement, Council should develop a structured engagement plan for staff. This would help build understanding of the community needs, support relationship-building, and complement broader organisational bonding initiatives.

**2.1.4 Enhancing HR support and accessibility**

Council should enhance HR support by improving channels for staff to raise concerns, increasing virtual check-ins, and scheduling more frequent in-person visits. Strengthening HR presence will support timely issue resolution and promote a more connected and supportive workplace. It is noted that recruiting and retaining HR officers has been an ongoing challenge for Council for many years.



## 2.2 Staff development and capacity building

The key themes relating to staff development and capacity building, as identified through interviews, are summarised below:

|                                      |   |
|--------------------------------------|---|
| Lack of structure                    | Both capacity building and succession planning are mostly informal, with few documented or strategic processes in place.                                    |
| Staffing gaps and workload pressures | These limit time and resources available for forward planning and staff development.  |
| Knowledge retention risks            | Over-reliance on experienced individuals poses a risk without a plan to transfer knowledge.   |
| Mixed perceptions                    | While some interviewees see progress (e.g. mentoring, growth opportunities), others report resistance, disengagement, or no awareness of development plans. |

It was noted from interviews that there is currently no formal process for capacity building across most teams in the organisation. While some training has been offered in areas like financial reporting, structured development opportunities are limited. Staff are often expected to manage their own learning, and interest in training varies. In some instances, staff engagement in development activities is limited, often due to a lack of clear incentives and an operational focus on immediate task completion rather than long-term growth. Lack of departmental requests for training in the budget suggest that the current processes for assessing training needs should be reconsidered based on the interview feedback. It is also noted that day-to-day priorities also make it hard to invest the time in training. Although a few efforts are underway—such as proposed joint training or a management trainee program—these are not part of a wider strategy.

Succession planning is also informal and not clearly communicated. Many staff said there is no clear plan in place for who will step into key roles when others leave. This is a concern, especially as some long-serving staff hold important knowledge that could be lost. Staffing shortages, unfilled roles, and high workloads are making it harder to plan for the future. High absenteeism is an ongoing factor along with having to cover roles for staff on leave. In some teams, managers are informally mentoring staff, but this is not happening consistently across the organisation.

There are also cultural and personal factors that affect both capacity building and succession planning especially in the local community. These include low motivation among some staff, challenges in team dynamics, and family or personal commitments. Some staff suggested that training and leadership development should focus more on local people, as they understand community needs and practices.

**While there are signs of progress, the lack of a clear and coordinated approach to building staff capability and planning for future leadership presents a risk to the organisation’s long-term stability.**



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**Recommendations:**

**2.2.1 Develop a formal capacity building framework**

Council should establish a structured, organisation-wide capacity building framework that outlines core training priorities, delivery methods, and annual learning plans. This will ensure consistency across teams and support skill development aligned with operational and strategic goals.

**2.2.2 Local talent development pathway**

A targeted development pathway for local staff should be introduced, including the option for short-term placements in the Cairns office (e.g., 3–6 months) to build experience and skills. These placements should be designed with the intention of staff returning to contribute long-term in their home community.

**2.2.3 Incentivise participation in development activities**

To improve engagement in training, Council should consider incentives such as recognition programs, career advancement opportunities, or inclusion of development goals in performance appraisals. These measures would help shift focus from immediate tasks to long-term professional growth. Long serving employees should also be incentivised to encourage loyalty potentially considering a model that incentivises employees for years of service with Council.

**2.2.4 Invest in culturally aligned leadership development**

Leadership training programs should be adapted to reflect the cultural context of the local community, with a focus on practical, community-driven learning. Council can partner with culturally competent providers and support internal peer mentoring to build local leadership capacity.

**2.2.5 Monitor and evaluate progress**

Council should define clear indicators to monitor the uptake and effectiveness of capacity building and succession initiatives. Regular reviews and reporting to



**2.3 Governance and ethical culture**

**Perceptions of fairness, equity, and transparency**

Most participants indicated that they had not personally observed significant inequality within the organisation and believed that staff are generally treated fairly. Some also acknowledged that perceptions of inequality can vary depending on individual experiences and perspectives, and emphasised the importance of inclusive practices, recognition, and support—particularly for local staff. A few highlighted the value of ongoing efforts to promote fairness and build skills within the community.

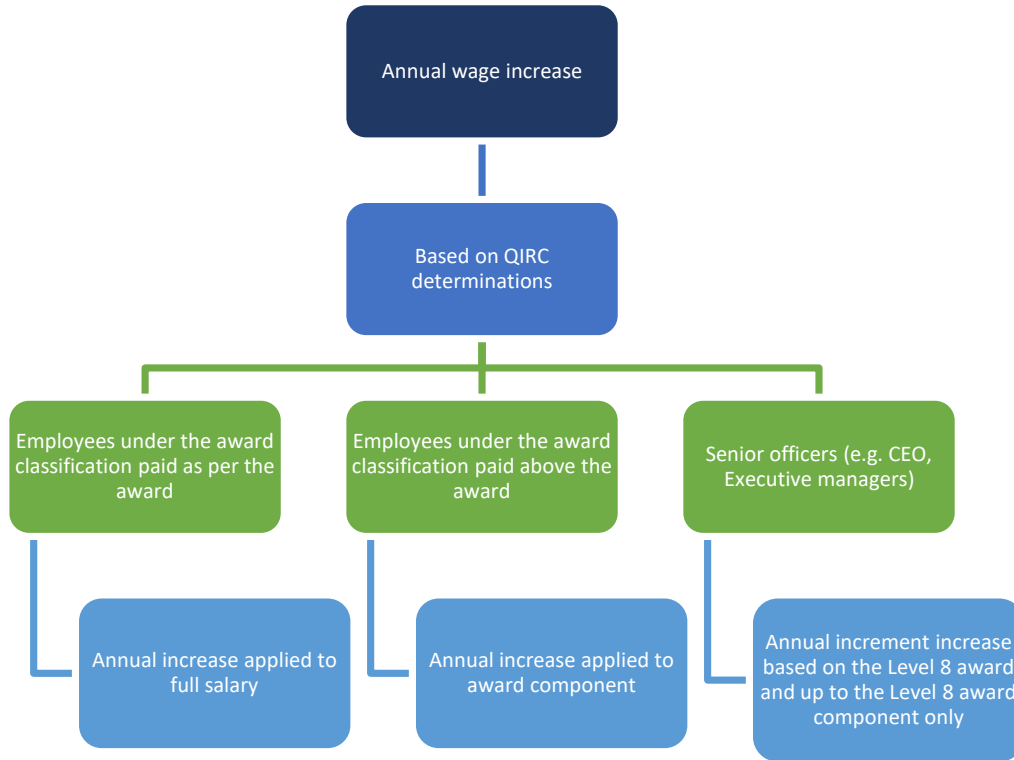
However, a number of responses did raise concerns about perceived inequities, particularly in relation to wages, job classifications, and access to benefits. Comparisons between staff in different departments was raised, with some interviewees suggesting that certain departments received higher salaries and more generous conditions. We note that this is a perception, and it appears that Council remuneration for employees appears to be consistent with other similar organisations.

There were also concerns about long-serving local staff remaining on lower classifications, inconsistencies in how roles are rewarded, and a perceived lack of transparency around pay structures. Some suggested that clearer internal standards, improved HR processes, and mechanisms such as Enterprise Bargaining Agreements (EBAs) are options support greater equity. Others proposed incentive schemes to recognise and retain staff more effectively. While these perceptions are not universally shared, they do highlight opportunities to strengthen consistency, communication, and fairness across the organisation. It is noted that in some cases, conditions under the Local Government Award that Council employs staff under restrict what can be done, particularly around rewarding long serving employees. Council may wish to consider agreeing on the development of a consistent methodology and policy which could be adopted and applied across the organisation.

It has been noted that the Council bases its pay structure on various streams under the Queensland industrial awards framework. The Council implements annual wage increases in accordance with its internal wage increase policy, which follows the determinations of the Queensland Industrial Relations Commission (QIRC).



**Annual wage increase policy**



Our review of the annual wage increase policy indicated that for employees paid strictly under the award, annual increases are applied to their full salary based on the percentage and date of application as determined by the annual State Wage Case Declaration of General Ruling made by QIRC. For employees paid above the award, the increase is only applied to the award component of their salary, not to the portion paid above the award. In the case of senior officers, including the CEO and Executive Managers, increases are applied only to the award level component relevant to their classification (e.g., Level 8), and not to any amount paid in excess of that rate.

The policy also provides for annual increment increases, for employees under the award (whether at award rates or above the award) and is guided by the years of service in the award. Satisfactory performance is defined by the absence of formal disciplinary actions or documented performance improvement plans within the review period. The employees will be notified by letter when an annual wage/increment increase has been applied or withheld.



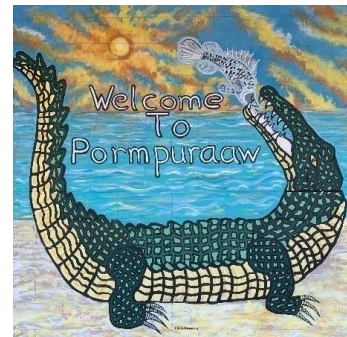
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Given the variation in classifications and remuneration across roles, it is natural that employees may compare their salaries and, at times, perceive inequities in pay. To help manage expectations and promote transparency, it is important that Council’s wage and classification policies are clearly communicated to all staff—particularly during induction, performance reviews, and any relevant organisational updates. In addition, **Council should undertake a comprehensive review of its current salary structure to ensure consistency and fairness, with particular consideration given to aligning remuneration with the skills, experience, and responsibilities associated with each role.**

**Governance and management of perceived or actual conflicts of interest**

Most interviewees reported that they were not aware of any actual or direct conflicts of interest involving the Management team, the CEO, or the Councillors. Some respondents expressed confidence that if any potential issues did arise, they would be appropriately managed.

However, several interviewees noted that perceptions of conflict of interest can arise within the community, even in the absence of any actual misconduct. In small and close-knit settings, where many people live and work in proximity, assumptions or concerns may develop—particularly when decision-making processes are not well understood or clearly communicated. These perceptions are often shaped by longstanding community dynamics.



**Feedback also indicated that elected members, due to their broader community ties, may occasionally find themselves in situations where perceived or potential conflicts exist—particularly in relation to suppliers or local business dealings. While such situations are common in remote or regional councils, they underscore the importance of clear processes for declaring and managing conflicts of interest.**

Overall, the interviews suggest that strengthening transparency and consistently communicating how decisions are made can help address concerns and minimise the risk of perceived bias. Actively managing both real and perceived conflicts is essential to maintaining trust and supporting sound governance practices.



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**Recommendations:**

**2.3.1 Communication of wage and classification policies**

Council should ensure that its wage structure, classification levels, and increment procedures are clearly communicated to all staff. These should be integrated into staff inductions, discussed during annual performance reviews, and reinforced through periodic updates. Enhanced communication will help reduce misconceptions and support greater organisational transparency.

**2.3.2 Remuneration review for consistency and equity**

A comprehensive review of current pay classifications and salary structures should be conducted, with a particular focus on aligning remuneration with role responsibilities, experience, and qualifications. The review should include a comparison of conditions across sites to ensure fairness between local and non-local staff. Consideration may also be given to options such as internal benchmarking and incentive schemes to support the recognition and retention of employees.

**2.3.3 Management of conflict of interest processes**

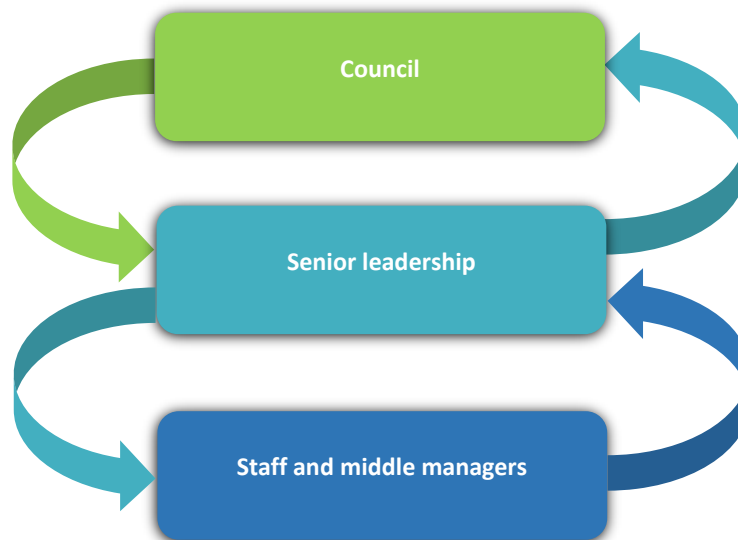
Council should continue to apply and regularly communicate its conflict of interest policies, particularly as they relate to elected members and supplier engagement. Regular briefings, scenario-based training, and visible declarations can assist in reducing both actual and perceived risks. Reinforcing the importance of transparent and consistent decision-making processes will support public trust and good governance.





### 3. Communication and Coordination

#### 3.1 Upward and downward communication



Interview feedback reflected mixed views on the effectiveness of current communication mechanisms between staff and senior leadership. While some staff felt communication channels—particularly with the CEO—were open and effective, others described difficulties in raising concerns, especially among local staff. Although initiatives such as stakeholder meetings and a leadership workshop were seen as positive steps, concerns persist that issues raised are not always addressed or followed up. Leadership was at times viewed as reactive, contributing to hesitancy in communication.

Staff expressed a desire for more regular and structured communication. In addition to the challenges posed by various locations and competing priorities, they felt clearer updates and more consistent guidance would support their roles and expectations.

**Structural and operational issues—such as high turnover, poor communication, tension between departments, unclear responsibilities, and inconsistent HR practices—were also noted as barriers to effective upward communication.** In relation to WHS and HR matters, staff are generally aware of procedures, but confidence in the system varies. Many are comfortable reporting concerns informally, yet formal processes are underutilised due to fears of repercussions, lack of follow-up, and the absence of a visible, dedicated HR or WHS presence in the community. Cultural dynamics also play a role in discouraging formal complaints. It appears that managers or team leaders are often provided with HR support and advice. It is noted that a more collaborative approach to dealing with issues should be considered with HR and managers and team leaders working together to manage staff.



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The communication flow from the CEO to Councillors and the broader Council is viewed positively. Interviewees noted that the Mayor and Councillors have a good working relationship with the CEO and feel comfortable engaging in open dialogue. Several acknowledged recent improvements, such as increased executive participation in meetings and clearer, more direct communication practices. Downward communication was noted as inconsistent, especially for frontline staff with limited access to email. However, recent improvements—such as newsletters, clearer meeting documentation, executive meetings, and greater CEO engagement—have been seen as encouraging steps toward improved transparency and connection. Further improvements could include strengthening communication protocols, tailoring messages to different staff groups, and ensuring consistent use of accessible channels.

**Recommendations:**

**3.1.1 Structured leadership-staff communication**

While some initiatives have been introduced to establish regular meetings in Pormpuraaw, Council should build on these efforts by implementing a consistent and structured communication framework across the organisation. This should include scheduled check-ins, team briefings, and staff Q&A forums to promote clearer, two-way dialogue between staff and senior leadership. Ensuring these forums are inclusive, well-documented, and followed up with timely actions will help foster trust, strengthen staff engagement, and support a more transparent organisational culture.

**3.1.2 Consistency in downward communication**

While the staff newsletter has positively influenced internal communication, there is further opportunity to improve consistency and reach. Council should continue using a range of accessible tools to ensure updates are effectively shared with all staff, including those in non-digital or remote settings.





**3.2 Lateral communication and collaboration**



Sideways communication between teams and peers across the organisation appears inconsistent. While some departments benefit from effective coordination through regular forums and meetings, others face ongoing challenges—particularly where geographical separation hinders consistent and meaningful information-sharing.

Barriers to effective lateral communication include inconsistent practices in sharing updates, occasional misalignment between operational and support functions, and uncertainty around role boundaries that affect collaboration. In some instances, procedural requirements have unintentionally slowed the responsiveness of cross-team coordination.

To address these issues, staff suggested more frequent and structured opportunities for teams to engage laterally. These include weekly inter-team meetings and informal relationship-building initiatives such as social events, team-building activities, and workplace safety gatherings. Suggestions also included practical steps to improve cohesion between sites—such as short-term staff exchanges or visits across locations—to support relationship-building and improve shared understanding of operational contexts. While existing mechanisms have laid some groundwork, these additional efforts could help strengthen consistency and trust in horizontal communication across the organisation.

**Recommendation:**

**3.2.1 Lateral communication improvement**  
 Council should improve lateral communication by facilitating more regular inter-team meetings, informal relationship-building activities, and cross-location staff visits to strengthen engagement and collaboration. Clarifying role boundaries and streamlining coordination processes will also help reduce delays and support more consistent information-sharing across departments.



## 4. Investment and financial management

### 4.1 Corporate plan process

A **Corporate Plan** is a strategic document required under the *LGA 2009* and *LGR 2012*, setting out a council’s direction, priorities, and objectives over a minimum five-year period. It must be adopted by resolution and align with any existing community plan. The plan outlines the council’s goals, strategies to achieve them, and performance indicators to measure progress. It also supports long-term financial sustainability and guides operational planning and resource allocation. The corporate plan must be reviewed annually to ensure it remains relevant and effective.

Our review indicated that Council’s Corporate Plan, completed and updated in 2024, was developed with the assistance of an external consultant. The consultant spent two - three days in the community to assess Council’s needs and priorities, gathering input through various methods including online surveys, social media engagement, and a one-day community meeting.

We asked participants to describe their understanding of the **corporate plan process** and their level of involvement. The following key themes emerged from their responses:

|   |   |
|---|---|
| <p>Limited staff involvement and awareness</p>                | <ul style="list-style-type: none"> <li>• Many staff members have little to no direct involvement in the corporate planning process despite opportunity provided for input with email survey for example.</li> <li>• Understanding of the process varies widely, with several unsure how their roles connect to broader corporate goals.</li> <li>• The process is often perceived as being managed solely by executive leadership, with limited transparency. Further communication around the actual process appears necessary.</li> </ul> |
| <p>Gaps in community engagement and consultation</p>          | <ul style="list-style-type: none"> <li>• Community involvement in corporate planning is seen as minimal or tokenistic.</li> <li>• There is a strong desire for more inclusive and informal engagement methods (e.g., barbecues, community forums).</li> <li>• Perceived lack of transparency and follow-through has eroded community trust.</li> </ul>  |
| <p>Need for better communication and structured feedback</p>  | <ul style="list-style-type: none"> <li>• Calls for clearer communication loops between executive, staff, and the community.</li> <li>• Staff suggested regular updates, clearer role expectations, and more collaborative planning stages.</li> <li>• Lack of recent training contributes to low engagement and process disconnect.</li> </ul>  |
| <p>Priorities for infrastructure and community investment</p> | <ul style="list-style-type: none"> <li>• Staff highlighted the need for asset replacement, updated technology, and local facilities like sports grounds and multipurpose courts.</li> <li>• Investment strategies should prioritise community benefit—not just financial outcomes.</li> <li>• Asset management planning remains incomplete and is a regulatory priority.</li> </ul>   |



**Recommendation:**

**4.1.1 Internal and community engagement**

Council should enhance both internal staff involvement and community participation in the development of the Corporate Plan. This includes structured staff workshops, role-specific briefings, and improved consultation strategies such as multilingual surveys, targeted outreach, and regular community forums. Strengthening engagement will improve ownership, ensure local priorities are accurately reflected, and build wider support for Council’s strategic direction.

**4.1.2 Annual review and communication framework**

Council should formalise a clear annual review process for the Corporate Plan to ensure it remains relevant and responsive to evolving community needs and operational priorities. This process should include performance updates against key indicators and reassessment of goals and strategies. Outcomes should be communicated in an accessible manner to both staff and the community through simplified summaries, internal briefings, and visual tools to support transparency and accountability.

**4.1.3 Strategic planning capability**

To reduce reliance on external consultants and strengthen long-term capability, Council should invest in upskilling staff in strategic planning, community consultation, and performance reporting. This can include targeted training, mentoring arrangements, and knowledge-sharing across teams to embed planning expertise within the organisation.

**4.2 Budgeting awareness and ongoing involvement**

It was noted that staff involvement in the budgeting process varies significantly across the organisation. While some team leaders and officers contribute by providing initial information or preparing draft budgets, many reported that their participation ends at the submission stage. The finalisation and approval of budgets are often managed by the finance team in consultation with the executive management team, often with limited feedback or visibility shared back with contributors. This has led some staff to express a desire for clearer communication, particularly regarding how final budget decisions are made and how they align with operational needs. However, it is noted that existing Council processes strive for participation and transparency often with limited engagement from individual departments.



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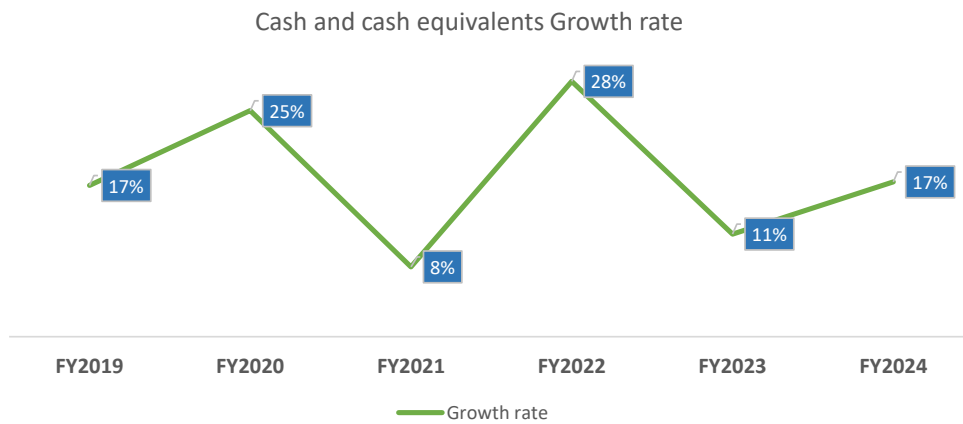
**Recommendation:**

**4.2.1 Budgeting process improvement**

Council should strengthen the inclusiveness and clarity of its budgeting process by increasing opportunities for staff input, improving access to budget information, and providing clearer timelines and guidance. Modernising systems used for budget preparation and grant acquittals, alongside targeted training, can be considered to support better internal planning and more efficient financial operations.

**4.3 Investment strategies**

Going back 15 – 20 years ago, Pormpuraaw Aboriginal Shire Council endured a long period of financial instability. However, through the concerted efforts of its leadership team and finance department, the Council has made steady progress in restoring its financial health. Strengthened financial management practices, increased internal revenue generation, and more effective utilisation of grant funding have all contributed to a significantly improved financial position. This progress is reflected in consistent growth in reserves and enhanced operational stability across the organisation. Over the past five years, Council has maintained stable cash growth, with annual increases ranging from 8% to 28%—a strong indicator of sound financial management.



Council has reported an exceptionally high unrestricted cash expense ratio, ranging from 40 to 47 months in the last five years, well above the Department’s recommended minimum of 4 months. This elevated ratio is primarily attributable to Council’s substantial cash reserves. While maintaining a strong cash position can support financial stability, an excessively high ratio may signal inefficient cash utilisation, deferred capital investment, or insufficient long-term planning.



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At the same time, the Council's 5-year average Asset Sustainability Ratio remains below the benchmark recommended by the Department. This suggests that the Council may not be reinvesting adequately in its infrastructure assets to maintain their standard over the long term.

Interview feedback raised concerns that current financial strategies are overly focused on cost containment and reliance on grant funding, with insufficient emphasis on long-term community outcomes. Several participants emphasised the importance of aligning financial decision-making with social and economic impacts, rather than solely on revenue preservation. However, it is noted that all budget requests have been included in budgets and the finance team has been guided by senior management around community infrastructure needs and future projects.

Community perceptions also reflect this sentiment, with some stakeholders expressing frustration that, despite significant cash holdings, visible reinvestment into infrastructure or local amenities remains limited. It appears that the conservative approach required to pull Council out of the financial difficulties that had once been faced should now be reassessed.

**It is critical moving forward that the budgetary approach is collaborative with the executive management team working closely with the CEO and elected members to ascertain the financial requirements and restrictions of the Council.**

After many years of sound financial management - reflected in the Council's financial stability and consistently strong external audit results - the organisation is now well positioned to pursue appropriate structural changes, standardise processes, focus on enhancing communication and team cohesion and consider an investment strategy. With the election of new Council members, along with the appointments of a new Chief Executive Officer and Executive Manager of Operational Services within the past year, the timing is ideal for change and for Council to reassess priorities and determine appropriate levels for future investment.



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Ongoing strong financial management places Council in a unique position with an opportunity to reinvest self-generated revenue back into the community and workforce - delivering benefits that extend beyond what is achievable through grant funding alone. One of the key themes emerging from stakeholder interviews was the strong desire for reinvestment back into the community. Potential areas for this reinvestment include:

- **Town beautification and public spaces** – Enhancing the visual appeal and functionality of the town through projects such as the creation of designated meeting places in the community and beach areas, as well as the installation and promotion of local artworks.
- **Sporting and recreational infrastructure** – Developing new or upgraded facilities including BMX tracks, playgrounds, and other community recreation assets.
- **Council infrastructure** – Investing in Council-owned buildings, including contributing to the construction of a new Council office and supporting ongoing housing projects.
- **Workforce development** – Enhancing working conditions through improved remuneration, incentives, and performance-based rewards to develop and retain skilled employees.

It is essential, however, that this reinvestment occurs within the framework of a formally documented and carefully considered investment strategy, whilst also maximising the ongoing use of available external grant funding. This approach will ensure that funding is focused on the true Council priorities and that the community continues to benefit from financial stability well into the future.

**Implementing an investment framework for local government provides several significant benefits, helping ensure financial sustainability, accountability, and strategic development.**





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**A formal process to develop an appropriate investment strategy should be a priority for Council. Creating a robust investment strategy requires a structured, transparent, and risk-aware approach that aligns with organisational goals and community priorities.**

**The process should incorporate the following elements:**

**Set clear objective**

- **Purpose definition:** Establish the primary goals of the investment strategy, such as ensuring long-term financial sustainability, facilitating community reinvestment, and supporting infrastructure development.
- **Community engagement:** Actively involve the community in the investment process to align strategies with local needs and priorities.
- **Alignment with strategic plans:** Ensure that investment objectives are consistent with the Council's overarching strategic and financial plans.

**Perform financial position and risk management analysis**

- **Financial assessment:** Evaluate current cash reserves, liabilities, and forecasted revenues and expenses to understand the financial landscape.
- **Reserve management:** Determine the optimal level of ongoing cash reserves to maintain operational flexibility.
- **Investment capacity:** Identify funds available for investment without compromising essential services.
- **Risk management:** Set risk limits and include contingencies for potential changes in grant funding, economic downturns, or unexpected expenses.

**Establish governance and accountability structure**

- **Role definition:** Clearly outline the roles and responsibilities of elected members, the executive team, finance staff, and external advisors.
- **Compliance assurance:** Ensure adherence to relevant legislation (e.g. Local Government Act, investment policy guidelines), investment policy guidelines, and audit requirements.
- **Approval processes:** Establish clear approval processes and delegation limits to maintain accountability.

**Consider potential investment option**

- **Community involvement:** Engage the community and workforce in the initial consideration of potential investment opportunities and in setting priorities.
- **Investment diversification:** Evaluate a mix of low-risk (e.g., term deposits and continued investment with QTC) and moderate-risk options (e.g., infrastructure projects).
- **Balanced approach:** Avoid over-reliance on a single investment type; consider a combined approach that allocates funds for infrastructure, workforce remuneration, and maintains an agreed level of funds in investment accounts to continue earning interest revenue.



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**Set timeframes for investment goals**

- **Short and Long-Term Planning:** Consider investment opportunities and priorities over both short and long terms to balance immediate needs with future goals.
- **Liquidity Considerations:** Align investment timeframes with liquidity needs to ensure funds are available when required.

**Ensure transparency and effective communication**

- **Documentation:** Clearly document the investment strategy and make it accessible to relevant stakeholders.
- **Regular updates:** Provide regular updates to the Council or relevant stakeholders to maintain transparency and trust.
- **Community engagement:** Utilise various communication channels to keep the community informed and involved in the investment process.

**Implement ongoing evaluation, monitoring, and continuous improvement**

- **Performance indicators:** Define key performance indicators (KPIs) and benchmarks to assess the effectiveness of the investment strategy. This could include traditional financial measures but also non financial measures such as community and workforce feedback and satisfaction.
- **Regular reporting:** Require regular reporting to the Council, including performance, compliance, and emerging risks.
- **Continuous improvement:** Establish a formal schedule for strategy review (e.g., annually or quarterly) to ensure the investment approach remains effective and responsive to changing circumstances.
- **Strategy review:** Reassess the strategy annually or when significant economic or organisational changes occur.





**Recommendation:**

**4.3.1 Strategic use of cash reserves**

Council should develop and implement a strategic cash reserve policy to guide the responsible use of surplus funds. This policy should balance financial risk management with the need for timely investment in infrastructure and community priorities. Periodic reviews should assess whether current cash levels exceed reasonable contingencies and consider reallocating surplus reserves toward planned capital works or service enhancements.

**4.3.2 Improved infrastructure investment planning**

To address the consistently low Asset Sustainability Ratio, Council should prioritise long-term asset management planning. This includes conducting condition assessments of existing infrastructure and aligning capital expenditure with asset renewal needs. An increase in infrastructure reinvestment will support service reliability and help preserve asset value over time.

**4.3.3 Rebalancing financial strategies toward community impact**

Council should reassess its financial strategy to ensure that it not only prioritises cost control and revenue generation but also supports visible and meaningful outcomes for the community. This may involve setting aside funding for small-to-medium scale projects that improve local infrastructure, amenities, or social programs. Integrating social impact assessments into financial decision-making will help align fiscal sustainability with broader community benefits.

**4.3.4 Enhanced community engagement on financial priorities**

Given the perception that available funds are not being reinvested into the community, Council should increase transparency around its financial priorities and planning. Regular updates and consultations—such as budget briefings, community forums, or visual progress reports—can help build trust, clarify funding intentions, and ensure alignment with community expectations.



## 11.7 LOSS OF CASH

**Author:** Janelle Menzies

**Authorisers:** Janelle Menzies

**Attachments:** 1. Incident Report 17072025 Cash Stolen Workshop [11.7.1 - 8 pages]

### EXECUTIVE SUMMARY

To advise Council of the loss of Cash

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### RECOMMENDATION

That Council resolve to note the cash loss and give direction to the Chief Executive Officer to report the Cash Loss to the Queensland Police Services, The Queensland Audit Office and the Chief Executive of the Department of Local Government.

### REPORT ATTACHED

On Friday 11 July 2025 the Chief Executive Officer was advised that the fuel bowser card reader was not operational.

The Executive Manager Operational Services advised that a new card reader would be ordered, and the Diesel would be available for cash only sales over the weekend due to football being played in Pormpuraaw. On Wednesday 16 July 2025 the Chief Executive Officer was advised that the cash had been stolen. Cash sales were immediately stopped, and customers could purchase diesel only at the post office and take the receipt to the Workshop for collection of fuel.

On Thursday 17 July 2025 CCTV footage was reviewed by there was no evidence of anyone access the office outside workshop hours. On Monday 21 July 2025 a new card reader was installed.

The total amount of \$525.20 was reported to the Queensland Police Service on Wednesday 17 July 2025.

As required under section 307A of the Local Government Regulations 2012 the Chief Executive Officer will report the loss to the Chief Executive Officer of the Department, the Auditor General.

**307A Recording and notifying loss of local government asset**

- (1) This section applies if the chief executive officer—
  - (a) is aware of a loss of an asset belonging to the local government that the officer is satisfied is a reportable loss; or
  - (b) reasonably suspects there has been a reportable loss of an asset belonging to the local government; or
  - (c) is aware of a material loss of an asset belonging to the local government.
- (2) The chief executive officer must keep a written record of the following details about the loss—
  - (a) a description of the asset, including its value;
  - (b) the cause of the loss;
  - (c) the action taken by the local government to deal with the loss, including, for example—
    - (i) action to remedy any weakness in the local government’s operations; or
    - (ii) action taken to recover the loss;
  - (d) approval for writing off the loss.
- (3) If the chief executive officer is satisfied the material loss is also a reportable loss, the officer must notify the following as

soon as practicable, but not more than 6 months after the officer becomes aware of the loss—

- (a) the Minister;
- (b) the auditor-general;
- (c) for a loss resulting from the commission of an offence under the Criminal Code or another Act—a police officer;
- (d) for a loss resulting from the corrupt conduct of a councillor, local government employee or local government worker—the Crime and Corruption Commission.

(4) In this section—

**material loss**, for an asset belonging to a local government, means—

- (a) for money—a loss of more than \$500; or





**IMPORTANT NOTICE**  
 Pormpuraaw Aboriginal Shire Council is collecting personal information you supply on this form in accordance with Work Health and Safety Act 2011. The personal information collected on this form will be used to record the incident and investigate the cause of the incident. Your personal information will be accessed by persons who have been authorised to do so. Some of this information may be given to Work Cover for the purpose of administering insurance claims. Your information will not be given to any other person or agency unless required by law. Your personal information is handled in accordance with the Information Privacy Act 2009.

|                     |   |                |
|---------------------|---|----------------|
| Personal Details    | Name: <u>GRANT DENNIS</u>   | Date of Birth: |
|                     | Contact details (phone or email):   |                |
| Basis Of Employment | Position:   |                |
|                     | <input checked="" type="checkbox"/> Full Time <input type="checkbox"/> Part Time <input type="checkbox"/> Casual <input type="checkbox"/> Contractor <input type="checkbox"/> Work Experience <input type="checkbox"/> Visitor  |                |
| Business Unit       | <input type="checkbox"/> Office of CEO <input checked="" type="checkbox"/> Operations <input type="checkbox"/> Corporate Services <input type="checkbox"/> Community Services   |                |
| Division            | <input type="checkbox"/> Office (Pormpuraaw) <input type="checkbox"/> Office (Cairns) <input type="checkbox"/> Admin Store <input type="checkbox"/> Post Office <input type="checkbox"/> Justice Centre<br><input type="checkbox"/> Aged Care <input type="checkbox"/> Guesthouse <input type="checkbox"/> Ranger Environmental Services <input type="checkbox"/> Airport <input type="checkbox"/> Centrelink<br><input checked="" type="checkbox"/> Workshop/Mechanics <input type="checkbox"/> Plumber <input type="checkbox"/> Electricians <input type="checkbox"/> Parks and Gardens <input type="checkbox"/> Library<br><input type="checkbox"/> Contractors <input type="checkbox"/> Other _____ |                |

**Incident Details**

|   |  |                  |   |
|---|--|------------------|---|
| Date of incident  | <u>16/7/25 - 15/7/25</u>   | Time of incident | <u>3:30 PM TO 7:30 AM</u>                       |
| Work Cycle  | <input type="checkbox"/> Journey <input type="checkbox"/> Meal or rest break <input checked="" type="checkbox"/> Work  |                  |   |
| Initially reported to   | <u>CEO</u>   | Relationship     | <u>DIRECT</u>                                   |
| Type of incident  | <input type="checkbox"/> Work injury <input type="checkbox"/> Near miss <input type="checkbox"/> Property damage <input type="checkbox"/> Work caused illness <input type="checkbox"/> Dangerous event<br><input type="checkbox"/> Procedural Breach <input type="checkbox"/> Drug and Alcohol <input type="checkbox"/> Environment <u>THEFT</u> |                  |   |
| Treatment   | <input checked="" type="checkbox"/> None <input type="checkbox"/> First aid treatment <input type="checkbox"/> Medical treatment <input type="checkbox"/> Hospital Admission   |                  |   |
| For injury only:<br>Did you cease work:   | <input type="checkbox"/> No – continued working <input type="checkbox"/> Yes – Date ceased _____ Time: _____   |                  |   |
| Will a Work Cover Claim be Lodged?  | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Unsure  |                  |   |
| Location incident occurred  | <u>WORKSHOP OFFICE</u>   |                  |   |
| Description of incident (e.g. caught left foot on gas cylinder stand, causing me to fall OR Vehicle did not stop causing .....) |  |                  |   |
| <u>MONEY STOLEN FROM DESK</u><br><u>\$595.20 + RECEIPT BOOK</u>   |  |                  |   |
| Police Notified?  | <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A   | Date notified:   | <u>16/7/25</u> Report number: <u>2501244813</u> |

Form Owner: WHS Manager  
 Form Doc No: FRM-WHS-F001 Version: V1

UNCONTROLLED DOCUMENT WHEN PRINTED  
 Effective Date: 20 June 2025


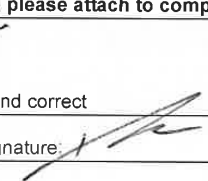
**Injury Details**

|   |  |
|---|--|
| <b>Mechanism of Injury</b><br>(indicate all relevant) | <input type="checkbox"/> Slip/ trip/ fall <input type="checkbox"/> Manual handling/ muscular stress <input type="checkbox"/> Hit by falling object<br><input type="checkbox"/> Hit object with part of body <input type="checkbox"/> Hit by moving object <input type="checkbox"/> Insect/ spider/ snake/ flora<br><input type="checkbox"/> Exposure to heat/ radiation/ electricity <input type="checkbox"/> Exposure to biological agent (including body fluid)<br><input type="checkbox"/> Exposure to chemicals or other substance <input type="checkbox"/> Exposure to asbestos <input type="checkbox"/> Exposure to work stress<br><input type="checkbox"/> Violence <input type="checkbox"/> Other inappropriate behaviour <input type="checkbox"/> Mental Stress <input type="checkbox"/> Sound/ pressure<br><input type="checkbox"/> Other: _____ |
| <b>Part of the Body Hurt</b>                          | <input type="checkbox"/> Head <input type="checkbox"/> Eye <input type="checkbox"/> Ear <input type="checkbox"/> Nose <input type="checkbox"/> Mouth/ teeth <input type="checkbox"/> Neck <input type="checkbox"/> Shoulder <input type="checkbox"/> Arm<br><input type="checkbox"/> Hand/s <input type="checkbox"/> Finger <input type="checkbox"/> Chest <input type="checkbox"/> Back <input type="checkbox"/> Abdomen <input type="checkbox"/> Hips <input type="checkbox"/> Knees <input type="checkbox"/> Skin<br><input type="checkbox"/> Leg/s <input type="checkbox"/> Ankle/s <input type="checkbox"/> Feet <input type="checkbox"/> Internal organ <input type="checkbox"/> Respiratory system<br><input type="checkbox"/> Multiple locations <input type="checkbox"/> Other: _____   |
| <b>Nature of Injury</b><br>(indicate all relevant)    | <input type="checkbox"/> Sprain/ strain <input type="checkbox"/> Fracture <input type="checkbox"/> Dislocation <input type="checkbox"/> Cuts/ scratch/ abrasion <input type="checkbox"/> Bruising<br><input type="checkbox"/> Amputation <input type="checkbox"/> Concussion <input type="checkbox"/> Puncture <input type="checkbox"/> Internal injury <input type="checkbox"/> Burn/ scalds <input type="checkbox"/> Inflammation<br><input type="checkbox"/> Heat/ cold stress <input type="checkbox"/> Bite/ sting <input type="checkbox"/> Fume inhalation <input type="checkbox"/> Poison/ toxic effect <input type="checkbox"/> Deafness<br><input type="checkbox"/> Infection/ disease <input type="checkbox"/> Electrical shock <input type="checkbox"/> Psychological <input type="checkbox"/> Other: _____                                      |

**VEHICLE only**

|  |                                  |                                 |
|--|----------------------------------|---------------------------------|
| Was the vehicle:   | <input type="checkbox"/> Damaged | <input type="checkbox"/> Stolen |
| <b>Council vehicle / driver details:</b>                               |                                  |                                 |
| Vehicle plant number:  |                                  | Rego number:                    |
| Weather conditions:  |                                  |                                 |
| Road conditions:   |                                  |                                 |
| Speed limit:   |                                  | Speed at impact:                |
| Were alcohol / drugs in any way a contributing factor to the incident: | <input type="checkbox"/> Yes     | <input type="checkbox"/> No     |
| <b>Other vehicle / driver details:</b>                                 |                                  |                                 |
| Drive name:  |                                  |                                 |
| Address:   |                                  |                                 |
| Phone number:  |                                  | Rego number:                    |
| Insurance company:   |                                  |                                 |
| Were Police notified:  | <input type="checkbox"/> Yes     | <input type="checkbox"/> No     |
|  |                                  | Report number:                  |

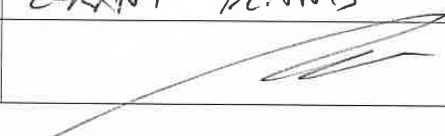
**Note: If further space is needed for diagrams and/ or information, please attach to completed form.**

|   |   |               |
|---|---|---------------|
|  |   |               |
| I, the undersigned, declare the information I have provided is true and correct     |   |               |
| Name: GRANT PENNIS  | Signature:  | Date: 17/7/25 |

**Witness Details**

|  |                   |             |         |
|--|-------------------|-------------|---------|
| Surname:   | WATTS             | First Name: | CAMERON |
| Contact Details:   |                   |             |         |
| Relationship to Council:   | WORKSHOP MANAGER. |             |         |
| Statement:   |                   |             |         |
| ITEM TAKEN FROM DESK DRAWER BETWEEN<br>3:30PM 15/07/25 AND 7:30AM 16/07/25.<br>\$595.20 + RECEIPT BOOK |                   |             |         |
| Signature  |                   |             | Date    |

**Supervisor/ Manager Comments**

|   |   |  |          |
|---|---|--|----------|
| WONT STORE CASH OVERNIGHT AGAIN<br>CHECKED SECURITY FOOTAGE NO OBVIOUS ACCESS |   |  |          |
| Name  | GRANT DENNIS  |  |          |
| Signature   |  |  | Date     |
|   |   |  | 17/07/25 |

**N.B. This form is to be treated as CONFIDENTIAL. Please retain the original and forward a copy to WHS for central recording and reporting**

**Investigation**

|   |                              |  |
|---|------------------------------|--|
| Is WHS Queensland required to be notified of this incident?               | <input type="checkbox"/> Yes | <input checked="" type="checkbox"/> No |
| If yes, have they been notified?  | <input type="checkbox"/> Yes | <input checked="" type="checkbox"/> No |
| Is the Electrical Safety Office required to be notified of this incident? | <input type="checkbox"/> Yes | <input checked="" type="checkbox"/> No |
| If yes, have they been notified?  | <input type="checkbox"/> Yes | <input checked="" type="checkbox"/> No |
| Will an ICAM be completed for this incident?                              | <input type="checkbox"/> Yes | <input type="checkbox"/> No            |

|                       |   |   |         |
|-----------------------|---|---|---------|
| Investigation Methods | <input checked="" type="checkbox"/> Verbal interview/s <input type="checkbox"/> Written statements <input type="checkbox"/> Examination of accident site <input type="checkbox"/> CCTV review<br><input type="checkbox"/> Other:  |   |         |
| Causal factors        | <input type="checkbox"/> People <input type="checkbox"/> Equipment/ Plant <input type="checkbox"/> Environment <input checked="" type="checkbox"/> Processes/ Procedures <input type="checkbox"/> Organisational  |   |         |
| Recommendations       | <input checked="" type="checkbox"/> Elimination<br><input type="checkbox"/> Substitution<br><input type="checkbox"/> Isolation<br><input type="checkbox"/> Engineering<br><input type="checkbox"/> Administrative<br><input type="checkbox"/> Personal protective equipment | <b>Describe corrective actions</b><br>NO CASH STORAGE |         |
| Investigator Name     | CRANT DENNIS  |   |         |
| Signature             |   | Date  | 17/7/25 |

**Corrective Actions**

N.B. Actions to coordinated by the supervisor/manager in consultation with WHS

|                                |   |   |   |
|--------------------------------|---|---|---|
| Confirm actions                | Are all recommendations accepted?   | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No   |
| Additional actions to be taken | NO CASH STORAGE AT WORKSHOP   |   |   |
| Actions completed              | Are all actions completed?  | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No   |
| Monitor/ Review                | Remaining hazards transferred to the risk register for monitoring/review:   | <input type="checkbox"/> Yes            | <input type="checkbox"/> No <input checked="" type="checkbox"/> N/A |
| Outstanding actions            | All outstanding actions noted against hazards in the risk register:   | <input type="checkbox"/> Yes            | <input type="checkbox"/> No <input checked="" type="checkbox"/> N/A |
| Communication                  | <input checked="" type="checkbox"/> Incident reporter notified of outcomes on <u>17/07/25</u><br><input type="checkbox"/> Have lessons learned been communicated to the organisation <u>    /    /    </u><br>Responsible Person: _____ |   |   |

### Fuel Sales

#### Tuesday 15th July 2025

|                        |         |        | Liters | At \$ 2.60 |
|------------------------|---------|--------|--------|------------|
| Meter readings Before: | Diesel: | 116313 | 5      | \$ 13.00   |
|                        |         |        | 10     | \$ 26.00   |
|                        |         |        | 20     | \$ 52.00   |
|                        |         |        | 30     | \$ 78.00   |
|                        |         |        | 40     | \$ 104.00  |
| Meter Reading End:     | Diesel: | 116571 | 50     | \$ 130.00  |
|                        |         |        | 60     | \$ 156.00  |
|                        |         |        | 70     | \$ 182.00  |
| Diesel Total:          |         | 258    | 80     | \$ 208.00  |
|                        |         |        | 90     | \$ 234.00  |
|                        |         |        | 100    | \$ 260.00  |
| Cash Sales             |         | 258    |        |            |

Fuel Sale: Diesel \$2.60

Litres: Diesel: \$ 670.80 banked \$ 595.20

Note \$100 banked Reciept# 40480  
(PormPanth Required Reciept)

16/07/25 Stolen out of Desk, either  
late 15/07/25 or early 16/07/25  
Stole receipt book also.  
Police event #  
#2501244813



Pormpuraaw Aboriginal Shire Council  
24 Thinraathin St,  
Pormpuraaw  
QLD 4892  
Receipt : 40480      15.07.25 11:09  
TAX INVOICE  
ABN : 34103787081  
From : PPAC

| Detail                          | Amount  |
|---------------------------------|---------|
| Miscellaneous                   | 100.00* |
| Misc Fuel Purchase - \$100      |         |
| Diesel Fuel                     |         |
| Tuesday 15/07/25                |         |
| 1520100 Fuel Depot - Income MUN |         |

|                      |         |
|----------------------|---------|
| * Local.Govt. Charge | \$90.91 |
| * GST                | \$9.09  |

Cashier Pormpuraaw

|        |              |        |
|--------|--------------|--------|
| Cash   | Cheque Total | 100.00 |
| 100.00 | Tendered     | 100.00 |
|        | Change       |        |

Bank :  
Branch:

**Fuel Sales**

**Saturday 12th July 2025**

Meter readings Before:

Diesel: 116313

Meter Reading End:

Diesel: 116571

Diesel Total:

258

| Liters | At \$ 2.60 |
|--------|------------|
| 5      | \$ 13.00   |
| 10     | \$ 26.00   |
| 20     | \$ 52.00   |
| 30     | \$ 78.00   |
| 40     | \$ 104.00  |
| 50     | \$ 130.00  |
| 60     | \$ 156.00  |
| 70     | \$ 182.00  |
| 80     | \$ 208.00  |
| 90     | \$ 234.00  |
| 100    | \$ 260.00  |

Fuel Sale: Diesel \$2.60

TOTAL CASH SALES  
at 695.20  
~~1000~~ (1000) 100.00

Litres:

Diesel: \$690.80 AREA 595.20

116571

258

**11.8 CEO STATUS REPORT**

**Authorisers:** Janelle Menzies

**Attachments:** Nil

**EXECUTIVE SUMMARY**

To provide a status report for Council to 25 July 2025

**RECOMMENDATION**

That the council resolve to receive and note the report.

**OPERATIONAL UPDATE**

I have been appointed as the Treasurer for the PUBSC. I have delegated to the PUBSC Lease to Executive Manager Corporate Services to progress.

Work is continuing on plan for the Council Building and HACC Centre.

The Traditional Owner Group held their pre-incorporation meeting on 3 July 2025 and work is progressing.

I am working on CEO to Employee delegations and almost have those finalised.

2025/26 Budgets and Operational Plans have been completed and adopted by Council

Mustering Tending is WIP and almost complete.

| <b>Funding</b> | <b>Project</b>  | <b>Outcome</b>             |
|----------------|---|----------------------------|
| RDA            | Trunk Infrastructure for new subdivision on northside                                     | Not Successful             |
| RDA            | Trunk Infrastructure for new subdivision on southside                                     | SUCCESSFUL<br>\$13,000,000 |
| QRA            | Enclosing and Air Conditioning the Community Hall so it can be used for a Place of Refuge | WIP                        |
| QRA            | Flood Cameras along Strathgordon Road at Lukin and Coleman Rivers                         | WIP                        |
| RJED           | 1 Assistant Manager & 2 Counter Staff for Bakery  | SUCCESSFUL                 |
| RJED           | 4 Culture and Land Management Staff to maintain the Landfill and Cemeteries               | SUCCESSFUL                 |

|      |                            |                |
|------|----------------------------|----------------|
| RJED | 1 Radio Operator           | Not Successful |
| DES  | Shed for Battery Recycling | WIP            |

**25 May to 25 July**

**Future Council Events**

| <b>Date</b>       | <b>Event / Meeting</b>                       | <b>Location</b> | <b>Attendees</b> |
|-------------------|--|-----------------|------------------|
| 28 Jul-1 Aug 2025 | Cert III Water being delivered in Pormpuraaw | Pormpuraaw      |                  |
| 28 Jul 2025       | Council Briefing                             | Pormpuraaw      | Council          |
| 29 Jul 2025       | TWG Meeting                                  | Teams           | Council          |
| 30 Jul 2025       | Council Meeting                              | Pormpuraaw      | Council          |
| 30 Jul 2025       | Housing Plan Meeting                         | Pormpuraaw      | Council          |
| 11 Aug 2025       | Council Briefing                             | Pormpuraaw      | Council          |
| 11-15 Aug 2025    | External Audit                               | Cairns          |                  |
| 25 Aug 2025       | Council Briefing                             | Pormpuraaw      | Council          |
| 27 Aug 2025       | Council Meeting                              | Pormpuraaw      | Council          |
| 8 Sep 2025        | Council Briefing                             | Pormpuraaw      | Council          |
| 3 Sep 2025        | TCICA  | Cairns          | Mayor & CEO      |
| 22 Sep 2025       | Council Briefing                             | Pormpuraaw      | Council          |
| 24 Sep 2025       | Council Meeting                              | Pormpuraaw      | Council          |
| 6 Oct 2025        | Kings Birthday Public Holiday                |                 |                  |
| 15 Oct 2025       | Council Meeting                              | Pormpuraaw      | Council          |
| 20-26 October     | ILF & LGAQ Conference                        | Gold Coast      | Council          |
| 3 Nov 2025        | Council Briefing                             | Pormpuraaw      | Council          |
| 11 Nov 2025       | Cape York Road Package                       | Cairns/Teams    | Mayor & CEO      |
| 17 Nov 2025       | Council Briefing                             | Pormpuraaw      | Council          |
| 26 Nov 2025       | Council Meeting                              | Pormpuraaw      | Council          |
| 1 Dec 2025        | Council Briefing                             | Pormpuraaw      | Council          |
| 15 Dec 2025       | Council Briefing                             | Pormpuraaw      | Council          |
| 17 Dec 2025       | Council Meeting                              | Pormpuraaw      | Council          |



## **12 EXECUTIVE MANAGER OF CORPORATE SERVICES REPORTS**

### **12.1 CORPORATE SERVICES REPORT FINANCIAL STATEMENTS FOR PERIOD ENDED 30.06.2025**

**Author:** Tracey Graham (Executive Manager of Corporate Services)

**Authorisers:** Janelle Menzies

**Attachments:** 1. Finance Report for Period Ended 30.6.2025 [12.1.1 - 10 pages]

#### **EXECUTIVE SUMMARY**

To provide Council with the financial statements for the period ended 30 June 2025.

---

#### **RECOMMENDATION**

That Council resolves to receive and note the financial statements for the period ended 30 June 2025.

#### **DISCUSSION**

A summary of the financial statements for the period ended 30 June 2025 is as follows:

1. Operating revenue was \$27.58 million, \$3.55 million above budget.
2. Operating expenses were \$4.89 million lower than budgeted at a total of \$18.57 million, resulting in an operating position of \$8.45 million, which is \$7.89 million favourable than budgeted.
3. Capital items showed a negative variance, with actual capital revenue at \$11.71 million against a budget of \$20.04 million.
4. Council's cash position shows unconstrained funds of \$62.07 million.
5. Aged debt amounts to \$314,263 outstanding over 60 days.
6. Overall, the Council's financial performance shows a strong operating position, but challenges remain in capital revenue and capital project completion.

#### **REPORT ATTACHED**

## FINANCIAL STATEMENTS FOR THE PERIOD ENDED 30 JUNE 2025

**RECOMMENDATION:**

That Council notes and accepts the financial statements for the period ended 30 June 2025.

**EXECUTIVE SUMMARY:**

This report contains the draft financial statements for the period ended 30 June 2025.

Council’s annual financial statements are in the process of being finalised and are subject to audit.

A final set of accounts for 2024/25 will be presented to Council in September.

| <b>FINANCIAL STATEMENTS AT A GLANCE</b> |                     |                     |                  |
|---|---------------------|---------------------|------------------|
|   | Actual<br>YTD<br>\$ | Budget<br>YTD<br>\$ | Variance<br>\$   |
| Total operating revenue                 | 27,577,945          | 24,021,200          | 3,556,745        |
| Total operating expenses                | 18,567,533          | 23,462,990          | 4,895,457        |
| <b>Operating Position</b>               | <b>9,010,413</b>    | <b>558,210</b>      | <b>8,452,203</b> |
| Capital items                           | 11,521,165          | 13,657,118          | (2,135,953)      |
| <b>Net Result</b>                       | <b>20,531,577</b>   | <b>14,215,328</b>   | <b>6,316,249</b> |
| <b>Capital Works Program</b>            |                     |                     |                  |
| YTD - 2024/25 capital                   | 14,363,585          | 23,540,084          | 9,176,499        |
| Full project life capital costing       | 15,299,309          | 40,180,017          | 24,880,708       |

The draft financial statements presented are a snapshot, but do not include all revenue related to recurrent contract assets or the movements related to the impairment and revaluation of assets.

Points of interest to note for the month include the following:

- Council received an early payment for the 2025/26 Financial Assistance grant payment of \$2.64M in June. This will impact the 2025/26 Budget and operating results of both 2024/25 & 2025/26 financial years.
- \$14.8M was received for Residential Activation Fund R1 for the development of 20 community lots for future housing.
- \$2.25M was received in June for Remote Capital Funding Schedule 4 & 5 for the build of more community housing (extensions & granny flats).

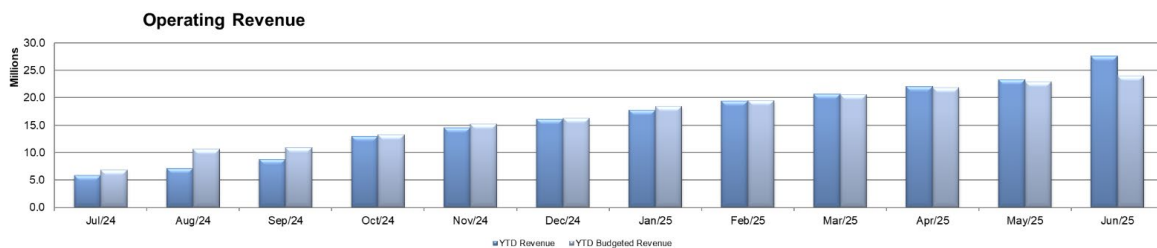
The \$17 million received for housing reflects an increase in Council’s cash at bank that is offset by an increase in contract liabilities by \$17 million for these funding agreements.

**DETAILED REVIEW OF REVENUE & EXPENDITURE**

|                              | <b>ACTUAL<br/>YTD</b> | <b>ORIGINAL<br/>BUDGET<br/>YTD</b> | <b>VARIANCE</b>    | <b>VARIANCE</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 24/25</b> |
|------------------------------|-----------------------|------------------------------------|--------------------|-----------------|---|
|                              | <b>\$</b>             | <b>\$</b>                          | <b>\$</b>          | <b>%</b>        | <b>\$</b>                               |
| <b>Recurrent Revenue</b>     |                       |                                    |                    |                 |   |
| Levies & charges             | 531,999               | 534,821                            | (2,822)            | -1%             | 534,821                                 |
| Fees & charges               | 502,010               | 343,300                            | 158,710            | 46%             | 343,300                                 |
| Rental income                | 1,741,182             | 1,285,000                          | 456,182            | 36%             | 1,285,000                               |
| Interest received            | 3,350,793             | 2,062,500                          | 1,288,293          | 62%             | 2,062,500                               |
| Sales revenue                | 7,341,824             | 8,727,990                          | (1,386,166)        | -16%            | 8,727,990                               |
| Other incomes                | 243,131               | 139,500                            | 103,631            | 74%             | 139,500                                 |
| Grants & Subsidies           | 13,867,007            | 10,928,089                         | 2,938,918          | 27%             | 10,928,089                              |
|                              | <b>27,577,945</b>     | <b>24,021,200</b>                  | <b>3,556,745</b>   | <b>15%</b>      | <b>24,021,200</b>                       |
| <b>Recurrent Expenditure</b> |                       |                                    |                    |                 |   |
| Employees costs              | 5,413,182             | 7,795,210                          | 2,382,028          | 31%             | 7,795,210                               |
| Materials and services       | 7,383,944             | 9,453,592                          | 2,069,648          | 22%             | 9,453,592                               |
| Finance costs                | 86,572                | 65,750                             | (20,822)           | -32%            | 65,750                                  |
| Depreciation                 | 5,683,836             | 6,148,438                          | 464,602            | 8%              | 6,148,438                               |
|                              | <b>18,567,533</b>     | <b>23,462,990</b>                  | <b>4,895,457</b>   | <b>21%</b>      | <b>23,462,990</b>                       |
| <b>Operating Result</b>      | <b>9,010,413</b>      | <b>558,210</b>                     | <b>8,452,203</b>   | <b>1514%</b>    | <b>558,210</b>                          |
| <b>Capital</b>               |                       |                                    |                    |                 |   |
| Capital Revenue              | 28,076                | -                                  | 28,076             | 100%            | -                                       |
| Capital Grants & Subsidies   | 11,682,381            | 20,041,875                         | (8,359,494)        | -42%            | 20,041,875                              |
| Capital Expense              | (189,293)             | (6,384,757)                        | 6,195,464          | -100%           | (6,384,757)                             |
|                              | <b>11,521,165</b>     | <b>13,657,118</b>                  | <b>(2,135,953)</b> | <b>-16%</b>     | <b>13,657,118</b>                       |
| <b>Result After Capital</b>  | <b>20,531,577</b>     | <b>14,215,328</b>                  | <b>6,316,249</b>   | <b>44%</b>      | <b>14,215,328</b>                       |

**OPERATING REVENUE:**

Operating revenue is \$27.58M, 15% favourable to budget. The favourable variance is mainly due to the \$2.64M early FA grant payment that was not included in the 2024/25 budget.

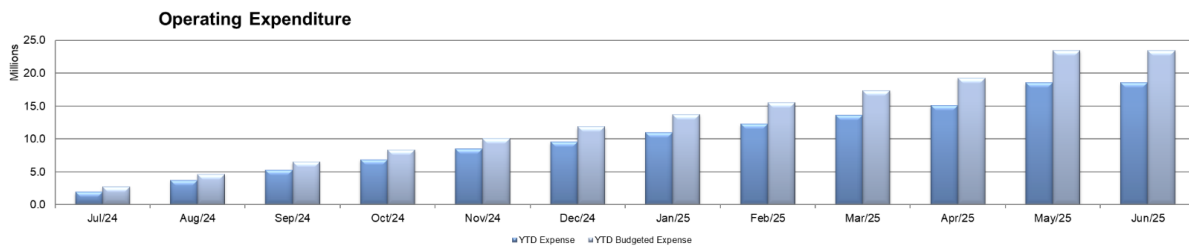


Other notable variances in operating revenue are as follows:

| Variance | Income Category   | Reason   |
|----------|-------------------|--|
| \$456K   | Rental income     | Accommodation revenue is more than forecasted due to requirements of a large stakeholder project.  |
| \$1.3M   | Interest received | Interest rates forecasted were conservative with an expected drop in the beginning of the year. This aligned with the economic forecast at the time.   |
| -\$1.4M  | Sales revenue     | <p>\$595K variance in concrete batching revenue is more than expected due to a large stakeholder project.</p> <p>-\$1.1M variance in private works revenue, mainly due to repairs &amp; maintenance works being less than forecasted.</p> <p>-\$595K variance in carbon credit sales due to the timing of ACCUs sales.</p> <p>-\$241K for less than expected fuel income.</p> <p>-\$138K variance in other sales of goods mainly to the budgeted bakery sales as well as less than expected admin store sales.</p> |

**OPERATING EXPENDITURE:**

Operating expenditure is \$18.6M, compared to the budget of \$23.5M, \$4.9M less than budgeted.



The major drivers of this variance are as follows:

| Variance | Expense Category       | Reason   |
|----------|------------------------|--|
| \$2.38M  | Employee costs         | Employee costs are less than budgeted due to excessive absenteeism through the organisation. There have also been vacancies within the Council, notably with executive management roles vacant this financial year   |
| \$2.07M  | Materials and services | <p>Administration supplies are \$634K less than budget.</p> <p>Grants repaid is \$661K less than budget, that relates to the Indigenous Employment Initiative funding.</p> <p>Carbon abatement fee is \$140K less than budget.</p> <p>Cost of fuel stock is \$208K less than budget.</p> <p>Consultant expenses are \$146K less than budget.</p> |

**Awarded Contracts > \$200,000.00 (GST Exclusive)**

There are no contracts awarded over \$200,000.00 in the month of June.

**CAPITAL EXPENDITURE:**

The capital expenditure as at end of June is \$14,363,585. Council's capital works program for 2024/25 is as follows:

- Airport: New light pole, concreting downlights (WIP)
- Bakery: Upgrade works (Completed)
- Contractor Camp: Ablution unit and donga renewals (WIP)
- DHPW: New Community Houses (Completed)
- DRFA: Restoration of Roads 2023 Wet Weather Events (Completed)
- DRF R1: Airport Upgrade (WIP)
- ICCIP: Sewerage Macerator, Plastic screen system (Completed)
- L&S Guesthouse: New solar hot water system, Bathroom refurbishment (Yet to start)
- LGGSP: New Staff Housing (Completed)
- LRCl: Front Beach amenities renewal (WIP), Community Hall Refurbishment (WIP), Murrays Creek Crossing floodway upgrade (Completed)
- Council Plant: Isuzu MUX (x2), Toyota Hilux, Isuzu D-Max, Isuzu NPR 75-190, Isuzu NPR 65-190, Water Truck, Mini Excavator, 2.5T Forklift, Grader gearbox, Flail mower attachment, Small boat for sewer ponds (WIP)
- QRRRF: ARNI purchase and implementation (ARNI delivered)
- R2R: Road Upgrades (Completed)
- Sewerage: Engineer and install an A frame with an endless chain (Yet to start)
- Staff Houses Upgrade works (Completed)
- W4QR4: New Staff Housing (Completed)
- TIDS Strathgordon Rd Stabilise & Seal (1.1KM) (Completed)  
Strathgordon Rd (41.1) Floodway Extension 160m2 (Completed)  
Strathgordon Rd - Murray Crossing Extension (Completed)
- W4QR5: Main Road Camp upgrades  
Admin Store upgrades  
Fencing to staff housing  
Power & fencing to the batching plant  
Airport building & house upgrades  
Campground amenities & shelter refurbishment  
New shed & power supply upgrades to the Water Treatment Plant  
Sewerage infrastructure upgrades  
Power to the Sportsfield with amenities upgrades (WIP)

The build of the staff houses was completed in June that was funded by the LGGSP & Works for Queensland grants. The paving project undertaken with Roads to Recovery funding was started and completed in June.

|                    | YTD Actual        | Budget 24/25      | Overall Budget    | WIP 23/24      |
|--------------------|-------------------|-------------------|-------------------|----------------|
| Airport            | 105               | 20,000            | 20,000            |                |
| Bakery             | 208,781           | 211,800           | 230,000           | 16,098         |
| Contractors Camp   | 214,627           | 250,000           | 250,000           |                |
| Council Roads      | 71,947            | -                 | -                 |                |
| DHPW               | 4,602,306         | 5,602,490         | 5,928,236         | 876,137        |
| Don't Buy Sly Grog | 16,028            | -                 | -                 |                |
| DRF R1             | -                 | 1,863,152         | 14,917,375        |                |
| DRFA               | 2,057,308         | 5,734,423         | 7,234,687         | 12,600         |
| ICCIP              | 614,741           | 637,760           | 637,760           |                |
| L&S                | -                 | 38,000            | 38,000            |                |
| LGGSP              | 2,066,434         | 2,018,699         | 2,045,710         | 30,890         |
| LRCI               | 302,601           | 389,386           | 389,386           |                |
| Capital Plant      | 1,267,834         | 1,171,000         | 1,147,000         |                |
| QRRRF              | 166,675           | 186,427           | 186,427           |                |
| R2R                | 321,920           | 434,622           | 2,173,111         |                |
| Sewerage           | -                 | 30,000            | 30,000            |                |
| Staff Houses       | 10,032            | 70,000            | 70,000            |                |
| TIDS               | 595,928           | 296,615           | 296,615           |                |
| W4QR4              | 1,791,823         | 2,045,710         | 2,045,710         |                |
| W4QR5              | 54,496            | 2,540,000         | 2,540,000         |                |
| <b>Grand Total</b> | <b>14,363,585</b> | <b>23,540,084</b> | <b>40,180,017</b> | <b>935,724</b> |

The AirBridge Rapid Network Infrastructure (ARNI) control unit has been delivered under the QRRRF funding. Council has purchased the Toyota Hilux, Isuzu D-Max & MUX, 2.5T Forklift, Water Truck, Excavator, Garbage Truck and two Fuso trucks.

**COUNCIL CASH POSITION**

**Council's Unconstrained Funds**

Porpuraaw Aboriginal Shire Council  
As of 30 June, 2025

|  | \$                | \$                       |
|--|-------------------|--------------------------|
| Cash At Bank   | 18,661,807        |                          |
| QTC - Investment                                     | <u>70,879,592</u> | 89,541,400               |
| Trade Debtors  | 1,507,237         |                          |
| Provision Doubtful Debts                             | <u>(173,466)</u>  | 1,333,771                |
| Less: Trade Creditors                                |                   | (2,605,432)              |
| Less: Tied Grant Funds                               |                   | (24,493,739)             |
| Less: Current Commitments                            |                   | (1,808,751)              |
| Adjustment for major commitments of tied grant funds |                   | 100,871                  |
| <b>Total Unconstrained Funds</b>                     |                   | <b><u>62,068,119</u></b> |

Please see Appendix A: Statement of Financial Position for further details on Council's assets, liabilities, and community equity.

**Summary of Council’s Aged Debt**

Council aims to minimise the amount of outstanding monies owed through regular review of debtor accounts and systematic engagement with our debtors.

As at the end of June 2025, \$314,263 is outstanding over 60 days.

Below is a snapshot of the significant aged debt:

|          |                           |  |
|----------|---------------------------|--|
| \$94,534 | For service levies & rent | Negotiations through legal representation is not progressing. No resolution has been achieved to date. The Council premise has now been vacated.   |
| \$54,815 | For service levies        | A commercial property is in arrears. Understanding has been achieved between the Council and debtor with payments being made towards the aged debt, however repayments have become sporadic.   |
| \$54,754 | For service levies        | Debtor is a state department that is disputing the service levies. Council has escalated the matter, and it is currently under the final review by the state department. The matter is still progressing as at 30 <sup>th</sup> of June 2025.                                      |
| \$97,226 | For service levies        | This debt relates to the service levies for 19 homeownership leasee properties within community. There are 20 accounts, 9 properties have payments recorded with 2 accounts paid in full and 4 others on currently on payment plans. For 11 properties no payments have been made. |

**FINANCIAL SUSTAINABILITY STATEMENT**

The Department of State Development, Infrastructure, Local Government and Planning (DSDILGP) financial sustainability ratios have been provided as an indication of Council’s performance against key financial sustainability criteria.

There are eight ratios that review sustainability measures across the categories of:

- Financial capacity
- Operating Performance
- Liquidity
- Asset management

The three asset management ratios and the population growth ratio will be presented to Council at end of year.

Below is an overview of Pompokuraaw’s sustainability measures for June 2025.

| Type                  | Measure                                      | Target                | Actual 24/25     | 5-Year Average |
|-----------------------|--|-----------------------|------------------|----------------|
| Financial Capacity    | <b>Council Controlled Revenue Ratio</b>      | No target             | <b>3.75%</b>     | <b>3.34%</b>   |
| Operating Performance | <b>Operating Surplus Ratio</b>               | Greater than 0%       | <b>32.7%</b>     | <b>2.69%</b>   |
| Operating Performance | <b>Operating Cash Ratio</b>                  | Greater than 0%       | <b>53.3%</b>     | <b>35.73%</b>  |
| Liquidity             | <b>Unrestricted Cash Expense Cover Ratio</b> | Greater than 4 months | <b>61 months</b> | -              |

**Council Controlled Revenue Ratio – An Indicator of Financial Flexibility**

Council controlled revenue is an indicator of Council’s financial flexibility, ability to influence its operating income and capacity to respond to unexpected financial shocks. This ratio is calculated by adding service levies plus statutory fees & charges and dividing by the total operating revenue.

**Operating Surplus Ratio – A Measure of Sustainability**

This ratio is a measure of a local government’s ability to cover its operational costs and have revenues available for capital funding or other purposes. This ratio is calculated by dividing the operating result by the total recurrent revenue being principally operating grants, sales revenue, interest and rental income.

**Operating Cash Ratio**

The operating cash ratio is a measure of Council’s ability to cover its core operational expenses and generate a cash surplus excluding depreciation and finance costs. The ratio is calculated by adding the operating result plus depreciation and finance cost divided by total operating revenue.

**Unrestricted Cash Expense Cover Ratio**

The unrestricted cash expense cover ratio is an indicator of the unconstrained cash available to meet ongoing and emergent financial demands. The ratio is calculated by adding total cash and current investments less externally restricted cash (grants) divided by operating expenditure (less depreciation and finance costs).

The result represents the number of months Council can continue operating based on current monthly expenses. This measure is to be present to Council as a single-year result only.

**COUNCIL GRANT REVIEW**

Pormpuraaw Aboriginal Shire Council

Tied Grants by Project

For the Month Ended 30 June 2025

|  | Balance<br>1/07/2024 | Revenue          | Council<br>Contribution | Expense            | Balance         |
|--|----------------------|------------------|-------------------------|--------------------|-----------------|
|  | \$                   | \$               | \$                      | \$                 | \$              |
| <b>Commonwealth Government Grants</b>  |                      |                  |                         |                    |                 |
| <b>Commonwealth Government Allocation</b>  |                      |                  |                         |                    |                 |
| <i>Financial Assistance Grant</i>  | -                    | 7,689,814        | -                       | (7,689,814)        | -               |
| <b>Total</b>   | <b>-</b>             | <b>7,689,814</b> | <b>-</b>                | <b>(7,689,814)</b> | <b>-</b>        |
| <b>Department of Infrastructure, Transport, Regional Development,<br/>Communications, Sport &amp; The Arts</b> |                      |                  |                         |                    |                 |
| <i>Roads to Recovery</i>   | -                    | 348,000          | -                       | (321,920)          | 26,080          |
| <i>Local Roads &amp; Community Infrastructure Program - Phase 3</i>  | (103,336)            | 103,336          | -                       | -                  | -               |
| <i>Local Roads &amp; Community Infrastructure Program - Phase 4</i>  | -                    | 233,632          | 370                     | (309,495)          | (75,492)        |
| <b>Total</b>   | <b>(103,336)</b>     | <b>684,968</b>   | <b>370</b>              | <b>(631,415)</b>   | <b>(49,413)</b> |
| <b>Department of Health &amp; Aged Care</b>  |                      |                  |                         |                    |                 |
| <i>CHSP Home Support Programme (HACC)</i>  | 17,658               | 428,696          | 28,311                  | (418,614)          | 56,051          |
| <i>Support at Home &amp; New Aged Care Act Transition Funding</i>  | -                    | 10,000           | -                       | -                  | 10,000          |
| <i>Indigenous Employment Initiative (IEI) - Aged Care</i>  | 713,794              | 557,221          | -                       | (616,866)          | 654,149         |
| <b>Total</b>   | <b>731,452</b>       | <b>995,917</b>   | <b>28,311</b>           | <b>(1,035,480)</b> | <b>720,200</b>  |
| <b>Department of Climate Change, Energy, the Environment and Water</b>   |                      |                  |                         |                    |                 |
| <i>Indigenous Protected Areas (IPA) Program</i>  | -                    | 329,128          | -                       | (7,412)            | 321,716         |
| <b>Total</b>   | <b>-</b>             | <b>329,128</b>   | <b>-</b>                | <b>(7,412)</b>     | <b>321,716</b>  |
| <b>Services Australia</b>  |                      |                  |                         |                    |                 |
| <i>Centrelink Agency</i>   | -                    | 43,275           | 11,249                  | (54,524)           | -               |
| <b>Total</b>   | <b>-</b>             | <b>43,275</b>    | <b>11,249</b>           | <b>(54,524)</b>    | <b>-</b>        |
| <b>Total - Commonwealth Govt Grants</b>  | <b>628,117</b>       | <b>9,743,102</b> | <b>39,930</b>           | <b>(9,418,645)</b> | <b>992,504</b>  |
| <b>State Government Grants</b>   |                      |                  |                         |                    |                 |
| <b>Department of Environment, Tourism, Science &amp; Innovation</b>  |                      |                  |                         |                    |                 |
| <i>QIL&amp;S Ranger Program</i>  | 49,333               | 797,590          | -                       | (728,366)          | 118,557         |
| <b>Total</b>   | <b>49,333</b>        | <b>797,590</b>   | <b>-</b>                | <b>(728,366)</b>   | <b>118,557</b>  |
| <b>Queensland Police Service</b>   |                      |                  |                         |                    |                 |
| <i>State Emergency Services</i>  | -                    | 14,011           | -                       | (14,011)           | -               |
| <b>Total</b>   | <b>-</b>             | <b>14,011</b>    | <b>-</b>                | <b>(14,011)</b>    | <b>-</b>        |
| <b>Department of Justice</b>   |                      |                  |                         |                    |                 |
| <i>Community Justice Group</i>   | 108,274              | 267,464          | -                       | (250,677)          | 125,060         |
| <b>Total</b>   | <b>108,274</b>       | <b>267,464</b>   | <b>-</b>                | <b>(250,677)</b>   | <b>125,060</b>  |
| <b>State Library of Queensland</b>   |                      |                  |                         |                    |                 |
| <i>Indigenous Knowledge Centres</i>  | -                    | 23,000           | 16,527                  | (36,054)           | 3,473           |
| <i>First Five Forever Program</i>  | -                    | 3,000            | -                       | (1,003)            | 1,997           |
| <b>Total</b>   | <b>-</b>             | <b>26,000</b>    | <b>16,527</b>           | <b>(37,058)</b>    | <b>5,470</b>    |
| <b>Department of Transport and Main Roads</b>  |                      |                  |                         |                    |                 |
| <i>ATSI TIDS Projects</i>  | -                    | 595,928          | -                       | (595,928)          | -               |
| <b>Total</b>   | <b>-</b>             | <b>595,928</b>   | <b>-</b>                | <b>(595,928)</b>   | <b>-</b>        |
| <b>Queensland Health</b>   |                      |                  |                         |                    |                 |
| <i>ATSI Public Health Program</i>  | -                    | 206,096          | -                       | 206,096            | 412,192         |
| <b>Total</b>   | <b>-</b>             | <b>206,096</b>   | <b>-</b>                | <b>206,096</b>     | <b>412,192</b>  |
| <b>Health and Wellbeing Queensland</b>   |                      |                  |                         |                    |                 |
| <i>Discrete Communities Planning Funding</i>   | -                    | 75,315           | -                       | (24,445)           | 50,870          |
| <b>Total</b>   | <b>42,298</b>        | <b>75,315</b>    | <b>-</b>                | <b>(24,445)</b>    | <b>50,870</b>   |
| <b>Department of Agriculture, Fisheries &amp; Forestry</b>   |                      |                  |                         |                    |                 |
| <i>Coastal Clean Up</i>  | 42,298               | -                | -                       | (42,298)           | -               |
| <b>Total</b>   | <b>42,298</b>        | <b>-</b>         | <b>-</b>                | <b>(42,298)</b>    | <b>-</b>        |

**Pormpuraaw Aboriginal Shire Council**

**Tied Grants by Project**

**For the Month Ended 30 June 2025**

|   | <b>Balance<br/>1/07/2024</b> | <b>Revenue</b>    | <b>Council<br/>Contribution</b> | <b>Expense</b>      | <b>Balance</b>    |
|---|------------------------------|-------------------|---------------------------------|---------------------|-------------------|
|   | <b>\$</b>                    | <b>\$</b>         | <b>\$</b>                       | <b>\$</b>           | <b>\$</b>         |
| <b>State Government Grants</b>  |                              |                   |                                 |                     |                   |
| <b>Department of Trade, Employment and Training</b>   |                              |                   |                                 |                     |                   |
| <i>First Start Program</i>  | -                            | 45,000            | -                               | (45,000)            | -                 |
| <b>Total</b>  | <b>-</b>                     | <b>45,000</b>     | <b>-</b>                        | <b>(45,000)</b>     | <b>-</b>          |
| <b>Queensland Reconstruction Authority</b>  |                              |                   |                                 |                     |                   |
| <i>DRFA 2023 Restoration - Kowanyama Rd</i>   | (222,539)                    | 1,014,168         | -                               | (791,629)           | -                 |
| <i>DRFA 2023 Restoration - BAAS Yard Rd</i>   | 50,983                       | 80,859            | -                               | (131,842)           | -                 |
| <i>DRFA 2023 Restoration - Northern Rd</i>  | 533,775                      | 367,771           | -                               | (901,546)           | -                 |
| <i>DRFA 2023 Restoration - Pormpuraaw Rd</i>  | 94,511                       | -                 | (88,870)                        | (5,640)             | -                 |
| <i>DRFA - CAT D Betterment Program</i>  | 124,954                      | 18,466            | 88,870                          | (232,291)           | -                 |
| <i>Qld Resilience &amp; Risk Reduction Fund</i>   | -                            | 61,928            | -                               | (174,882)           | (112,954)         |
| <i>DRF Aerodrome Upgrade</i>  | 4,475,212                    | -                 | -                               | (1,833)             | 4,473,379         |
| <i>DRFA 2025 Emergent Works</i>   | -                            | -                 | -                               | (34,978)            | (34,978)          |
| <i>Get Ready Qld</i>  | (1,356)                      | 6,780             | -                               | (6,780)             | (1,356)           |
| <b>Total</b>  | <b>5,055,539</b>             | <b>1,549,973</b>  | <b>-</b>                        | <b>(2,281,420)</b>  | <b>4,324,092</b>  |
| <b>Department of Women, Aboriginal and Torres Strait Islander Partnerships and Multiculturalism</b> |                              |                   |                                 |                     |                   |
| <i>Splashpark</i>   | (87,500)                     | 350,000           | -                               | (350,000)           | (87,500)          |
| <i>Qld Community Support Scheme</i>   | -                            | 60,571            | -                               | (60,571)            | -                 |
| <i>Community Transport</i>  | -                            | 40,379            | 15,733                          | (56,112)            | -                 |
| <i>Service Enhancement Plan</i>   | (45,000)                     | 25,000            | -                               | -                   | (20,000)          |
| <i>Don't Buy Sly Grog Initiative</i>  | (7,750)                      | 60,000            | -                               | (45,006)            | 7,244             |
| <b>Total</b>  | <b>(140,250)</b>             | <b>535,950</b>    | <b>15,733</b>                   | <b>(511,689)</b>    | <b>(100,256)</b>  |
| <b>Department of Housing</b>  |                              |                   |                                 |                     |                   |
| <i>Forward Remote Capital Program - 7 Social Houses</i>   | 3,053,866                    | -                 | -                               | (3,213,257)         | (159,390)         |
| <i>Remote Capital Program - 3 Social Houses</i>   | 1,405,409                    | -                 | -                               | (1,389,049)         | 16,359            |
| <i>Remote Capital Funding Schedule 4</i>  | -                            | 900,000           | -                               | -                   | 900,000           |
| <i>Remote Capital Funding Schedule 5</i>  | -                            | 1,350,000         | -                               | -                   | 1,350,000         |
| <b>Total</b>  | <b>4,459,275</b>             | <b>2,250,000</b>  | <b>-</b>                        | <b>(4,602,306)</b>  | <b>2,106,969</b>  |
| <b>Department of Sport, Racing and Olympic and Paralympic Games</b>                                 |                              |                   |                                 |                     |                   |
| <i>Deadly Active Sport &amp; Recreation Program</i>   | -                            | 63,000            | -                               | (63,000)            | -                 |
| <b>Total</b>  | <b>-</b>                     | <b>63,000</b>     | <b>-</b>                        | <b>(63,000)</b>     | <b>-</b>          |
| <b>Department of State Development &amp; Planning</b>   |                              |                   |                                 |                     |                   |
| <i>Residential Activation Fund</i>  | -                            | 14,821,108        | -                               | -                   | 14,821,108        |
| <b>Total</b>  | <b>-</b>                     | <b>14,821,108</b> | <b>-</b>                        | <b>-</b>            | <b>14,821,108</b> |
| <b>Department of Local Government, Water and Volunteers</b>   |                              |                   |                                 |                     |                   |
| <i>Indigenous Council Funding</i>   | -                            | 2,649,230         | -                               | (2,649,230)         | -                 |
| <i>LGSP - New Staff Duplex Complex</i>  | 392,110                      | -                 | 914,647                         | (2,255,727)         | (948,970)         |
| <i>Works for Queensland 2021-2024</i>   | 800,000                      | 640,000           | 191,823                         | (1,791,823)         | (160,000)         |
| <i>Works for Queensland 2024-2027</i>   | -                            | 1,200,000         | -                               | (54,496)            | 1,145,504         |
| <i>ICCP</i>   | 458,098                      | -                 | -                               | (614,741)           | (156,643)         |
| <b>Total</b>  | <b>1,650,208</b>             | <b>4,489,230</b>  | <b>1,106,469</b>                | <b>(7,366,016)</b>  | <b>(120,109)</b>  |
| <b>Total - State Govt Grants</b>  | <b>11,224,677</b>            | <b>25,736,665</b> | <b>1,138,729</b>                | <b>(16,356,119)</b> | <b>21,743,952</b> |
| <b>Other Grant Providers</b>  |                              |                   |                                 |                     |                   |
| <b>Local Government Association of Queensland - LGAQ</b>  |                              |                   |                                 |                     |                   |
| <i>Rapid Low Earth Orbit (LEO) Program</i>  | (17,383)                     | 45,000            | -                               | (27,617)            | -                 |
| <b>Total</b>  | <b>(17,383)</b>              | <b>45,000</b>     | <b>-</b>                        | <b>(27,617)</b>     | <b>-</b>          |
| <b>Cape York Natural Resource Management</b>  |                              |                   |                                 |                     |                   |
| <i>Nest to Ocean R8 (Turtle Program) CY411</i>  | -                            | -                 | -                               | (20,000)            | (20,000)          |
| <i>Nest to Ocean (Turtle Program) CY397</i>   | 5,395                        | 11,500            | -                               | (16,895)            | -                 |
| <b>Total</b>  | <b>5,395</b>                 | <b>11,500</b>     | <b>-</b>                        | <b>(36,895)</b>     | <b>(20,000)</b>   |
| <b>Total Other Grant Providers</b>  | <b>(11,988)</b>              | <b>56,500</b>     | <b>-</b>                        | <b>(64,512)</b>     | <b>(20,000)</b>   |
| <b>Total Grants</b>   | <b>11,840,805</b>            | <b>35,536,267</b> | <b>1,178,659</b>                | <b>(25,839,276)</b> | <b>22,716,456</b> |
| <b>Add back negative (unclaimed ) grant balances</b>  | <b>484,864</b>               |                   |                                 |                     | <b>1,777,284</b>  |
| <b>Unspent grant revenue</b>  | <b>12,325,669</b>            |                   |                                 |                     | <b>24,493,739</b> |

**APPENDIX A: STATEMENT OF FINANCIAL POSITION**

**Pormpuraaw Aboriginal Shire Council  
Statement of Financial Position  
As at 30 June 2025**

|                                      | <b>2024/25</b>     |
|--------------------------------------|--------------------|
|                                      | <b>\$</b>          |
| <b>Current assets</b>                |                    |
| Cash At Bank                         | 18,661,807         |
| Cash - Trust Account                 | 360,870            |
| Cash - QTC Account                   | 70,879,592         |
| Receivables                          | 1,333,771          |
| Contract Asset                       | 1,640,609          |
| Inventories                          | 536,213            |
| <b>Total current assets</b>          | <u>93,412,863</u>  |
| <b>Non-current assets</b>            |                    |
| Property, plant and equipment        | 170,421,543        |
| Other financial assets               | 12,124,158         |
| <b>Total non-current assets</b>      | <u>182,545,701</u> |
| <b>Total assets</b>                  | <u>275,958,564</u> |
| <b>Current liabilities</b>           |                    |
| Payables                             | 2,605,432          |
| Contract Liability                   | 22,734,264         |
| Provisions                           | 864,551            |
| <b>Total current liabilities</b>     | <u>26,204,246</u>  |
| <b>Non-current liabilities</b>       |                    |
| Provisions                           | 218,070            |
| <b>Total non-current liabilities</b> | <u>218,070</u>     |
| <b>Total liabilities</b>             | <u>26,422,316</u>  |
| <b>Net community assets</b>          | <u>249,536,248</u> |
| <b>Community equity</b>              |                    |
| Asset revaluation surplus            | 140,249,131        |
| Retained surplus                     | 109,287,116        |
| <b>Total community equity</b>        | <u>249,536,248</u> |

## **13 EXECUTIVE MANAGER OF OPERATIONS REPORTS**

Nil

## **14 EXECUTIVE MANAGER OF COMMUNITY SERVICES REPORTS**

Nil

## **15 CONFIDENTIAL ITEMS\***

Nil

### **15.1 PERMISSION TO RESIDE**

### **15.2 END OF CEO PROBATIONERY**

#### **CONFIDENTIAL REASONS**

As required under Section 254J(3) of the *Local Government Act 2009*, this item is considered confidential due to the following reason(s):

(a) the appointment, discipline or dismissal of the chief executive officer.

#### **EXECUTIVE SUMMARY**

Council to review the CEO's performance and decide whether CEO's probationary period is successful or not.

#### **RECOMMENDATION**

That the Council resolve to approve / not approve the Chief Executive Officer's probationary Period and to develop a 12month performance plan.

### **15.3 SUPPORT FOR RAES APPLICATION**

#### **CONFIDENTIAL REASONS**

As required under Section 254J(3) of the *Local Government Act 2009*, this item is considered confidential due to the following reason(s):

(i) a matter the local government is required to keep confidential under a law of, or formal arrangement with, the Commonwealth or a State.

#### **EXECUTIVE SUMMARY**

To provide support for RAES application to National Indigenous Australians Agency.

#### **RECOMMENDATION**

That Council provide support for RAES application to National Indigenous Australians Agency.

## **16 LATE ITEMS**

## **17 TENDERS & QUOTATIONS**

Nil

---

## **18 NOTICE OF MOTION**

## **19 NEXT MEETING**

The next meeting is scheduled for Wednesday 27 August 2025 at 10.00am.

## **20 CLOSE OF MEETING**

The being no further business the Mayor closed the meeting at



# LATE AGENDA

## Ordinary Meeting of Council

30 July 2025

The Mayor and Councillors  
Pormpuraaw Shire Council  
PORMPURAAW QLD 4892

Dear Mayor and Councillors

Reference is hereby made to the Ordinary Meeting of the Pormpuraaw Aboriginal Shire Council scheduled to be held at the Council Chambers, on Wednesday 30 July 2025 commencing at 10:00 am.

An agenda for the Ordinary Meeting was forwarded to all Members on 28 July 2025. In addition to the agenda, please find attached a summary of "Late Items".

Yours faithfully

Janelle Menzies  
Chief Executive Officer



# ORDINARY MEETING OF COUNCIL

Wednesday 30 July 2025  
 Pormpuraaw Aboriginal Shire Council  
 Boardroom  
 24 Thinraathin Street, Pormpuraaw

## TABLE OF CONTENTS LATE AGENDA

Council operates in an environment of public accountability in which it seeks to inform the public of issues under consideration and the nature of decisions made by Council and its committees. Therefore, information should ordinarily be released to the public unless there are compelling reasons which indicate that this is not in the public interest.

At the same time, Council is conscious of the need to handle Council information in a way that promotes and maintains the public’s trust and confidence in the integrity of the local government.

Section 171(3) of the Local Government Act sets out provisions relating to the release of confidential information by councillors. It states:

***A councillor must not release information that the councillor knows, or should reasonably know, is information that is confidential to the local government.***

To assist in this regard the following reports have been bound separately to the **Wednesday 30 July 2025** Agenda Papers:

|   |          |
|---|----------|
| <b>16 LATE ITEMS .....</b>                          | <b>4</b> |
| 16.1 RCG RECRUITMENT DECISION .....                 | 4        |
| 16.2 HAYES RECRUITMENT DECISION .....               | 8        |
| 16.3 APPROVAL FOR CEO TRAVEL AND ANNUAL LEAVE ..... | 15       |
| 16.4 AUDIT COMMITTEE REPORT TO COUNCIL .....        | 18       |
| 16.5 2025 CHRISTMAS SHUTDOWN .....                  | 26       |



## 16 LATE ITEMS

### 16.1 RCG RECRUITMENT DECISION

**Author:** Grant Dennis

**Authorisers:** Janelle Menzies

**Attachments:** 1. Req 56255-56256 RCG Dozer [16.1.1 - 2 pages]

#### KEY OUTCOME

**Strategic Priority:** 5. Organisation - developing our character

**Objective:** 5.1 Ensure Council operates with integrity and transparency in all areas of business, decision making, and reporting.

#### EXECUTIVE SUMMARY

Seeking approval to approve RCG (Robinsons) requisition that exceeds local approval levels.

---

#### RECOMMENDATION

That Council resolve to approve the requisitions for \$242,400.00 and \$69,540.00 for RCG.

#### BACKGROUND

#### OPTIONS

#### CONSULTATIONS (Internal/External)

Recommended by C Watts and other staff

#### INTERESTED PARTIES

Nil

Note: The identification of interested parties is provided on a best endeavours basis by Council Officers and may not be exhaustive.

#### LEGISLATION / LEGAL IMPLICATIONS

Nil

#### POLICY IMPLICATIONS

Type here

---

**FINANCIAL AND RESOURCE IMPLICATIONS**

Nil, good price and local contractor used many times in past.

**ASSET MANAGEMENT IMPLICATIONS**

Nil

**RISK MANAGEMENT IMPLICATIONS**

Nil

**HUMAN RIGHTS CONSIDERATIONS**

Section 4(b) of the Human Rights Act 2019 requires public entities to act and make decisions in a way compatible with human rights. The Human Rights Act 2019 requires public entities to only limit human rights in certain circumstances. The human rights protected under the Human Rights Act 2019 are not absolute. This means that the rights must be balanced against the rights of others and public policy issues of significance.

In the decision-making process, Council is to consider the 23 human rights:

- |   |  |
|---|--|
| 1. Recognition and equality before the law;                           | 13. Cultural rights—generally;   |
| 2. Right to life;   | 14. Cultural rights—Aboriginal peoples and Torres Strait Islander Peoples; |
| 3. Protection from torture and cruel, inhuman or degrading treatment; | 15. Right to liberty and security of person;                               |
| 4. Freedom from forced work;  | 16. Humane treatment when deprived of liberty;                             |
| 5. Freedom of movement;   | 17. Fair hearing;  |
| 6. Freedom of thought, conscience, religion and belief;               | 18. Rights in criminal proceedings;  |
| 7. Freedom of expression;   | 19. Children in the criminal process;                                      |
| 8. Peaceful assembly and freedom of association;                      | 20. Right not to be tried or punished more than once;                      |
| 9. Taking part in public life;  | 21. Retrospective criminal laws;   |
| 10. Property rights;  | 22. Right to education;  |
| 11. Privacy and reputation;   | 23. Right to health services.  |
| 12. Protection of families and children;                              |  |

Consideration of the 23 human rights protected under the Human Rights Act 2019 has been undertaken as part of this decision. It has been determined that this decision does not limit human rights.

# INTERNAL USE ONLY

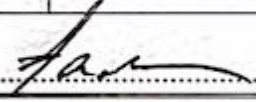
## REQUEST FOR GOODS AND SERVICES

Supplier:.....ROBINSON CIVIL GROUP..... No. R **56255**

Delivery: .....

Instructions:..... Date: 8 1 7 1 2 5

| QUANTITY | - UP TO - DESCRIPTION                  | PRICE (incl. GST) |
|----------|--|-------------------|
| 250      | HRS WET HIRE D7 DOZER @ \$230/HR + GST | \$ 57,500.00      |
| 16       | HRS STAND DOWN @ \$115/HR + GST        | \$ 1,840.00       |
| 24       | HRS OPERATOR TRAVEL @ \$65/HR + GST    | \$ 1,560.00       |
| 48       | HRS MOB/DEMOP @ \$180/HR + GST         | \$ 8,640.00       |
|          |  | \$ 69,540.00      |
|          |  | GST \$ 6,954.00   |
|          | AS PER PASC 2024 - TOB                 | \$ 76,494.00      |

Name of Authorised Officer .....L. ANDERSON..... Signature ..........

Tick which is applicable (these amounts exclude GST)

|   |   |
|---|---|
| <input type="checkbox"/>                                      | \$0 - \$1,000 - 1 verbal or 1 written quote     |
| <input type="checkbox"/>                                      | \$1,001 - \$5,000 - 2 verbal or 1 written quote |
| <input type="checkbox"/>                                      | \$5,001 - \$15,000 - 2 written quotes           |
| <input type="checkbox"/>                                      | \$15,001 - \$200,000 - 3 written quotes         |
| <input type="checkbox"/>                                      | over \$200,000 must go to tender                |
| <input type="checkbox"/>                                      | Official Preferred Supplier Arrangement         |
| Value for money statement - Why did you select this supplier? |   |

Plant / Job / WO No.

Expense No.

Finance

|                         |
|-------------------------|
| 758                     |
| 810                     |
| Approved / Not Approved |

Finance

Signature: .....

# INTERNAL USE ONLY

## REQUEST FOR GOODS AND SERVICES

Supplier: Robinsons Civils Group No. R **56256**

Delivery: .....

Instructions: ..... Date: 8 17 25

| QUANTITY | - UP TO - DESCRIPTION                  | PRICE (incl. GST) |
|----------|--|-------------------|
| 1000     | HRS WET HIRE D7 DOZER @ \$230/HR + GST | \$230,000.00      |
| 40       | HRS STAND DOWN @ \$115/HR + GST        | \$4,600.00        |
| 120      | HRS OPERATOR TRAVEL @ \$65/HR + GST    | \$7,800.00        |
|          |  | \$242,400.00      |
|          |  | GST \$24,240.00   |
|          |  | \$266,640.00      |
|          | AS PER PASC 2024 - T02                 |                   |

Name of Authorised Officer L. ANDERSON Signature [Signature]

Tick which is applicable (these amounts exclude GST)

|  |
|--|
| <input type="checkbox"/> \$0 - \$1,000 - 1 verbal or 1 written quote     |
| <input type="checkbox"/> \$1,001 - \$5,000 - 2 verbal or 1 written quote |
| <input type="checkbox"/> \$5,001 - \$15,000 - 2 written quotes           |
| <input type="checkbox"/> \$15,001 - \$200,000 - 3 written quotes         |
| <input type="checkbox"/> over \$200,000 must go to tender                |
| <input type="checkbox"/> Official Preferred Supplier Arrangement         |
| Value for money statement - Why did you select this supplier?            |

|                      |                         |
|----------------------|-------------------------|
| Plant / Job / WO No. | 758                     |
| Expense No.          | 810                     |
| Finance              | Approved / Not Approved |

Finance Signature: .....

## 16.2 HAYES RECRUITMENT DECISION

**Author:** Grant Dennis

**Authorisers:** Janelle Menzies

**Attachments:**

1. Req 56265 Hays [16.2.1 - 1 page]
2. PASC Labour Rate Proposal 2025 Hays [16.2.2 - 2 pages]
3. Copy of PASC Labour Rate Proposal 2025 [16.2.3 - 2 pages]

### KEY OUTCOME

**Strategic Priority:** 5. Organisation - developing our character

**Objective:** 5.1 Ensure Council operates with integrity and transparency in all areas of business, decision making, and reporting.

### EXECUTIVE SUMMARY

Seeking approval to approve Hayes Requisition requisition that exceeds local approval levels.

### RECOMMENDATION

That Council resolve to approve the requisition for \$100,966.80 for Hays Recruitment.

### BACKGROUND

Requisition exceeds annual preferred supplier limit.

### OPTIONS

Alternative price in attachment

### CONSULTATIONS (Internal/External)

Orion Project Management

### INTERESTED PARTIES

Nil

Note: The identification of interested parties is provided on a best endeavours basis by Council Officers and may not be exhaustive.

### LEGISLATION / LEGAL IMPLICATIONS

Nil

### POLICY IMPLICATIONS

Type here

**FINANCIAL AND RESOURCE IMPLICATIONS**

Nil, cheapest price

**ASSET MANAGEMENT IMPLICATIONS**

Nil

**RISK MANAGEMENT IMPLICATIONS**

Nil

**HUMAN RIGHTS CONSIDERATIONS**

Section 4(b) of the Human Rights Act 2019 requires public entities to act and make decisions in a way compatible with human rights. The Human Rights Act 2019 requires public entities to only limit human rights in certain circumstances. The human rights protected under the Human Rights Act 2019 are not absolute. This means that the rights must be balanced against the rights of others and public policy issues of significance.

In the decision-making process, Council is to consider the 23 human rights:

- |   |  |
|---|--|
| 1. Recognition and equality before the law;                           | 13. Cultural rights—generally;   |
| 2. Right to life;   | 14. Cultural rights—Aboriginal peoples and Torres Strait Islander Peoples; |
| 3. Protection from torture and cruel, inhuman or degrading treatment; | 15. Right to liberty and security of person;                               |
| 4. Freedom from forced work;  | 16. Humane treatment when deprived of liberty;                             |
| 5. Freedom of movement;   | 17. Fair hearing;  |
| 6. Freedom of thought, conscience, religion and belief;               | 18. Rights in criminal proceedings;  |
| 7. Freedom of expression;   | 19. Children in the criminal process;                                      |
| 8. Peaceful assembly and freedom of association;                      | 20. Right not to be tried or punished more than once;                      |
| 9. Taking part in public life;  | 21. Retrospective criminal laws;   |
| 10. Property rights;  | 22. Right to education;  |
| 11. Privacy and reputation;   | 23. Right to health services.  |
| 12. Protection of families and children;                              |  |

Consideration of the 23 human rights protected under the Human Rights Act 2019 has been undertaken as part of this decision. It has been determined that this decision does not limit human rights.











### 16.3 APPROVAL FOR CEO TRAVEL AND ANNUAL LEAVE

**Author:** Janelle Menzies  
**Authorisers:** Janelle Menzies  
**Attachments:** Nil

#### KEY OUTCOME

**Strategic Priority:** {custom-field-strategic-priority}  
**Objective:** {custom-field-objective}

#### EXECUTIVE SUMMARY

For the Council to consider the CEO’s Travel and Annual Leave and consider appointing an acting CEO during the CEO’s leave.

#### RECOMMENDATION

That Council resolve to approve the CEO’s travel to the LGMA Conference in September 2025, LGAQ Conference and annual leave October 2025.

#### BACKGROUND

The CEO is requesting approval to attend the Local Government Managers Association (LGMA) Conference in Brisbane on 9-11 September 2025 and the Local Government Association of Queensland (LGAQ) Conference on the Gold Coast from 19 to 22 October 2024.

Following the LGAQ Conference the CEO would like to apply for leave from 27 October 2025 to 21 November 2025.

The CEO will be attending the LGMA conference with 2 other employees (one free registration) and the LGAQ conference with Councillors.

Both conferences provide professional development and networking opportunities.

As the CEO will be absent for the Community for 4 weeks from 19 October 2025, Council should consider appointment an Acting CEO during the CEO’s annual leave.

#### CONSULTATIONS (Internal/External)

LGMA and LGAQ

Councillors and Staff

#### INTERESTED PARTIES

Type here

Note: The identification of interested parties is provided on a best endeavours basis by Council Officers and may not be exhaustive.

## LEGISLATION / LEGAL IMPLICATIONS

Section 194 of the Local Government Act states

### **Part 5 Local government employees, councillor advisors etc.**

#### **Division 1 Chief executive officer**

##### **194 Appointing a chief executive officer**

- (1) A local government must appoint a qualified person to be its chief executive officer.
- (2) A person is qualified to be the chief executive officer if the person has the ability, experience, knowledge and skills that the local government considers appropriate, having regard to the responsibilities of a chief executive officer.
- (3) A person who is appointed as the chief executive officer must enter into a written contract of employment with the local government.
- (4) The contract of employment must provide for—
  - (a) the chief executive officer to meet performance standards set by the local government; and
  - (b) the chief executive officer's conditions of employment (including remuneration).

##### **195 Appointing an acting chief executive officer**

A local government may appoint a qualified person to act as the chief executive officer during—

- (a) any vacancy, or all vacancies, in the position; or
- (b) any period, or all periods, when the chief executive officer is absent from duty or can not, for another reason, perform the chief executive officer's responsibilities.

## POLICY IMPLICATIONS

Nil

## FINANCIAL AND RESOURCE IMPLICATIONS

Nil

## ASSET MANAGEMENT IMPLICATIONS

Nil

## RISK MANAGEMENT IMPLICATIONS

Nil

## HUMAN RIGHTS CONSIDERATIONS

Section 4(b) of the Human Rights Act 2019 requires public entities to act and make decisions in a way compatible with human rights. The Human Rights Act 2019 requires public entities to only limit human rights in certain circumstances. The human rights protected under the Human Rights Act 2019 are not absolute. This means that the rights must be balanced against the rights of others and public policy issues of significance.

In the decision-making process, Council is to consider the 23 human rights:

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| 3. Protection from torture and cruel, inhuman or degrading treatment; | 15. Right to liberty and security of person;                               |
| 4. Freedom from forced work;  | 16. Humane treatment when deprived of liberty;                             |
| 5. Freedom of movement;   | 17. Fair hearing;  |
| 6. Freedom of thought, conscience, religion and belief;               | 18. Rights in criminal proceedings;  |
| 7. Freedom of expression;   | 19. Children in the criminal process;                                      |
| 8. Peaceful assembly and freedom of association;                      | 20. Right not to be tried or punished more than once;                      |
| 9. Taking part in public life;  | 21. Retrospective criminal laws;   |
| 10. Property rights;  | 22. Right to education;  |
| 11. Privacy and reputation;   | 23. Right to health services.  |
| 12. Protection of families and children;                              |  |

Consideration of the 23 human rights protected under the Human Rights Act 2019 has been undertaken as part of this decision. It has been determined that this decision does not limit human rights.

## 16.4 AUDIT COMMITTEE REPORT TO COUNCIL

**Author:** Janelle Menzies

**Authorisers:** Janelle Menzies

**Attachments:** 1. PASC Audit Committee Meeting Minutes - 25.07.2025 Unconfirmed DRAFT [16.4.1 - 5 pages]

### KEY OUTCOME

**Strategic Priority:** 5. Organisation - developing our character

**Objective:** 5.1 Ensure Council operates with integrity and transparency in all areas of business, decision making, and reporting.

### EXECUTIVE SUMMARY

The purpose of this report is for the Chief Executive Officer to present the unconfirmed minutes of the Audit Committee Meeting held on Friday 25 July 2025, to serve audit committee report to Council in accordance with section 211(4) of the *Local Government Regulation 2012*.

### RECOMMENDATION

That the Council receive and note the Audit Committee Report by the Chief Executive Officer.

### BACKGROUND

Council has established an Audit Committee in accordance with section 105 of the *Local Government Act 2009*.

As a committee of Council, the Audit Committee is independent of management and does not have any executive powers, delegated responsibility or authority to implement action. The Audit Committee has authority to review and make recommendations to Council on any matters within its scope of responsibility. In doing so the Audit Committee has the authority to seek information it requires and has full right of access to all levels of management through the Chief Executive Officer.

The main purpose of the Committee is to provide an oversight function to Council in the effective performance of its responsibilities related to draft financial statements, internal audit and risk management as prescribed under the Local Government Act 2009, the Local Government Regulation 2012 and other relevant legislation, standards and requirements.

### Written Report and Recommendations (Local Government Regulation 2012 - Section 211 (1)(c))

The Audit Committee met on 25 July 2025 to consider the following agenda items:

### **Financial & Governance Reporting**

- The Council Budgets for 2025/26 FY including LTFF (Adopted by Council 25 June 2025)
- Fraud & Corruption Policy (Adopted by Council 16/04/2025)
- Asset Indexation Report from Valuers (adopted by Council on 25 June 2025)

### **External Audit Update**

- Other matters from External Auditors or QAO

### **Internal Audit Update**

- Internal Audit on Asset Indexation
- Internal Audit on Organisational Structure

### **CONSULTATIONS (Internal/External)**

QAO

Altus

Crowe

### **LEGISLATION / LEGAL IMPLICATIONS**

Nil

### **POLICY IMPLICATIONS**

*Local Government Act 2009*

*Local Government Regulations 2012*

*Audit Committee Charter*

### **FINANCIAL AND RESOURCE IMPLICATIONS**

Nil

### **ASSET MANAGEMENT IMPLICATIONS**

Nil

### **RISK MANAGEMENT IMPLICATIONS**

Nil

**HUMAN RIGHTS CONSIDERATIONS**

Section 4(b) of the Human Rights Act 2019 requires public entities to act and make decisions in a way compatible with human rights. The Human Rights Act 2019 requires public entities to only limit human rights in certain circumstances. The human rights protected under the Human Rights Act 2019 are not absolute. This means that the rights must be balanced against the rights of others and public policy issues of significance.

In the decision-making process, Council is to consider the 23 human rights:

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|---|--|
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| 2. Right to life;   | 14. Cultural rights—Aboriginal peoples and Torres Strait Islander Peoples; |
| 3. Protection from torture and cruel, inhuman or degrading treatment; | 15. Right to liberty and security of person;                               |
| 4. Freedom from forced work;  | 16. Humane treatment when deprived of liberty;                             |
| 5. Freedom of movement;   | 17. Fair hearing;  |
| 6. Freedom of thought, conscience, religion and belief;               | 18. Rights in criminal proceedings;  |
| 7. Freedom of expression;   | 19. Children in the criminal process;                                      |
| 8. Peaceful assembly and freedom of association;                      | 20. Right not to be tried or punished more than once;                      |
| 9. Taking part in public life;  | 21. Retrospective criminal laws;   |
| 10. Property rights;  | 22. Right to education;  |
| 11. Privacy and reputation;   | 23. Right to health services.  |
| 12. Protection of families and children;                              |  |

Consideration of the 23 human rights protected under the Human Rights Act 2019 has been undertaken as part of this decision. It has been determined that this decision does not limit human rights.



Pormpuraaw Council Cairns Office at 28 Scott St, Parramatta Park

Date: Friday, 25 July 2025

Time: 2.30pm

## **MINUTES**

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### **PERSONS IN ATTENDANCE**

Eve Jacks (Altius-Internal Audit), Melanie Halpert (Finance Manager), Tracey Graham (Executive Manager of Corporate Services) and Nemalah Yesberg (Administration Officer Corporate Services).

#### Teleconference Attendees:

Cam Charlton (Independent Audit Member - Chairperson), Janelle Menzies (CEO), Mayor Ralph Kendall (Audit Committee Member), Syed Mansoor (QAO), John Crook (QAO).

#### Apologies:

Deputy Mayor Tim Koo-Aga (Audit Committee Member), Donna Sinanian (Crowe-External Audit) and Sri Narasimhan (QAO)

### **ITEM 1 – WELCOME & APOLOGIES (Chairperson)**

Confirmation of attendance of all parties and that all parties have received all working documents sent via email from the Executive Manager of Corporate Services.

### **ITEM 2 - DECLARATION OF ANY POTENTIAL CONFLICT OF INTEREST BY AUDIT COMMITTEE AND OBSERVERS (Chairperson)**

Confirmation that there were no Material Personal Interests or Conflicts of Interest declared by any Persons, Councillors or Senior Council Officers about the items of business listed on the agenda.

### **ITEM 3 - CONFIRMATION OF MEETING MINUTES (Chairperson)**

Minutes from the Audit Committee meeting held on 16<sup>th</sup> June 2025 were tabled.

*Resolution to Confirm Minutes as true, correct and read by all parties:*

*Moved: Mayor Ralph Kendall                      Seconded: Cam Charlton                      Carried*

Matters arising from previous meeting minutes:

- CEO to provide Asset Management Plans to audit committee – DEFFERRED
- Altius to provide Internal Audit Report on Asset Valuations to audit committee - AGENDA ITEM
- Altius to provide Internal Audit Report on Organisational Review - AGENDA ITEM
- Finance to provide Council Budgets to audit committee – AGENDA ITEM

**Responsible Officer:** Executive Manager Corporate Services

**Report Owner:** Council Res No: 2025/

**Report:** RPT-COR Audit Committee Meeting Minutes

**Effective Date:** 25 July 2025

**UNCONTROLLED DOCUMENT  
WHEN PRINTED**

- Finance to provide the Fraud and Corruption Policy to audit committee – AGENDA ITEM
- Finance to provide the Risk Framework and Register to audit committee – DEFERRED
- Audit Committee Composition to be discussed – Noted Council decided there was no change required
- Finance to provide 10-year long term financial forecast to audit committee – AGENDA ITEM
- Summary of Audit Committee self-assessments to be provided to the audit committee – DEFERRED

**ITEM 4 – SIGNIFICANT ORGANISATION, RISK MANAGEMENT AND SYSTEM MATTERS**

**A) Other matters from the CEO (if applicable)**

Janelle (CEO) noted the consultants were working on the risk register and it would then be reviewed by the executive team and Council. Updates would occur regularly to the risk register, with one risk reviewed per month by the Council. The Chair suggested implementing regular contact between the Chair and the CEO to discuss the risk management framework as recommended by the QAO.

*Resolution to note the report:*

*Moved: Mayor Ralph Kendall*

*Seconded: Cam Charlton*

*Carried*

*No other matters were raised.*

**ITEM 5 – FINANCIAL & GOVERNANCE REPORTING (Executive Manager of Corporate Services & Finance Manager)**

**A) The Council Budgets for 2025/26 FY including LTFF**

Finance Manager tabled the Council budgets for the 2025-26 financial year, highlighting operating revenue of \$25 million, operating expenditure of \$27 million, capital revenue of just under \$18 million, and capital expenditure of \$3.3 million. The net result was \$13 million. It was noted that the early payment of half of the FA grant in June would impact on the reporting in the annual financial statements for 2024-25 and necessitate a revision in the budget along with the capital grants for community subdivisions and housing that have been confirmed after budgets were adopted. It was noted that Council had adopted an increase in wages outside of the state wage increase to align locality award allowance and annual and personal leave entitlements across the organisation and to modernise the treatment of Council staff wages and employment in the absence of an EBA. The Chair noted that this wage increase had already been tabled to Council and adopted prior to the meeting. The Chair sought clarification about the capital works budget, specifically the funding sources. Finance Manager and Executive Corporate clarified that there were two separate sections the Chair was referencing capital expense – which relates to capital write offs, and the capital works program. It was noted Council historically has taken a conservative approach, endeavoring to have everything funded through grant programs; however, this year Council is Committed to reinvesting into community whether it be through grant funding or through Council’s own source funds. It was noted that the budget included \$18.6 million funded by grant programs and \$14.5 million funded through Council’s own cash reserves. The CEO explained that the Council was reinvesting cash reserves into infrastructure for the community, including buildings, staff housing, water, and sewage assets. It was noted that this reinvestment was necessary to meet the required ratios in all asset classes. It was noted by the CEO that the Council had been collecting depreciation funds over time, of which funds were to be aimed at reinvesting into the community. The Chair highlighted that the long-term operating surplus ratio was consistently negative for the next 10 years and noted that there is only so long you can budget for deficiencies. The CEO explained that the budget is based on 100% of wages being spent, however, due to high absenteeism there is usually huge surplus. It was noted that there are steps in progress to combat absenteeism to minimise underspend, including reducing employee workdays to align with historical attendance traits.

*Resolution to note the Council Budgets for 2025/26 FY as tabled:*

*Moved: Mayor Ralph Kendall*

*Seconded: Cam Charlton*

*Carried*

**B) Fraud & Corruption Policy**

Executive Corporate tabled the Fraud and Corruption Policy as read, noting that the Council had already adopted the policy. It was noted the Fraud and Corruption Policy was an outstanding audit committee matter to be reviewed, and it has now been reviewed and updated. The Chair noted that clause 5.12 encouraged reporting suspicions of fraud

**Responsible Officer:** Executive Manager Corporate Services  
**Report Owner:** Council **Res No:** 2025/  
**Report:** RPT-COR Audit Committee Meeting Minutes  
**Effective Date:** 25 July 2025

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 WHEN PRINTED**

through multiple confidential channels and in turn questioned if the Council has a whistleblower protection policy. The CEO noted that the Council was updating policies and would continue working through these and present them to the Council as created or updated. The Chair suggested clauses 5.21 and 5.22 could potentially have added addition for the employee to be able to report to an independent third party, which could be the Audit Committee Chair. This would ensure remoteness and protection under the whistleblower scheme. The CEO acknowledged the potential benefit of the addition of an independent third-party option. The Chair highlighted clause 10.4 noted the audit committee's responsibilities, including reviewing management's risk management processes to identify and manage business and financial risks, including fraud. It was suggested flagging this for internal audit inspection and noted by Eve (Internal Audit) that this was last reviewed 5-6 years ago. The Chair emphasised the importance of ensuring that any reports on fraud allegations and updates on ongoing investigations are reported to the audit committee. The Executive Manager of Corporate Services disclosed a recent fraud incident involving the theft of \$595.20 from a workplace within Council. The incident occurred over the weekend when the fuel depot's card payment system went down, and cash payments were accepted. The cash was stored in the office drawer to be banked on Monday morning, however the cash was stolen sometime between Sunday afternoon and Monday morning. The theft has been reported to the police and is currently being reviewed. The CEO clarified that the incident would be reported to the QAO and the Minister of Local Government, as required by the Local Government legislation.

*Resolution to note the Fraud & Corruption Policy as tabled:*

*Moved: Mayor Ralph Kendall*

*Seconded: Cam Charlton*

*Carried*

**C) Asset Indexation Report from Valuers**

Executive Corporate Services tabled the asset indexation report as read, which included indexation assessments for Council asset categories of buildings, land, and infrastructure, such as roads, water, and sewer, as of the 30<sup>th</sup> of June 2025. The report outlined the valuation rationale and applicable standards, AASB 13 and AASB 116, which internal audit reviewed in comparison to other Council valuation benchmarks. It was noted that the assessment of fair value movements since the last comprehensive valuations were as follows: 1.52% Buildings – residential, 3.19% Buildings – commercial, 9.49% Cairns Assets, 2.35% Water, 2.29% Sewer and 3.04% Other Infrastructure. It was noted that the indexation amount had been applied to each asset category by the Council and the report had been tabled to the Council and adopted and applied to each asset category. The Chair expressed concerns about the modest indexation increases and whether local costs were adequately considered. It was noted that Executive Corporate and Internal Audit assured the Chair that the valuers had shown appropriate attention to local cost. Internal Audit noted that the report reflected what was being seen across the sector and that indexations were previously alarmingly high but had begun to taper over the last few years. It was also noted that the full comprehensive revaluations were done on Councils Other Infrastructure asset class last year and all other asset categories had a comprehensive valuation the year prior to this. John Crook (QAO) sought clarification on how the indexation rate is applied and how the localised factors may deviate from the unit rate and in turn the percentages in relation to benchmarking guidelines. Internal Audit clarified that this is not something that is reviewed annually, however last year it was completed as part of the in-depth workings on the comprehensive valuation and the percentages are within the expected bench marking guidelines. It was also noted that comprehensive valuations are completed on a rolling basis to ensure additional costs are captured.

*Resolution to note the Asset Indexation Report from Valuers as tabled:*

*Moved: Mayor Ralph Kendall*

*Seconded: Cam Charlton*

*Carried*

**D) Other Matters from Finance (If applicable)**

No matters were raised.

**ITEM 6 – EXTERNAL AUDIT UPDATE (QAO)**

**A) Other Matters from External Auditor or QAO (If Applicable)**

QAO noted that page 28 of the report addressed prior conversations around insights into local government report to Parliament and actions around engagement and included a one-page summary of actions for audit committees and Councils to consider. It was noted this would be a good reference point and also covered Audit committee performance and self-assessments.

**Responsible Officer:** Executive Manager Corporate Services  
**Report Owner:** Council **Res No:** 2025/  
**Report:** RPT-COR Audit Committee Meeting Minutes  
**Effective Date:** 25 July 2025

**UNCONTROLLED DOCUMENT  
 WHEN PRINTED**

No other matters were raised.

**ITEM 7 – INTERNAL AUDIT UPDATE (Altius)**

**A) Internal Audit Reports on Asset Indexations**

Internal Audit noted outside of reviewing the asset valuation reports, that an additional area considered in the report is the impact of weather events, specifically flooding, which are assessed as of the 30<sup>th</sup> of June and are approached from a theoretical standpoint. It was noted that there was a significant flooding event that occurred in early 2025 which will need to be accurately reflected in the fair value of the roads. QRA assesses the damage for Council to acquire the necessary funding for the restoration work, these submissions are currently being finalised. It was noted this year’s approach is as per previous years and involves using the assessment of the funds needed for damage repair as an estimate for the reduction in the fair value of the roads. It was noted that this year, there is added complexity, and a conversation will need to be had with the valuers as they conducted a comprehensive valuation last year. There needs to be an assurance that the condition of the roads as of the 30<sup>th</sup> of June last year, if there was similar flooding, is accurately reflected in the adjustments. It was noted that the extra elements of the internal audit report involve detailing the process of assessing the work done in the first half of this financial year to restore any previous flood damage, ensuring it is correctly accounted for, and then evaluating the potential decrease in the fair value of the roads due to the recent flood damage. QAO sought clarification on whether Council utilised QRA rates or Council rates to work out what the damage amount would be for the reduction in the asset or road depreciation. Internal Audit and Executive Corporate Services responded that the QRA rates tend to be fair due to contingencies built in and regular benchmarking that is conducted.

*Resolution to note the Internal Audit Reports on Asset Indexations as tabled:*

*Moved: Mayor Ralph Kendall      Seconded: Cam Charlton      Carried*

**B) Internal Audit Report on Organisational Structure**

Internal Audit tabled the Internal Audit Report on Organisational Structure as read. It was noted that there was a community visit for interviews to be held with various parties and the engagement and participation was excellent. Key recommendations were focusing on four areas for improvement including organisational structure and governance, leadership and development, communication and coordination, and investment financial management. There was an identified opportunity to improve unity within the organisation to ensure other recommendations can flow on. It was highlighted that the sound financial management, reflected in the financial stability and strong audit results, places Council in a great position to implement change around structural changes and standardising processes; with a focus on enhancing communication and looking at an investment strategy. Interviews highlighted areas for investment included town beautification, public spaces, sporting and recreational infrastructure. It was noted that reinvestment needs to be carefully considered and should be done in conjunction with maximizing grant funding to maintain strong financial management. Executive Corporate sought clarification on specific areas raised by community members in relation to the investment strategy. Internal Audit responded with main areas included, town beautification, public spaces, sporting facilities, workforce development and working conditions and installation of art to make a meeting place. It was suggested that detailed community engagement would allow for more ideas on projects and ideas which could be potentially funded with the support of a funding body. The Chair noted the benefits of obtaining unity and the genuine need to maintain unification, suggesting workshop participation to allow for input into the strategic planning process. The Chair noted that strategic alignment would ensure collaborative teamwork, shared vision, priorities and understanding of difficulties and challenges faced by teams; noting that this needs attention periodically for long term benefit. The CEO noted that a forward action plan will be taken continually to Council and the Audit Committee to ensure Council is addressing issues in the reports. Implementation of some areas of recommendations has already begun, with a new process in place for everything to be documented in one area being an action list to enable us to timely address our current audit items.

*Resolution to note and endorse the recommendations for Council to adopt the Internal Audit Report on Organisational Structure as tabled:*

*Moved: Mayor Ralph Kendall      Seconded: Cam Charlton      Carried*

**Responsible Officer:** Executive Manager Corporate Services  
**Report Owner:** Council **Res No:** 2025/  
**Report:** RPT-COR Audit Committee Meeting Minutes  
**Effective Date:** 25 July 2025

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 WHEN PRINTED**

**C) Other Matters from Internal Audit (if applicable)**

No other matters were raised.

**ITEM 8 – CLOSING MATTERS**

Matters to be brought forward to the next audit committee meeting:

- Finance to summarise the audit assessment responses and report back to the audit committee.
- Chair to schedule a meeting with the CEO to discuss the risk management framework and its evolution.
- CEO to provide the asset management plans to the audit committee after updating the figures post-financial statements.

**ITEM 9 - NEXT AUDIT COMMITTEE MEETING (Chairperson)**

The next audit committee meeting is for Tuesday 2<sup>nd</sup> September 2025 at 1pm.

**ITEM 10 – CLOSE (Chairperson)**

The Chair thanked all the committee members for their participation in the audit committee meeting.

There being no further business, the meeting closed at 3.54pm.

.....  
Cam Charlton  
Chairperson

## 16.5 2025 CHRISTMAS SHUTDOWN

**Author:** Janelle Menzies

**Authorisers:** Janelle Menzies

**Attachments:** Nil

### KEY OUTCOME

**Strategic Priority:** 5. Organisation - developing our character

**Objective:** 5.1 Ensure Council operates with integrity and transparency in all areas of business, decision making, and reporting.

### EXECUTIVE SUMMARY

For Council to consider the annual shutdown period for the Council workforce over the Christmas and New Year Period.

---

### RECOMMENDATION

That Council adopt the Council Annual shut down period for the Christmas and New Year Period as of close of business on Friday 19 December 2025 with normal operations to recommence on Monday 5 January 2026.

### BACKGROUND

Traditionally, the Council closes for a period between Christmas and New Year, and employees utilise accrued leave entitlements during this period.

A limited number of employees continue to work or remain on-call over the Christmas / New Year shutdown period to ensure essential services are maintained. Limited staff will be required to operate the Post Office and Airport during this time.

The length of the shutdown period has been for a period of two weeks in previous years.

Staff are required to take annual leave during the shutdown period.

### CONSULTATIONS (Internal/External)

Executive Management Team

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## LEGISLATION / LEGAL IMPLICATIONS

The relevant Awards stipulate that Council must provide at least 90 days' notice of a shutdown period.

- Queensland Local Government Industry (Stream A) Award – State 2017
- Queensland Local Government Industry (Stream B) Award – State 2017
- Queensland Local Government Industry (Stream C) Award – State 2017

## POLICY IMPLICATIONS

Nil

## FINANCIAL AND RESOURCE IMPLICATIONS

Leave entitlements to be taken are include din the Council's current budget.

## ASSET MANAGEMENT IMPLICATIONS

Nil

## RISK MANAGEMENT IMPLICATIONS

Low in accordance with Council's Risk Management Policy.

## HUMAN RIGHTS CONSIDERATIONS

Section 4(b) of the Human Rights Act 2019 requires public entities to act and make decisions in a way compatible with human rights. The Human Rights Act 2019 requires public entities to only limit human rights in certain circumstances. The human rights protected under the Human Rights Act 2019 are not absolute. This means that the rights must be balanced against the rights of others and public policy issues of significance.

In the decision-making process, Council is to consider the 23 human rights:

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| 2. Right to life;   | 14. Cultural rights—Aboriginal peoples and Torres Strait Islander Peoples; |
| 3. Protection from torture and cruel, inhuman or degrading treatment; | 15. Right to liberty and security of person;                               |
| 4. Freedom from forced work;  | 16. Humane treatment when deprived of liberty;                             |
| 5. Freedom of movement;   | 17. Fair hearing;  |
| 6. Freedom of thought, conscience, religion and belief;               | 18. Rights in criminal proceedings;  |
| 7. Freedom of expression;   | 19. Children in the criminal process;                                      |
| 8. Peaceful assembly and freedom of association;                      | 20. Right not to be tried or punished more than once;                      |

- 9. Taking part in public life;
- 10. Property rights;
- 11. Privacy and reputation;
- 12. Protection of families and children;
- 21. Retrospective criminal laws;
- 22. Right to education;
- 23. Right to health services.

Consideration of the 23 human rights protected under the Human Rights Act 2019 has been undertaken as part of this decision. It has been determined that this decision does not limit human rights.

**END OF DOCUMENT**