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Ordinary Meeting of Council

23 June 2025

The Mayor and Councillors
Pormpuraaw Shire Council
PORMPURAAW 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 25 June 2025 commencing at 9:30 am.

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

Yours faithfully

Janelle Menzies

Chief Executive Officer



ORDINARY MEETING OF COUNCIL

Wednesday 25 June 2025
Pormpuraaw Aboriginal Shire Council
Boardroom
24 Thinraathin Street, Pormpuraaw

ORDER OF PROCEEDINGS

1 OPENING OF MEETING	4
2 ATTENDANCE AND CERTIFICATE OF ATTENDANCE	4
3 APOLOGIES	4
4 DECLARATION OF INTEREST	4
5 RELATED PARTY DECLARATION FORM	4
6 CHIEF EXECUTIVE REPORTS	5
6.1 OPERATIONAL PLAN 2025/26	5
7 EXECUTIVE MANAGER OF CORPORATE SERVICES REPORTS	31
7.1 ANNUAL BUDGET REPORT 2025/26	31
7.2 REGISTER OF FINANCIAL AUTHORITY LIMIT DELEGATIONS 2026 FY	50
7.3 PROCUREMENT POLICY	52
7.4 DEBT (BORROWINGS) POLICY	62
7.5 REVENUE POLICY	67
7.6 REVENUE STATEMENT	73

7.7 SCHEDULE OF FEES & CHARGES 2025/26 FY79

7.8 STATEMENT OF ESTIMATED FINANCIAL POSITION 30 JUNE 202585

8 CLOSE OF MEETING90

1 OPENING OF MEETING

2 ATTENDANCE AND CERTIFICATE OF ATTENDANCE

3 APOLOGIES

4 DECLARATION OF INTEREST

5 RELATED PARTY DECLARATION FORM

6 CHIEF EXECUTIVE REPORTS

6.1 OPERATIONAL PLAN 2025/26

Author: {authors-names-with-position}

Authorisers: Janelle Menzies

Attachments: 1. PLN GOV 2025 26 OperationalPlan 20250518 [6.1.1 - 23 pages]

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

RECOMMENDATION

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

BACKGROUND

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.

The operational plan has been drafted to ensure consistency with Council's operational structure and outlines the key capital works projects included in Council's budget deliberations. Further legislative requirements, such as the financial documents, and planning and accountability documents, are included in the operational plan.

The Chief Executive Officer will present a report to Council every three months on progress towards implementing the annual operational plan.

CONSULTATION (Internal/External)

Executive Leadership Team

LEGAL IMPLICATIONS

Adoption of the plan satisfies the legal requirements under the Local Government Act 2009.

POLICY AND LEGISLATION

Local Government Act 2009

Section 104 Financial management systems

(5) The system of financial management established by a local government must include —

(a) the following financial planning documents prepared for the local government —

(v) an annual operational plan

(b) the following financial accountability documents prepared for the local government —

(iv) a report on the results of an annual review of the implementation of the annual operational plan

(7) A local government must carry out a review of the implementation of the annual operational plan annually.

Local Government Regulation 2012

Division 4 Annual operational plan

174 Preparation and adoption of annual operational plan

- (1) A local government must prepare and adopt an annual operational plan for each financial year.
- (2) The local government may, but need not, adopt the annual operation plan for a financial year at the same time the local government adopts its budget for the financial year.
- (3) The chief executive officer must present a written assessment of the local government's progress towards implementing the annual operational plan at meetings of the local government held at regular intervals of not more than 3 months.
- (4) A local government may, by resolution, amend its annual operational plan at any time before the end of the financial year.
- (5) A local government must discharge its responsibilities in a way that is consistent with its annual operational plan.

175 Annual operational plan contents

- (1) The annual operational plan for a local government must -
 - (a) be consistent with its annual budget; and
 - (b) state how the local government will—
 - (i) progress the implementation of the 5-year corporate plan during the period of the annual operational plan; and
 - (ii) manage operational risks; and
 - (c) include an annual performance plan for each commercial business unit of the local government.

FINANCIAL AND RESOURCE IMPLICATIONS

The plan is directly linked to the budget and all matters will be undertaken pursuant to the adopted budget and plan.

RISK MANAGEMENT IMPLICATIONS

The plan is drafted in accordance with legal requirements, so little or no risk exists. From an operational perspective, the risk is that the capital works program may not be able to be completed due to various issues, including resourcing issues, the effects of the wet season and other outside

factors. However, such matters can be reviewed during the course of the year and Council is able to amend the operational plan by resolution during the year if necessary.



Pormpuraaw Aboriginal Shire Council



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Page | 1

Community Visions, Mission, and Values

Our Vision – The Future We Envision

A strong, engaged community creating a dynamic future.

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.

Our Values – What We Stand For

A Strong Community

The Council will strengthen the capacity and resilience of the Pormpuraaw Community through partnerships with the Community, business, government and non-government sector groups in pursuing positive social, economic and environmental outcomes.

Excellence

Council and staff will strive for innovation, continuous improvement and long-term success in management and leadership practice, strategic planning and the performance of Council systems.

Accountability

Council is accountable to the Community and will conduct its affairs openly with integrity in consultation with Community, at the same time reflecting the highest level of democratic governance and public administration.

Fairness and Equity

Council recognises and values the needs of different sectors and groups within its community and works in partnership with its valued volunteers, community-based agencies, and State and Commonwealth departments to ensure needs are addressed in a planned and timely manner.

Welcoming Ideas

Council will actively encourage and seek the exchange of ideas and knowledge in finding creative solutions.

Investing In the Future

Council will take a long-term view as a responsible steward of community assets and finances.

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Strategic Priorities

1. COMMUNITY – THE WAY WE WANT TO LIVE TOGETHER
2. BUILT ENVIRONMENT – SHAPING OUR SURROUNDINGS
3. NATURAL ENVIRONMENT – IT BEGINS WITH EACH OF US
4. ECONOMY – CREATING OUR FUTURE
5. ORGANISATION – DEVELOPING OUR CAPACITY

For Each Strategic Priorities				
				
A Statement of Intent	Objectives	Strategy	Strategic Indicators & Target	Timelines
A clear and targeted declaration of the Council’s strategic priorities.	The specific goals set by Council to advance its strategic priorities and achieve its vision.	The strategy and approach employed by the Council to fulfil its objectives effectively.	Measurable outcomes to be achieved over the duration of the Corporate Plan.	Timelines are provided in terms of a financial year.



1. COMMUNITY – THE WAY WE WANT TO LIVE TOGETHER

Statement of Intent

Our goal is to build a resilient and healthy community with the right services and facilities to make sure everyone can join in, feel safe, and enjoy our culture.

1.1 Objective					Enhance community engagement and participation in diverse programs that cater to the community's needs and interests			
Strategy	<ul style="list-style-type: none"> Collaborate with service providers to deliver a wide range of community programs. Work closely with service providers to identify and implement programs that address the community's most pressing needs. 			Target: Achieve a 10% increase in community program attendance year over year.				
	<ul style="list-style-type: none"> A measurable increase in attendance at community programs. A broader variety of programs that reflect the community's evolving interests. 							
Strategic Indicators								
How we will achieve this	Budget	Responsible Person	KPI	Quarterly Update				
Hold regular Stakeholder Meetings		CEO	6 meetings per year					

1.2 Objective					Foster a safe and thriving community environment by significantly reducing anti-social behaviour			
Strategy	<ul style="list-style-type: none"> Implement a comprehensive education and training framework to address the root causes of anti-social behaviour. Partner with rehabilitation services to provide support for individuals struggling with alcohol and drug-related issues Engage with the community to promote awareness and prevention of substance abuse The Justice Group consistently achieves beneficial results for the community. 			Target: Achieve a 50% reduction in alcohol and drug-related offences by 2029.				
	<ul style="list-style-type: none"> A year-over-year decrease in reported alcohol and drug-related offences. Increased community awareness and participation in prevention programs. 							
Strategic Indicators								
How we will achieve this	Budget	Responsible Person	KPI	Quarterly Update				
Develop an education and training framework to address the root cause of antisocial behaviour		CEO and Stakeholders	An educational and training framework developed					
Introduce Drug and Alcohol testing within Council	\$	CEO – WHSM	Policies developed Training Delivered Drug & Alcohol Testing Implemented					

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Operational Plan 2025/26

1.3 Objective Promote active participation in sports, arts, and cultural activities, enriching the social and cultural fabric of the community.						
Strategy	<ul style="list-style-type: none"> Develop a comprehensive strategy that outlines a variety of sports, arts, and cultural activities tailored to different age demographics within the community. Identify specific target activities that align with the community's interests and encourage broad participation. The recommendations of the Sport and Recreational Plan are implemented. 			<ul style="list-style-type: none"> Target Achieve a 10% increase in participation in targeted activities year over year. 		
	Strategic Indicators	<ul style="list-style-type: none"> An increase in participation rates across targeted activities. Diverse engagement across all age groups in the community. Sport and Recreation Plan has made progress towards implantation and achieving targets set in plan. 				
		How we will achieve this	Budget		Responsible Person	KPI
Develop a sport & recreation annual plan			EMCom		Annual Sport & Recreation Plan	
Recruitment of a Sport & Rec Office		EMCom	Sport & Rec Office Employed			
Implement Sport & Rec Master Plan		EMCom	Source funding for capital items in Sport & Rec Master Plan			

1.4 Objective Enhance the engagement and collaboration between Council and visiting agencies to improve community services.					
Strategy	<ul style="list-style-type: none"> Establish Council as the primary liaison for coordinating visits from government and non-government agencies. Develop a communication protocol for agencies to notify Council of their visits Schedule regular meetings with agency representatives to discuss community needs and expectations 			<ul style="list-style-type: none"> Target Achieve initial engagement with at least 10 relevant agencies within the first year. Host a minimum of 5 inter-agency meetings per year to discuss community service improvements. 	
	Strategic Indicators	<ul style="list-style-type: none"> The number of agencies that have established regular communication with the Council. The frequency and quality of inter-agency meetings and collaborations. 			
		How we will achieve this	Budget		Responsible Person
Regula Inter Agency Meetings		CEO – DATSIP	5 meetings per year		
Establish regular meetings with Stakeholders		CEO	Engagement with 10 relevant agencies		

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Operational Plan 2025/26

1.5 Objective Create a sustainable community garden that provides residents with opportunities for gardening, education, and healthy eating.				
Strategy	<ul style="list-style-type: none"> Explore various options for the establishment of a community garden that meets the needs of the residents. Engage with the community to gather input and support for the garden's design and functionality. Develop partnerships with organisations to support the garden's development and maintenance. 			Target
	<ul style="list-style-type: none"> Finalise a comprehensive plan for the community garden within the next year. Begin the garden's development within year two. 			
	<ul style="list-style-type: none"> Progress in the development of options for the community garden's establishment. The frequency and quality of inter-agency meetings and collaborations. 			
Strategic Indicators	Budget	Responsible Person	KPI	Quarterly Update
Collaborate with the school to develop a community garden at the school		CEO / Pormpuraaw State School	MOU developed to use school grounds for community garden	
Collaborate with Rise and other community organisation regarding partnership with the community garden		CEO	Partnership with Stakeholders for the Community Garden	
Develop a community working group		CEO / Rise	Develop a community working group	

1.6 Objective Launch an operational community bus service that provides reliable and accessible transportation for residents.				
Strategy	<ul style="list-style-type: none"> Recruit a qualified driver to operate the community bus service. Acquire a bus that meets the community's requirements for safety, accessibility, and capacity. Develop a bus run schedule that aligns with the residents' needs and community events. 			Target
	<ul style="list-style-type: none"> Have the community bus service fully operational by a specific date 			
	<ul style="list-style-type: none"> Successful recruitment of a community bus driver. Acquisition of a bus that fulfils the community's transportation needs. Creation of a bus schedule that maximises coverage and convenience for residents. 			
Strategic Indicators	Budget	Responsible Person	KPI	Quarterly Update
Reliable Community		CEO/ EMOPs	Purchase or repair community bus	
Establish bus service with reliable driver and schedule		EMCom	Bus Driver Employed and Bus Services established	

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1.7 Objective Strengthen community resilience and safety through the effective implementation and continuous improvement of the Council's Disaster Management Plan.				
Strategy	<ul style="list-style-type: none"> Regularly review and update the Disaster Management Plan to reflect the latest best practices and community needs 			Target
	<ul style="list-style-type: none"> Conduct training and drills to ensure community preparedness and efficient response to potential disasters. 			
	<ul style="list-style-type: none"> Engage with local organisations, government agencies, and residents to foster a collaborative approach to disaster management. 			
	<ul style="list-style-type: none"> Engage with local organisations, government agencies, and residents to foster a collaborative approach to disaster management. 			
Strategic Indicators	<ul style="list-style-type: none"> The frequency and thoroughness of the Disaster Management Plan reviews. 			
	<ul style="list-style-type: none"> The level of community engagement and preparedness as a result of training and drills. 			
	<ul style="list-style-type: none"> The effectiveness of collaboration with key stakeholders in enhancing disaster resilience. 			
How we will achieve this	Budget	Responsible Person	KPI	Quarterly Update
Review of Disaster Management Plan		EMCom	Disaster Management Plan reviewed twice per year	
Undertaken training for LDMG Members		EmCom	LDMG Members Trained	
Undertake an emergency activity		EmCom – EMQ	Emergency activity undertaken	
Undertake regular LDMG Meeting		EMCom	Minimum Four LDMG meetings per year	

1.8 Objective Develop and maintain housing infrastructure that meets the needs of support workers and contributes to the effective operation of the Council				
Strategy	<ul style="list-style-type: none"> Design and construct housing that is suitable for support workers, considering factors such as proximity to work, amenities, and community integration. 			Target
	<ul style="list-style-type: none"> Ensure ongoing maintenance and management of housing properties to provide a high standard of living for occupants. 			
Strategic Indicators	<ul style="list-style-type: none"> The number of dwellings completed and ready for occupancy. 			
	<ul style="list-style-type: none"> Satisfaction levels of support workers with the housing provided. 			
How we will achieve this	Budget	Responsible Person	KPI	Quarterly Update
Identify Land for Staff Housing		CEO	Land available for staff housing	
Demolish existing housing		EMOps	Existing houses demolished	

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Designs and quantity surveyed plans Developed for Housing		CEO	Housing Designs Complete	
Tender for supply of housing		EMOp	Tender Complete	
Housing Complete		EMOp	Houses Completed	

1.9 Objective Develop and maintain a diverse range of housing options that cater to the varying needs of all community members.					
Strategy	<ul style="list-style-type: none"> Construct and maintain housing that is appropriate for different segments of the community, including support workers. Advocate for funding to support the construction and maintenance of these housing units. Review and implement a robust maintenance program to ensure housing quality and safety. 			Target <ul style="list-style-type: none"> Complete the construction of 12 community dwellings by 2029. Maintain a maintenance backlog with DHPW/QBuild. 	
	Strategic Indicators	<ul style="list-style-type: none"> The number of dwelling units completed and maintained to the community’s service level standard. The effectiveness of the funding advocacy program in securing grants for housing construction. The efficiency of the maintenance schedule in ensuring timely and standard maintenance. 			
		How we will achieve this	Budget		Responsible Person
Advocate for funding		CEO	Funding Agreements Signed	Quarterly Update	
Local Housing Plan created and implemented		CEO	Local Housing Plan endorsed by Council		
Development of Subdivision		CEO	Subdivisions Completed		
House Plans developed and quantity surveyed		CEO / EMOps	Housing Plans Created		
Tender complete		EMOps	Tender Awarded		
Reduce QBuild Maintenance over 60 Days		EMOps	Reduce QBuild Maintenance over 60 Days by 10%		
Upgrades Completed on Time		EMOps	Upgrades completed and tenants allocated		

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1.10 Objective					Establish a vibrant new art centre that serves as a cultural hub for the preservation and celebration of community heritage and history.				
Strategy		<ul style="list-style-type: none"> Secure funding and support for the construction and operation of a new art centre. Collaborate with the art centre and other agencies to develop and lead programs focused on cultural heritage, history, and preservation. 			Target				
Strategic Indicators		<ul style="list-style-type: none"> Progress in the development and operational status of the new art centre. The number of cultural heritage and history programs initiated and supported by the Council 			<ul style="list-style-type: none"> Complete the construction and launch of the operation of the new art centre by 31 December 2028 Support and facilitate at least 3 new programs annually that promote cultural heritage and history each year 				
How we will achieve this		Budget	Responsible Person	KPI		Quarterly Update			
Development of Master Plan			CEO	Master Plan Developed					

1.11 Objective					Ensure a high quality of life for the elderly in the community by enhancing HACC services and aged care facilities.				
Strategy		<ul style="list-style-type: none"> Establish a comprehensive training plan to improve the quality of services in personal assistance, domestic help, personal care, social support, home maintenance & transport. Advocate for the development of care facilities, including independent living facilities, that allow community members to remain in Pormpuraaw throughout their later years. 			Target				
Strategic Indicators		<ul style="list-style-type: none"> Progress in the establishment and implementation of the training plan for service providers. The development of care facilities that meet the needs of the community's elderly population Availability and utilisation of respite and palliative care options in Pormpuraaw. The completion of the independent living facility complex. 			<ul style="list-style-type: none"> Identify issues and develop options for enhanced services, with a focus on continuous improvement and future planning. A completed independent living facility complex 				
How we will achieve this		Budget	Responsible Person	KPI		Quarterly Update			
Develop and Deliver Training Plan for Aged Care			EMCom	All staff either completed or working towards Cert III					
Consult with Council on ILF			CEO	Agreement on use of ILF					
Develop Plans for new HACC Centre			CEWO	Plans Developed					

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2. BUILT ENVIRONMENT – SHAPING OUR SURROUNDINGS



Statement of Intent

Develop a resilient and healthy community with the right infrastructure to ensure safety, inclusivity, and the celebration of our culture while planning for future growth and development.

2.1 Objective					Construct a new Council administration centre that meets the operational needs and enhances community engagement.				
Strategy		<ul style="list-style-type: none"> Consult with the community on building plans, secure 100% funding, and develop a transition plan for staff relocation and operations continuity. 			Target				
Strategic Indicators		<ul style="list-style-type: none"> Building Plans Progress is measured by completed reviews and community engagement milestones, the percentage of funding secured, and transition plan developed in time that enables staff operations 			<ul style="list-style-type: none"> Successfully completed the construction of the new Council administration centre within 24 months, fully funded, with all operational and community engagement goals met by 30 June 2026. 				
How we will achieve this		Budget	Responsible Person	KPI	Quarterly Update				
Design		\$15M	CEO	Approval by Council					
Relocation Plan			ELT	Staff relocated so that can continue work unhindered					
Demolition			EMOps	Clean site					
Tender			CEO,EMOps	Multiple prices received					
Award Tender			CEO,EMOps	Value for money achieved					
Construction			EMOps	Building to occupation accessibility					
Occupation			ELT	Occupation					

2.2 Objective					Pormpuraaw has improved and reliable road access to the PDR				
Strategy		<ul style="list-style-type: none"> Advocate to the State Government to continue funding the Pormpuraaw access road to the PDR and engage with Cook Shire Council to establish an arrangement for Council to conduct road works in Cook Shire. 			Target				
Strategic Indicators		<ul style="list-style-type: none"> Number of engagements with the State Government on road funding, with a target of 2 per year. Progress with the establishment of an agreement with Cook Shire, with a target of completion. 			<ul style="list-style-type: none"> Ensure continuous funding and support for the Pormpuraaw access road to the PDR within 12 months and establish a formal road works agreement with Cook Shire Council. 				
How we will achieve this		Budget	Responsible Person	KPI	Quarterly Update				
MOU with Cook Shire			EMOps, CEO	Agreed rates signed under MOU with Cook					
Attend CYP meetings			CEO	Attendance at CYP meetings					

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2.3 Objective					Establish and operate a Bakery/Café that enhances community life and supports local economic development.				
Strategy		<ul style="list-style-type: none"> Investigate options to commence bakery operations and implement the agreed approach to bakery operations. 			Target				
Strategic Indicators		<ul style="list-style-type: none"> Progress with options identification and report to Council. Progress with the commencement of bakery operations, with a target of completion by 31/12/2024. 			<ul style="list-style-type: none"> Complete the investigation and report to Council by 31/12/2024 Commence bakery operations by 31/12/2024 				
How we will achieve this		Budget	Responsible Person	KPI	Quarterly Update				
Employment of Bakery Manager and Assistant Manager				Positions filled and production has begun					

2.4 Objective					Ensure there is adequate residential land available to meet housing demand.				
Strategy		<ul style="list-style-type: none"> Construct a new subdivision of residential land. 			Target				
Strategic Indicators		<ul style="list-style-type: none"> Progress with the subdivision, with a target of completion by 31/12/2025. 			<ul style="list-style-type: none"> Complete the subdivision of residential land to ensure an adequate supply of housing to meet community demand by 31/12/2025 				
How we will achieve this		Budget	Responsible Person	KPI	Quarterly Update				
Survey			CEO,EMOps						
Infrastructure design			CEO,EMOps						
Ensure Environmental Compliance			CEO,EMOps						
Pricing Sought			CEO,EMOps	Pricing sought for clearing/levelling, roadworks, plumbing/elec works					
Tenders Awarded			CEO,EMOps	Value for money					
Works carried out			EMOps	Ready for houses					

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2.5 Objective Ensure Community repair and improvement projects are carried out per budget				
Strategy	<ul style="list-style-type: none"> Carry out all budgeted repairs and maintenance are carried out this financial year 			Target
Strategic Indicators	<ul style="list-style-type: none"> Repair council infrastructure repairs and maintenance in a planned and methodical way 			<ul style="list-style-type: none"> Carry out all planned infrastructure projects
	<ul style="list-style-type: none"> Complete of all W4Q5 works 			
How we will achieve this	Budget	Responsible Person	KPI	Quarterly Update
All works to be programmed with relevant Team leaders		EMOps	All non-new build works on budget to be carried out in 25/26 financial year.	

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3. NATURAL ENVIRONMENT – IT BEGINS WITH EACH OF US

Statement of Intent

Ensure the health and sustainability of the natural environment through effective natural resource management, community engagement, proactive conservation, and carbon reduction initiatives.

3.1 Objective					Ensuring the Natural Resources Management Plan delivers positive environmental outcomes.				
Strategy		<ul style="list-style-type: none"> Implement and maintain the Natural Resource Management Plan. 			Target				
Strategic Indicators		<ul style="list-style-type: none"> Progress with Natural Resource Management Plan actions implementation. 			<ul style="list-style-type: none"> Complete all actions within the Natural Resource Management Plan within the target time frames. 				
How we will achieve this		Budget	Responsible Person	KPI	Quarterly Update				
Implement Natural Resources Management Plan			EMOps	Natural Resources Plan Implemented					

3.2 Objective					Ensure dogs in the community are healthy and well looked after.				
Strategy		<ul style="list-style-type: none"> Maintain vet visit program and upgrade animal holding facilities. 			Target				
Strategic Indicators		<ul style="list-style-type: none"> Number of vet visits per year. Progress with facility upgrade. 			<ul style="list-style-type: none"> Conduct 2 vet visits per year. Complete facility upgrades by 30/06/2026 				
How we will achieve this		Budget	Responsible Person	KPI	Quarterly Update				
Delivery of 2 vet visits per year			EMOps	2 Vet Visits each year					

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3.3 Objective					Promote the benefits of cleanliness of private and public land.				
Strategy		<ul style="list-style-type: none"> Promote the benefits of tidiness and cleanliness of the whole town through initiatives like bulk rubbish collection, garden competitions & street bins. 			Target		<ul style="list-style-type: none"> Implement 2 community tidiness promotion initiatives per year. 		
Strategic Indicators		<ul style="list-style-type: none"> Community cleanliness program developed and implemented The number of community tidiness promotion initiatives. 							
How we will achieve this		Budget	Responsible Person	KPI	Quarterly Update				
Distribute new bins for those broken by Garbage Truck			EMOps	Every house has an operational and not broken bin					
Community Cleanup for Governors Visit			EMOps	Community looks Great					
Removal of broken vehicles			EMOps	Vehicles removed for community					

3.4 Objective					Protect and manage local turtle species effectively.				
Strategy		<ul style="list-style-type: none"> Foster the outcomes of the Turtle Program for future protection and management 			Target		<ul style="list-style-type: none"> Provide ongoing support and enhancements for the Turtle Program. 		
Strategic Indicators		<ul style="list-style-type: none"> Level of support for the Turtle Program. 							
How we will achieve this		Budget	Responsible Person	KPI	Quarterly Update				
Undertake turtle monitoring project			EMOps	Increased number of turtle nests saved					

3.5 Objective					Continue the Ghost Net Program to protect the environment.				
Strategy		<ul style="list-style-type: none"> Support the Ghost Net Program through recycling and aiding environmental protection. 			Target		<ul style="list-style-type: none"> Maintain ongoing support for the Ghost Net Program. 		
Strategic Indicators		<ul style="list-style-type: none"> An improved level of support for the Ghost Net Program 							
How we will achieve this		Budget	Responsible Person	KPI	Quarterly Update				
Undertake ghost net program			EMOps	No ghosts nets on beaches					

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3.6 Objective Develop positive carbon reduction outcomes through proactive measures.				
Strategy	<ul style="list-style-type: none"> Update Council on arrangements and continue to participate in the carbon (savannah) burning program. (Green House Gas Inventory assessment)* 			Target
	<ul style="list-style-type: none"> Progress with carbon burn update to Council. 			
Strategic Indicators				Quarterly Update
How we will achieve this	Budget	Responsible Person	KPI	
Undertake training for carbon activities		EMOps	Training completed	
Complete and lodge 2024 Carbon reports		EMOps	Carbon reports complete	
Investigate new ACCU contract		CEO	New contract in place with increased returns on ACCUs	

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4. ECONOMY – CREATING OUR FUTURE

Statement of Intent

Foster economic growth and community development by enhancing education and training opportunities, improving infrastructure, ensuring reliable essential services, and promoting tourism and community engagement initiatives.

4.1 Objective Retain trainees and school leavers in the community and establish a multi-purpose training centre and middle secondary school in Pormpuraaw.				
Strategy	<ul style="list-style-type: none"> Plan and source funding to establish a multipurpose training centre. Advocate the State Government to establish a middle secondary school Develop strategies to support families in retaining children in boarding school. 			Target
	<ul style="list-style-type: none"> Establish the training centre and middle secondary school by the targeted timelines by 31/01/2028 			
	<ul style="list-style-type: none"> Progress with training centre planning. Number of meetings and communication activities for the middle secondary school. Progress with the development of family support strategies. 			
Strategic Indicators				
How we will achieve this	Budget	Responsible Person	KPI	Quarterly Update
Lobby Government for Community University Centre		CEO	Funding secured for CUC	
Lobby Government for middle secondary school		CEO	Funding secured for middle school	
Lobby Government for additional support for boarding students		CEO	Additional support for families of boarding students	

4.2 Objective Ensure upgraded SES facilities and promote community service through volunteering.				
Strategy	<ul style="list-style-type: none"> Advocate for upgraded SES facilities. Promote the benefits of community service by volunteering at the SES. 			Target
	<ul style="list-style-type: none"> Conduct 2 advocacy activities and 2 promotional activities per year. 			
Strategic Indicators	<ul style="list-style-type: none"> Number of advocacy meetings and communication activities for SES facilities. Number of promotional activities for SES volunteering. 			
How we will achieve this	Budget	Responsible Person	KPI	Quarterly Update
Lobby and apply for additional SES Funding		EMCom	New SES Facilities	
Promote SES volunteering		EMCom	Increase SES membership	

Document Owner: Executive Manager Corporate Services
 Adopted:

4.3 Objective		Seal the remainder of township streets.		
Strategy	<ul style="list-style-type: none"> Develop a budgeted plan and schedule for paving. 			Target
Strategic Indicators	<ul style="list-style-type: none"> A plan and timeline for sealing agreed upon Progress with implementing the paving plan in accordance with the plan. 			
How we will achieve this	Budget	Responsible Person	KPI	Quarterly Update
Complete final 3 lanes for paving under R2R		EMOps	All Streets and Lanes in Community are paved	

4.4 Objective		Establish a profitable "Containers for Change" business in Pormpuraaw		
Strategy	<ul style="list-style-type: none"> Develop a feasibility study and implementation plan that enables Council to be informed and work with stakeholders to bring Containers for Change to Pormpuraaw. 			Target
Strategic Indicators	<ul style="list-style-type: none"> The completion of the feasibility study, approval of the implementation plan, the number of stakeholder engagements, securing funding and partnerships, launching the business, and achieving profitability benchmarks within the first year of operations. 			
How we will achieve this	Budget	Responsible Person	KPI	Quarterly Update
Have month Containers for changes visits		EMCom	Monthly Cash for Cans Visits	
Investigate a local stakeholder to undertake cash for cans		EMCom	Local provider for Cash for Cans	

4.5 Objective		Provide safe and reliable water supply and sewerage services.		
Strategy	<ul style="list-style-type: none"> Regularly test water supply and sewerage services to ensure compliance with relevant standards. 			Target
Strategic Indicators	<ul style="list-style-type: none"> Compliance with Council's Drinking Water Quality Management Plan (DWQMP).. 			
How we will achieve this	Budget	Responsible Person	KPI	Quarterly Update
Regular Water Testing		EMCom	No missed or non-compliant water tests	

Document Owner: Executive Manager Corporate Services
 Adopted:

4.6 Objective				
Maintain the Pompokuraaw airport I line with CASA requirements				
Strategy	<ul style="list-style-type: none"> Conduct maintenance and upgrades in line with the asset management and aerodrome operations plans. 			Target
Strategic Indicators	<ul style="list-style-type: none"> No significant or extreme risks are identified in the CASA audits. Self-compliance per the aerodrome operational plan. 			<ul style="list-style-type: none"> Achieve 100% compliance with asset management and aerodrome operations plans.
How we will achieve this	Budget	Responsible Person	KPI	Quarterly Update
Finalise Asset Management Plans		EMOps	Completed Asset Management Plans	
Conduct airport maintenance in line with asset management plans and operational plans		EMOps	100% compliance with asset management and aerodrome operations plans	

4.7 Objective				
Upgrade Water Treatment Facility				
Strategy	<ul style="list-style-type: none"> Supply adequate clean water to community and future proof town for new housing. 			Target
Strategic Indicators	<ul style="list-style-type: none"> Clean potable water 			<ul style="list-style-type: none"> Get town production of potable water to 2ML per day
How we will achieve this	Budget	Responsible Person	KPI	Quarterly Update
Source funding for new Water Treatment Plant		CEO	New Water Treatment Plant	
Upgrade Water treatment plant prior to new housing	\$3M	EMOps	Present infrastructure plan to Council prior to 12/25	

4.8 Objective				
Enhance tourism to add value to the community.				
Strategy	<ul style="list-style-type: none"> Review the camp fees at Council facilities. 			Target
Strategic Indicators	<ul style="list-style-type: none"> Progress with the fee review. 			<ul style="list-style-type: none"> Complete the fee review.
How we will achieve this	Budget	Responsible Person	KPI	Quarterly Update
Review Camping Fees		EMCor	Camping Fees Revised	
Develop Tourism Strategy		CEO	Tourism Strategy	
Upgrade Camping Facilities		EMCor		

Document Owner: Executive Manager Corporate Services
 Adopted:



5. ORGANISATION – DEVELOPING OUR CAPACITY

Statement of Intent

Ensure integrity, transparency, and efficiency in Council operations through effective governance, community engagement, comprehensive communication, risk management, asset management, financial planning, and up-to-date policies and processes.

5.1 Objective					Ensure Council operates with integrity and transparency in all areas of business, decision making, and reporting.					
Strategy	<ul style="list-style-type: none"> Promote transparency in governance through best practices. Document and adopt an efficient and effective complaints process. Regularly review and update policies. 				Target	<ul style="list-style-type: none"> Maintain ongoing compliance with governance standards and complete all policy reviews and the complaints process documentation within the targeted time frames. 				
	Strategic Indicators	<ul style="list-style-type: none"> Compliance with Local Government Department governance checklist. Progress with policy reviews and updates. 								
		How we will achieve this	Budget	Responsible Person						KPI
Establish procedures that are not documented		EMCor	Comprehensive procedure documents							
Update of HR Policies		CEO	Updated HR Policies							
Annual review of DLGP governance checklists		EMCor	Governance up to Date							

5.2 Objective					Enhance effective engagement with the community and stakeholders.				
Strategy	<ul style="list-style-type: none"> Continue to engage with and advocate for the Pormpuraaw community. 				Target	<ul style="list-style-type: none"> Conduct ongoing engagement and advocacy activities in line with the Corporate Plan. 			
	Strategic Indicators	<ul style="list-style-type: none"> Number and quality of engagement and advocacy activities conducted. 							
How we will achieve this	Budget	Responsible Person	KPI	Quarterly Update					
Quarterly Interagency Meetings		CEO	Quarterly Interagency meetings						
Quarterly Stakeholder Meetings		CEO	Quarterly Pormpuraaw Stakeholders meetings						

Document Owner: Executive Manager Corporate Services
 Adopted:

5.3 Objective		Maintain an up-to-date, informative Council website.		
Strategy	<ul style="list-style-type: none"> Communicate Council activities, business, opportunities, and successes via the Council website. Promote Council activities primarily through the Council website. 			Target <ul style="list-style-type: none"> Ensure the website remains compliant with legislation and is regularly updated. Update the Council website monthly to maintain a positive community standing.
Strategic Indicators	<ul style="list-style-type: none"> Website compliance with legislation. Regularity of website updates. 			
How we will achieve this	Budget	Responsible Person	KPI	
Implement new website		EMCor	New website established	
Implement new intranet site		CEO	New intranet site	
Website updated within two weeks of Council Meetings		EMCor	Website Compliant	
Monthly newsletters		CEO	Monthly Newsletters	
Audit website with DLGP checklist		EmCor	Website Compliant	

5.4 Objective		Ensure effective and efficient corporate and administrative processes and services.		
Strategy	<ul style="list-style-type: none"> Report monthly to Council on financial and operational activities and conduct internal audits. 			Target <ul style="list-style-type: none"> Maintain ongoing compliance with QAO requirements through monthly reporting and regular audits
Strategic Indicators	<ul style="list-style-type: none"> Compliance with QAO requirements. 			
How we will achieve this	Budget	Responsible Person	KPI	Quarterly Update
Two internal audits per year		EMCor	Two internal audits complete	
Monthly financial statements to Council		EMCor	Monthly Financial Statements to Council	

Document Owner: Executive Manager Corporate Services
 Adopted:

5.5 Objective					Implement risk management strategies that reduce potential harm to Council and the community.				
Strategy		<ul style="list-style-type: none"> Develop and adopt a compliant risk management framework. 			Target				
Strategic Indicators		<ul style="list-style-type: none"> Progress with the adoption and implementation of the risk management framework. Complete the development and adoption of the risk management framework by 31/12/2024. 			<ul style="list-style-type: none"> Develop RMF by 31/12/2024 Annual Reviews at 31 December 				
How we will achieve this		Budget	Responsible Person	KPI	Quarterly Update				
Establish Risk Register Framework and Risk Register			EMCor	Adopted Risk Register					

5.6 Objective					A completed review and adoption of revised Local Laws.				
Strategy		<ul style="list-style-type: none"> Complete the review and adoption of Local Laws. 			Target				
Strategic Indicators		<ul style="list-style-type: none"> A completed review and adoption of revised Local Laws. 			<ul style="list-style-type: none"> Complete the review and adoption of Local Laws by 31/12/2026 				
How we will achieve this		Budget	Responsible Person	KPI	Quarterly Update				
Review of Local Laws			CEO	Updated Local Laws					

5.7 Objective					Ensure the Asset Management Strategy is in place and effectively managing assets.				
Strategy		<ul style="list-style-type: none"> Develop, adopt, and implement the Asset Management Strategy. Manage assets in an appropriate and efficient manner online with Long-term financial plans 			Target				
Strategic Indicators		<ul style="list-style-type: none"> Asset Management Plans are reviewed. 			<ul style="list-style-type: none"> Complete the development and adoption of the Asset Management Strategy by 31/12/2025 Annual Reviews at 31 December 				
How we will achieve this		Budget	Responsible Person	KPI	Quarterly Update				
Develop Asset Management Plans			EMOps	Submit draft plan before July 2025 and adopted by 31 August 2025					

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 Adopted:

5.8 Objective		Implement best practice financial planning that incorporates the costs of assets over their lifetime for current and future needs.		
Strategy	<ul style="list-style-type: none"> Implement best practice financial planning processes. Ensure comprehensive financial audits with no qualifications. 			Target
Strategic Indicators	<ul style="list-style-type: none"> A lack of Audit Qualifications. Council is provided appropriate information on whole life costing for long term asset projects. 			
How we will achieve this	Budget	Responsible Person	KPI	Quarterly Update
Develop Investment Strategy		EMCor	Investment Strategy adopted	
Annual QAO Audit		EMCor	No audit matters arising	
Develop Whole of life costings for projects		EMOps & CEO	Whole of life costings for projects	

5.9 Objective		Ensure effective security of the Council Works Depot and its materials to reduce costs associated with criminal activities and equipment loss.		
Strategy	<ul style="list-style-type: none"> Develop, cost, and resource a plan to improve security at the Council Works Depot. Ensure comprehensive financial audits with no qualifications. 			Target
Strategic Indicators	<ul style="list-style-type: none"> Reduced damage and theft of supplies and equipment. 			
How we will achieve this	Budget	Responsible Person	KPI	Quarterly Update
New Security Cameras Covering roadways		EMOps		
Upgrade compound fencing		EMOps		
Source additional Secure Storage		EMOps		

Document Owner: Executive Manager Corporate Services
 Adopted:

5.10 Objective		Develop and maintain a comprehensive service catalogue that enhances the accessibility & quality of services provided to the community.		
Strategy	<ul style="list-style-type: none"> Create, regularly update, and promote a detailed service catalogue that clearly outlines all services the Council offers. 			Target <ul style="list-style-type: none"> Complete the service catalogue by 31/12/2025 and review and update it annually.
Strategic Indicators	<ul style="list-style-type: none"> Completion and launch of the initial service catalogue. 			
	<ul style="list-style-type: none"> Frequency and effectiveness of updates to the service catalogue. 			
How we will achieve this	Budget	Responsible Person	KPI	Quarterly Update
Establish a service capacity statement		EMops	Developed Service Capacity Statement/Booklet	

Key Positions

- CEO Chief Executive Officer
- EMOps Executive Manager Operational Services
- EMCor Executive Manager Corporate Services
- EMCom Executive Manager Community Services

Document Owner: Executive Manager Corporate Services
 Adopted:

7 EXECUTIVE MANAGER OF CORPORATE SERVICES REPORTS

7.1 ANNUAL BUDGET REPORT 2025/26

Author: Tracey Graham (Executive Manager of Corporate Services)

Authorisers: Janelle Menzies

Attachments: 1. PASC Budget Report 2025-26 [7.1.1 - 17 pages]

EXECUTIVE SUMMARY

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

RECOMMENDATION

That Council resolves to receive and note the Annual Budget Report for 2025/26 and to adopt the Annual Budget Report.

DISCUSSION

Council's annual budget report for the financial year 2025/26 outlines the expected income, expenditure and capital works programs. Our budget aims to enhance community infrastructure and service delivery.

Budget Snapshot:

- Operating Revenue: \$25.857 million
- Operating Expenditure: \$27.183 million
- Total Operating Result: **-\$1.325 million**
- Capital Revenue: \$17.792 million
- Capital Expenditure: \$3.371 million
- Net Result: \$13.096 million

Council's budget is developed in accordance with the *Local Government Act 2009* and *Local Government Regulation 2012*. The budget includes financial statements for the current year (2025/26) and projections for the next two financial years (2026/27 & 2027/28).

Council aims to align its budget with its Corporate Plan and Operational Plan, ensuring that the budget supports strategic objectives and asset management requirements.

Council heavily relies on Federal and State grant funding, which constitutes 69% of its total revenue forecast for 2025/26.

Council has implemented a 5% increase in utility charges for the 2025/26 financial year, applying a fair and consistent process for all users. Despite these increases, Council anticipates a shortfall of approximately \$1.4 million in funding for essential services.

The capital works program for 2025/26 totals \$33.1 million, featuring projects such as a new council office, an aged care facility, and infrastructure upgrades. Council has allocated \$14.5 million of unfunded capital works for the 2025/26 financial year.

REPORT ATTACHED



Pormpuraaw Aboriginal Shire Council



Annual Budget 2025/26

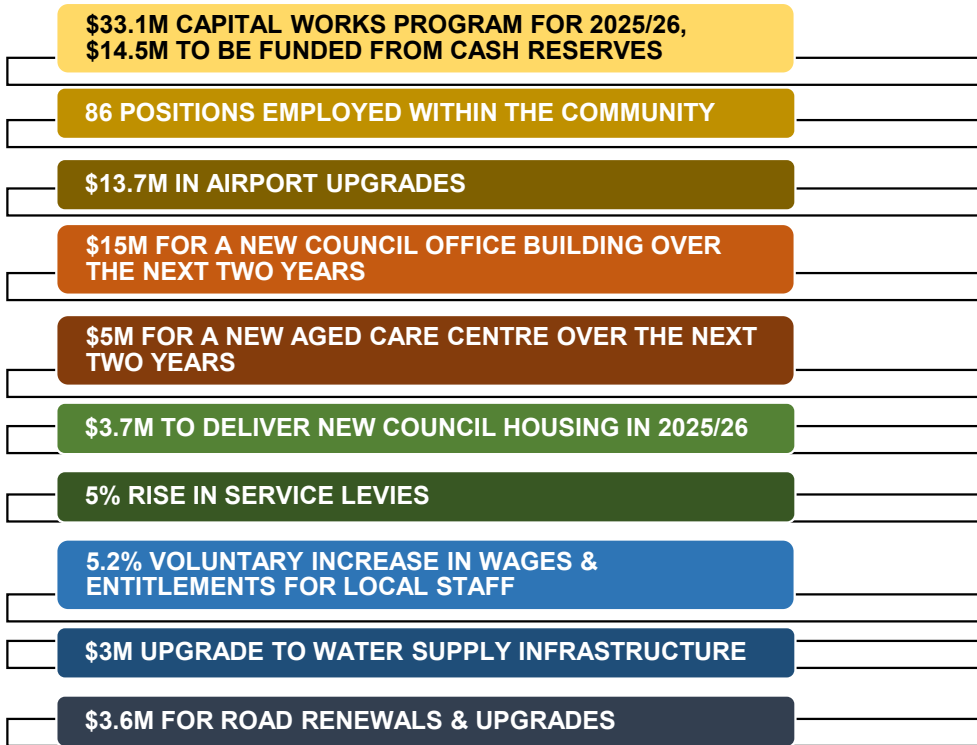
Adopted by Council on xx - Resolution # xx/xx



Table of Contents

BUDGET SNAPSHOT	3
ANNUAL BUDGET 2025/26 AT A GLANCE	3
BUDGET FRAMEWORK & PRINCIPLES	4
SIGNIFICANT BUDGET ASSUMPTIONS.....	4
OPERATIONAL BUDGETS	6
CAPITAL WORKS	8
THREE YEAR FORECAST.....	10
LONG TERM MEASURES OF FINANCIAL SUSTAINABILITY.....	13
LONG TERM FINANCIAL FORECAST.....	14

BUDGET SNAPSHOT



ANNUAL BUDGET 2025/26 AT A GLANCE

Statement of Income & Expenditure (\$'000)		Financial Position (\$'000)	
Operating Revenue	25,857	Current Assets	57,397
Capital Revenue	17,792	Non-Current Assets	207,296
Total Revenue	43,649	Total Assets	264,693
Operating Expenses	27,183	Current Liabilities	4,226
Capital Expenses	3,370	Non-Current Liabilities	197
Total Expenses	30,553	Total Liabilities	4,423
Net Result	13,096		
Capital Works Program	33,078	Net Community Assets	260,270

The annual operating budget is a detailed financial plan outlining Council's expected revenue and expenses required to deliver essential services and meet the ongoing needs of the community.

The capital budget funds the delivery of infrastructure projects that support the region's current and future growth and service demands.

BUDGET FRAMEWORK & PRINCIPLES

Porpuraaw Aboriginal Shire Council is governed by the *Local Government Act 2009* and *Local Government Regulation 2012*. This budget has been developed in accordance with the legislation the *Local Government Regulation 2012*, Division 3, sections 169 to 172.

Under the requirements of the *Local Government Regulation 2012*, Council's budget for each financial year must be prepared on an accruals basis and include financial statements for the year for which it was prepared and the next two financial years.

The results of this budget are linked to the Corporate Plan which provides the strategic direction of Council and the Operational Plan which outlines key objectives and deliverables for Council for the upcoming year. The budget forms the basis of Council's Long-Term Financial Forecast and is aligned with Council's asset management requirements and capital works program.

Council controls and manages infrastructure assets that are unique to the public sector. These infrastructure assets include roads, footpaths, water reticulation and sewerage assets, which have exceedingly long useful lives and can only be used for providing local government services. The costs associated with the maintenance, depreciation and replacement of these assets form a material part of Council's annual expenditure.

Porpuraaw Aboriginal Shire Council (PASC) recognises the importance of Federal and State funding and the effect on Council's financial sustainability, as grants to Council are 69% of the total revenue forecasted for 2025/26. PASC will continue to comply with all funding terms and conditions to ensure timely availability of grant funding. Council will seek written approval as required from any funding bodies to retain surplus funds from the prior financial year/s before including these surplus funds into the budget forecast.

The 2025/26 Budget marks a strategic shift by Council, from a focus on conservative spending and building financial sustainability through substantial cash reserves, to investing in critical community infrastructure. The \$33.1M capital works program includes \$14.5M funded from Council's cash reserves and will deliver key projects such as a new Council office, an aged care facility, new Council housing, and essential upgrades to water infrastructure to support growing housing demand within the community.

Regular reviews of Council's fees and charges reflect the market trend and additional sources of revenue should be encouraged and supported. The 2025/26 Revenue Statement, Revenue Policy and Schedule of Fees & Charges will provide guidelines to this effect.

SIGNIFICANT BUDGET ASSUMPTIONS

Porpuraaw Aboriginal Shire Council is highly dependent on Federal and State grant funding for operational and capital expenditure to meet the service requirements for the community members and visitors of Porpuraaw Shire.

The Australian Government provides untied assistance to local governments under the Financial Assistance (FA) Grant program. The allocation approach focuses on the capacity of a council to raise revenue based on their individual circumstances compared to a theoretical 'potential revenue' based on state averages. This approach also acknowledges the size of a council that will materially impact on the range and nature of the services it may be required to deliver along with the costs of delivery. Specific adjustments are also made to reflect remoteness, socio-economic factors and dispersion of a Council's operating environment. In the 2025/26 Budget, the allocation for the Financial Assistance grant is budgeted at \$5.3M, a 5.3% increase that aligns with the federal allocation increase for the state of Queensland.

In 2024/25, the Indigenous Councils Funding Program (ICFP) provided \$72.4 million in operating grant funding to Queensland's 16 Indigenous councils. This funding supports eligible councils to deliver local government services to their communities. In the 2025/26 Budget, the ICFP has been budgeted at \$2.7M, a 3.5% increase that aligns with the increase in the Queensland Council Cost Index.

PASC currently invests surplus funds with QTC. The interest rates on monies invested with QTC is assumed to earn interest income at 2.5% annually for our long-term financial forecast. The cash interest rates are forecasted at 3.25% for 2025/26 FY. Council does not invest with any other financial institutions.

PASC has no existing borrowing and retains a view of not borrowing into the future. The existing liabilities consist of employee liabilities (current and non-current), contract liabilities and ordinary business creditors.

The 2025/26 Budget reflects a commitment of Councillors to make a strategic investment in the workforce that will raise wages for staff and align employee entitlements across the various employment awards as listed below.

Employment costs have been adjusted to accommodate the following Awards:

- 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

The 2025/26 Budget includes a \$1.9395 per hour increase for all staff on award rates as well as the alignment of entitlements for locality allowance, personal leave and annual leave for staff on Stream B & C to Stream A. This commitment represents a 5.2% increase in wages and superannuation.

In addition, employment costs are also reflective of an expected State Wage increase of approximately 3.5% for all streams. Attendance for employees is budgeted to be 100% with employee wellbeing initiatives and management plans to support employees and improve attendance rates.

Investing in the workforce is expected to yield measurable improvements in staff retention, productivity, and overall performance. The long-term benefits are anticipated to outweigh the annual costs, demonstrating PASC's commitment to equality and ethical decision-making.

The councillor remuneration has also been incorporated as per the Local Government Remuneration Commission Annual Report 2024 which determines the remuneration schedule to apply from 1 July 2025. The Local Government Remuneration Commission remuneration schedule for the 2025/26 financial year (category A2) will be applied to our councillors from 1st July 2025.

PASC's Schedule of Fees and Charges are reviewed annually and increased as required to accommodate the increasing costs of providing services for the community. PASC has adopted a user pays model to ensure that all recoverable works are accurately captured, and the revenue recovered. PASC considers the economic impact of increasing fees and charges to the community members of Pormpuraaw and endeavours to minimise these increases where possible, whilst trying to balance financial sustainability principals.

In alignment with asset management best practices and long-term financial sustainability goals, the 2025/26 Budget incorporates a strategic allocation of funds for the ongoing upkeep and renewal of infrastructure assets. This approach is essential to preserving asset value, ensuring safety and reliability, and minimising the risk of costly deferred maintenance or emergency repairs. PASC will allocate a total of 1% of the current replacement value of infrastructure assets annually for operational repairs and maintenance (R&M).

Depreciation is recognised according to the requirements of the relevant Accounting Standards. Where applicable, non-current assets have been comprehensively componentised which significantly improves the accuracy of the depreciation expense. Council has committed to reinvest, at minimum, an amount equal to the depreciation expense each year in capital works. This budget reflects the annual reinvestment of the depreciation expense into the replacement and renewal of assets out of Council's accumulated surplus. Historically, Council has actively pursued external funding opportunities to support asset renewal and will continue to do so as part of its long-term financial strategy. Capital revenue is only budgeted for when confirmed or certain.

Disaster Recovery Funding Arrangements (DRFA) for restoration works due to natural disaster events are funded by the Federal and State governments and managed by the Queensland Reconstructive Authority (QRA). These funds have been budgeted to align with current submission values. Any future natural disaster damage is highly unpredictable hence has been included in the future budgets at best practice estimates. PASC has

gained sufficient experience in preparing successful funding submissions and providing satisfactory acquittals. This serves as confirmation that QRA will be providing funding for budgeted works in the event of any future natural disaster occurrences.

OPERATIONAL BUDGETS

Council has reviewed the cost of providing essential services such as waste, water and sewerage to the community. Council has applied a fair and consistent process in applying their utility charges to users within the Community. Council has applied a 5% increase to all utility charges (Homeownership Lessees, Residential, Light Commercial/Business and Commercial) for the 2025/26 financial year.

Most entities will fall into the Light Commercial/Business Category, whilst the Health Clinic, School, CEQ Store, Ergon, Queensland Police, Telstra & Pormpuraaw United Brothers Sports Club will fall under the Commercial category for utility charges. Commercial entities with 5 or more sewerage fixtures will be charged the Commercial category for the sewerage utility charge.

There are 22 residential houses within Pormpuraaw that are identified as Homeownership Lessees. The homeownership lease provides an opportunity for Aboriginal and Torres Strait Islander people to purchase their own home on Indigenous communal lands. When setting the utility charges for local homeownership lessees, Council has considered the local economic challenges combined with the ability for homeownership lessees to pay these charges. Council has recognised utility charges for a Homeownership Lessee that is 50% of the residential charges. The utility charges for the homeownership lessees align with what is received for other social housing.

It is important to note that Council is not at a cost recovery position for the essential services that are provided to the community. The budgets set for the 2025/26 financial year have indicated that Council will need to cover the shortfalls on these essential services to the value of an estimated \$1.4M in unfunded operating costs.

Council continues to bear the cost of other community essential services such as community events, sealing of roads, community hall, street lighting, beach amenities, parks, playgrounds, vandalism and Council administrative costs.

Grants, subsidies, contributions, and donations continue to be the largest source of Council operating revenue at 48%.

Sales revenue is the second largest source of revenue at 33%. Sales include private works, accommodation, plant hire, fuel sales, etc. Sales continues to be a major focus of Council due to the limited opportunity to create own sourced revenue.

Externally constrained operational funding to be carried forward is an estimated \$1.2M that will be spent in 2025/26. The below amounts do not represent contract liabilities. The major forecasted balances are listed below:

- Community Justice Program \$108,274
- Aged Care IEI Program \$549,016
- Qld Indigenous Land & Sea Rangers Program \$186,471
- Indigenous Protected Ares Program \$329,128

Council is Pormpuraaw's largest employer whose strong workforce is responsible for the provision of water, wastewater, resource recovery services, maintenance, planning, lifestyle and community services and capital infrastructure for the community.

The wages budget has been applied as per the notations in the significant budget assumptions section. Where positions are currently vacant these have been allowed for in the budget at the assumed agreed salary ranges but may be subject to slight variations based on recruitment negotiations for these positions. All wages budgeted are assumed to be 100% attendance. Council employs 86 positions within the community, an estimated 13% of the population. Employee benefits are 30% of the budgeted operational expenditure.

The 2025/26 budget has included 11 new employment opportunities within the community. Four positions are for Community Justice Group Members that have been created under the Community Justice Program. Three are apprenticeship positions that aim to benefit Pormpuraaw by creating skilled workers, offering accessible career pathways, and promoting economic and social stability through education and employment. Four further positions have been established to support the delivery of essential services, community services and the executive function of Council.

An allocation for a reward and recognition program for employees along with an EAP (Employee Assistance Program) for employees has been included in the budgets. This will assist in the wellbeing of our employees and promote a more positive workforce culture.

In 2025/26, Council has committed to 1% of the replacement value of our assets to be dedicated to the annual repairs and maintenance of our infrastructure assets. This represents 17.5% of Council's materials and services forecasted expenditure, an increase from \$531K to \$2.25M from 2024/25 budget.

In addition to these expenses, depreciation makes up 22% of Council's budgeted operational expenditure. Depreciation represents an allocation of the use or wear and tear of an asset over its expected life. It is impacted by the age, condition and disposal of existing assets as well as the purchase and construction of new assets. Depreciation is not a cash expense.

The long-term financial forecasts for operations have been based on a consistent approach year after year. PASC has some certainty in the 3-year budget forecast however the following 7 years after this has been based on best practice assumptions due to there being no ongoing certainty around the grants and funding that PASC could receive over this long term forecasted period.

CAPITAL WORKS

Pormpuraaw Aboriginal Shire Council capital works program for the 2025/26 financial year is \$33.1M with \$18.6M funded by grant programs and \$14.5M funded by Council's cash reserves.

Our major funding programs that support capital infrastructure within Pormpuraaw in 2025/26 are:

- Works for Queensland (W4Q)
- Disaster Recovery Funding Arrangement (DRFA)
- Transport Infrastructure Development Scheme (TIDS)
- Disaster Ready Fund Round 1 (DRF)
- Roads to Recovery (R2R)

The planned capital works program for Council's 2025/26 financial year is listed below by asset category:

BUILDINGS:

New Council Building (planned over two years)
 New Aged Care Building (planned over two years)
 New Council Housing Duplexes (2 sites)
 Main Roads Camp Upgrades
 Contractor Camps Upgrades
 Construction of a Shed at the Batching Plant
 Plumbing Shed Refurbishments
 Kiosk & Sport Club Restorations
 Airport Building Upgrades
 Build of a new shed and hardstand at the Admin Store
 Fencing for Council Houses
 Refurbishments to the Chapman Campground Facilities
 Refurbishments to the Mungkan Campgrounds Facilities
 Sportsfield Amenities Upgrades
 Water Treatment Plant Building Upgrade & new Shed
 Allowance for General Building Renewals

INFRASTRUCTURE – OTHER

Pormpuraaw Aerodrome Upgrades, Runway & Windsocks
 New Airport Fuel Facility
 Flood Mitigation Works (From Hall to Depot)
 Strathgordon Rd, Install 40m Concrete Floodway
 Various Road Upgrade Works
 Restoration of Roads from 2025 Wet Weather Events

INFRASTRUCTURE –WATER

Upgrade to Water Supply & Filtration
 Allowance for Infrastructure Renewals - Water

INFRASTRUCTURE – SEWERAGE

New Aerators for the Sewerage Ponds
 Allowance for Infrastructure Renewals - Sewerage

PLANT & EQUIPMENT

Renewal of Fuel Storage Tanks & Bowser
New Vacuum Tank
Auto Large & Medium Tipper Trucks
Concrete Agitator Truck 6m3
Luggage Trailer for Bus
2x4 Isuzu Ute
Other Small Plant

Some of the significant capital works included in the 3-year budget forecast in addition to what has been listed for the current budgeted year are as follows:

- Build of a New Council Building (\$2.5M 2025/26, \$12.5M 2026/27)
- Build of a New Aged Care Facility (\$1M 2025/26, \$4M 2026/27)
- New Council Housing, \$6M
- Upgrade of Art Centre, \$10M
- DRFA (Restoration of Public Assets – Roads), \$5.4M
- Road Upgrades R2R & ATSI TIDS, \$2.0M
- Allowance of Infrastructure Renewals, \$2.8M
- Motor Vehicles, Plant & Equipment, \$1.4M

The long-term financial forecasts for capital works have been based on confirmed and/or known capital funding and capital works requirements for the next 3 years. PASC has some certainty in the 3-year budget forecast however the following 7 years after this has been based on best practice assumptions due to there being no ongoing certainty around the capital grants and funding that PASC could receive over this long term forecasted period.

The capital works program has been based on the current asset management requirements and community service requirements. Each department within Council has identified asset management requirements specifically for the next 3 years and has forecasted requirements for the following 7 years after this.

THREE YEAR FORECAST

BUDGETED INCOME STATEMENT			
FOR THE YEARS FROM 1 JULY 2025 TO 30 JUNE 2028			
	2025/26	2026/27	2027/28
<i>Recurrent Revenue</i>			
<i>Levies & Charges</i>	553,980	581,679	610,763
<i>Fees & Charges</i>	407,467	427,840	449,232
<i>Rental Income</i>	1,567,180	1,645,539	1,727,816
<i>Interest Received</i>	2,066,184	1,655,567	935,888
<i>Sales Revenue</i>	8,624,520	9,055,746	9,508,533
<i>Other Income</i>	139,350	10,010	99,851
<i>Grants, Subsidies, Contributions & Donations</i>	12,498,779	13,373,694	14,309,852
Total Operating Revenue	25,857,460	26,750,075	27,641,936
<i>Recurrent Expenses</i>			
<i>Employment Costs</i>	8,194,540	8,522,322	8,692,768
<i>Materials & Supplies</i>	12,856,935	13,310,782	13,576,998
<i>Depreciation</i>	6,054,939	6,355,730	7,856,916
<i>Finance Costs</i>	76,500	78,030	79,591
Total Operating Expenses	27,182,914	28,266,864	30,206,272
<i>Net Operating Result Excluding Depreciation</i>	4,729,484	4,838,941	5,292,579
Operating Result	(1,325,455)	(1,516,789)	(2,564,336)
<i>Capital</i>			
<i>Capital Revenue</i>	17,792,209	3,637,174	3,817,213
<i>Capital Expenses</i>	(3,370,515)	(3,624,617)	(2,832,991)
<i>Capital Surplus</i>	14,421,694	12,557	984,222
Net Result	13,096,239	(1,504,232)	(1,580,114)

BUDGETED CASHFLOW STATEMENT FOR THE YEARS FROM 1 JULY 2025 TO 30 JUNE 2028			
	2025/26	2026/27	2027/28
<i>Cashflows from Operating Activities</i>			
<i>Receipts from Customers</i>	11,292,497	11,720,814	12,396,196
<i>Payments to Suppliers & Employees</i>	(21,127,975)	(21,911,134)	(22,349,357)
<i>Interest Received</i>	2,066,184	1,655,567	935,888
<i>Grants, Subsidies, Contributions & Donations</i>	12,498,779	13,373,694	14,309,852
<i>Net cash inflow /(outflow) from operating activities</i>	4,729,484	4,838,941	5,292,579
<i>Cashflows from Investing Activities</i>			
<i>Payments for Property Plant & Equipment</i>	(33,077,887)	(26,850,540)	(17,471,853)
<i>Grants, Subsidies, Contributions & Donations</i>	13,648,709	3,637,174	3,817,213
<i>Other</i>	589,048	624,391	661,854
<i>Net cash inflow /(Outflow) from investing activities</i>	(18,840,130)	(22,588,975)	(12,992,786)
<i>Net increase (decrease) in cash held</i>	(14,110,646)	(17,750,034)	(7,700,206)
<i>Cash & equivalents at beginning of financial year</i>	69,296,214	55,185,568	37,435,534
<i>Cash & equivalents at end of financial year</i>	55,185,568	37,435,534	29,735,328

BUDGETED STATEMENT OF CHANGES IN EQUITY FOR THE YEARS 1 JULY 2025 TO 30 JUNE 2028			
	Total	Retained Surplus	Asset Revaluation Reserve
<i>Statement of Changes in Equity</i>			
<i>Balance at 30/06/2025</i>	229,004,667	88,755,536	140,249,131
<i>Net Result for this period</i>	13,096,239	13,096,239	
<i>Asset Revaluation adjustment</i>	18,169,460		18,169,460
<i>Balance at 30/06/2026</i>	260,270,366	101,851,775	158,418,591
<i>Net Result for this period</i>	(1,504,232)	(1,504,232)	
<i>Asset Revaluation adjustment</i>	1,283,499		1,283,499
<i>Balance at 30/06/2027</i>	260,049,633	100,347,544	159,702,089
<i>Net Result for this period</i>	(1,580,114)	(1,580,114)	
<i>Asset Revaluation adjustment</i>	1,924,866		1,924,866
<i>Balance at 30/06/2028</i>	260,394,385	98,767,430	161,626,956

BUDGETED STATEMENT OF FINANCIAL POSITION FOR THE YEARS 1 JULY 2025 TO 30 JUNE 2028			
	2025/26	2026/27	2027/28
BALANCE SHEET			
<i>Current Assets</i>			
Cash at Bank	55,185,568	37,435,534	29,735,328
Inventories	560,338	561,000	589,050
Contract Asset	251,448	379,854	425,113
Receivables	1,400,003	899,754	1,198,754
Total Current assets	57,397,357	39,276,142	31,948,245
<i>Non-Current Assets</i>			
Property Plant & Equipment	193,189,033	211,704,765	218,486,711
Other Financial Assets	14,106,791	14,346,606	14,705,272
Total Non-Current Assets	207,295,824	226,051,372	233,191,983
TOTAL ASSETS	264,693,181	265,327,514	265,140,228
<i>Current Liabilities</i>			
Trade Payables	2,435,012	2,724,127	2,792,230
Contract Liabilities	1,121,716	1,644,575	997,452
Other Provisions	669,494	692,926	734,501
Total Current Liabilities	4,226,222	5,061,628	4,524,184
<i>Non-Current Liabilities</i>			
Provisions	196,594	216,253	221,660
Total Non-Current Liabilities	196,594	216,253	221,660
TOTAL LIABILITIES	4,422,815	5,277,881	4,745,843
Net Community Assets	260,270,366	260,049,633	260,394,385
<i>Equity</i>			
Asset Revaluation Reserve	158,418,591	159,702,089	161,626,956
Retained Surplus	101,851,775	100,347,544	98,767,430
	260,270,366	260,049,633	260,394,385

BUDGETED CAPITAL WORKS PROGRAM			
	2025/26	2026/27	2027/28
Capital Works Program Budget	33,077,887	26,850,540	17,471,853

LONG TERM MEASURES OF FINANCIAL SUSTAINABILITY

BUDGETED MEASURES OF FINANCIAL SUSTAINABILITY

FOR THE YEARS FROM 1 JULY 2025 TO 30 JUNE 2035

Type	Measure	Target (Tier 8)	2024/25 Budget	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Operating Performance	Operating Surplus Ratio	N/A	2%	-5%	-6%	-9%	-10%	-9%	-8%	-7%	-7%	-6%	-5%
	Operating Cash Ratio	Greater than 0%	28%	19%	18%	19%	19%	20%	20%	21%	21%	22%	22%
Liquidity	Unrestricted Cash Expense Cover Ratio	Greater than 4 months	41	31	<i>Not applicable for long-term sustainability statement</i>								
Asset Management	Asset Sustainability Ratio	Greater than 90%	98%	95%	68%	56%	36%	36%	36%	36%	36%	36%	36%
	Asset Consumption Ratio	Greater than 60%	57%	60%	60%	59%	57%	54%	52%	50%	48%	46%	44%
Financial Capacity	Council Controlled Revenue	N/A	4%	4%	4%	4%	4%	4%	4%	4%	4%	4%	4%
	Population Growth*	N/A	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%
Asset Management	Asset Renewal Funding Ratio	N/A	<i>See notes.</i>	<i>Not applicable for long-term sustainability statement</i>									

Notes

**Constant Rate Method applied to population growth. Council assumes that the growth rate observed in the current year will persist uniformly over the next nine years. Asset Renewal Funding Ratio is not required; the transition period commences in FY 2027/28. Leverage ratio is not applicable as Council has no projected borrowings / debt.*

LONG TERM FINANCIAL FORECAST

BUDGETED INCOME STATEMENT

FOR THE YEARS FROM 1 JULY 2025 TO 30 JUNE 2035

	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Recurrent Revenue										
Levies & Charges	553,980	581,679	610,763	619,924	629,223	648,100	657,821	677,556	687,719	698,035
Fees & Charges	407,467	427,840	449,232	455,971	462,810	469,753	476,799	483,951	491,210	498,578
Rental income	1,567,180	1,645,539	1,727,816	1,753,733	1,780,039	1,806,740	1,833,841	1,861,348	1,889,269	1,917,608
Interest Received	2,066,184	1,655,567	935,888	743,383	739,474	738,796	746,053	757,746	774,394	799,941
Sales Revenue	8,624,520	9,055,746	9,508,533	9,651,161	9,795,929	10,089,807	10,241,154	10,394,771	10,706,614	10,867,213
Other Income	139,350	10,010	99,851	101,349	102,869	104,412	105,978	107,568	109,181	110,819
Grants, Subsidies, Contributions & Donations	12,498,779	13,373,694	14,309,852	14,667,598	15,034,288	15,410,146	15,795,399	16,190,284	16,595,041	17,009,917
Total Operating Revenue	25,857,460	26,750,075	27,641,936	27,993,120	28,544,633	29,267,753	29,857,045	30,473,225	31,253,429	31,902,112
Recurrent Expenses										
Employment Costs	8,194,540	8,522,322	8,692,768	8,823,160	8,955,507	9,089,840	9,226,187	9,364,580	9,505,049	9,647,625
Materials & Supplies	12,856,935	13,310,782	13,576,998	13,780,653	13,987,362	14,197,173	14,410,130	14,626,282	14,845,677	15,068,362
Finance Costs	76,500	78,030	79,591	80,784	81,996	83,226	84,475	85,742	87,028	88,333
Total Expenses	21,127,975	21,911,134	22,349,357	22,684,597	23,024,866	23,370,239	23,720,792	24,076,604	24,437,753	24,804,320
Net Operating Result Excluding Depreciation	4,729,484	4,838,941	5,292,579	5,308,523	5,519,767	5,897,514	6,136,253	6,396,621	6,815,676	7,097,792
Depreciation	(6,054,939)	(6,355,730)	(7,856,916)	(7,974,769)	(8,094,391)	(8,215,807)	(8,339,044)	(8,464,130)	(8,591,092)	(8,719,958)
Total Operating Loss	(1,325,455)	(1,516,789)	(2,564,336)	(2,666,246)	(2,574,624)	(2,318,293)	(2,202,791)	(2,067,509)	(1,775,416)	(1,622,166)
Capital										
Capital Revenue	17,792,209	3,637,174	3,817,213	3,338,086	3,388,157	3,438,980	3,490,564	3,542,923	3,596,067	3,650,008
Capital Expenses	(3,370,515)	(3,624,617)	(2,832,991)	(2,844,197)	(2,886,860)	(2,930,163)	(2,974,115)	(3,018,727)	(3,064,008)	(3,109,968)
Capital Surplus	14,421,694	12,557	984,222	493,889	501,297	508,817	516,449	524,196	532,059	540,040
Net Result	13,096,240	(1,504,232)	(1,580,114)	(2,172,357)	(2,073,327)	(1,809,476)	(1,686,342)	(1,543,313)	(1,243,357)	(1,082,126)

BUDGETED CASHFLOW STATEMENT
FOR THE YEARS FROM 1 JULY 2025 TO 30 JUNE 2035

	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Cashflows from Operating Activities										
Receipts from Customers	11,292,497	11,720,814	12,396,196	11,082,139	11,248,371	11,596,311	11,793,093	12,002,694	12,361,494	12,569,754
Payments to Suppliers & Employees	(21,127,975)	(21,911,134)	(22,349,357)	(22,684,597)	(23,024,866)	(23,370,239)	(23,720,792)	(24,076,604)	(24,437,753)	(24,804,320)
Interest Received	2,066,184	1,655,567	935,888	743,383	739,474	738,796	746,053	757,746	774,394	799,941
Grants, Subsidies, Contributions & Donations	12,498,779	13,373,694	14,309,852	14,667,598	15,034,288	15,410,146	15,795,399	16,190,284	16,595,041	17,009,917
Net cash inflow / (outflow) from operating activities	4,729,484	4,838,941	5,292,579	3,808,523	3,997,267	4,375,014	4,613,753	4,874,121	5,293,176	5,575,292
Cashflows from Investing Activities										
Payments for Property Plant & Equipment	(33,077,887)	(26,850,540)	(17,471,853)	(7,974,769)	(8,094,391)	(8,215,807)	(8,339,044)	(8,464,130)	(8,591,092)	(8,719,958)
Grants, Subsidies, Contributions & Donations	13,648,709	3,637,174	3,817,213	3,338,086	3,388,157	3,438,980	3,490,564	3,542,923	3,596,067	3,650,008
Other	589,048	624,391	661,854	671,782	681,859	692,087	702,468	713,005	723,700	734,556
Net cash inflow / (Outflow) from investing activities	(18,840,130)	(22,588,975)	(12,992,786)	(3,964,901)	(4,024,375)	(4,084,740)	(4,146,012)	(4,208,202)	(4,271,325)	(4,335,395)
Net increase (decrease) in cash held	(14,110,646)	(17,750,034)	(7,700,206)	(156,378)	(27,108)	290,273	467,741	665,919	1,021,851	1,239,897
Cash & equivalents at beginning of financial year	69,296,214	55,185,568	37,435,534	29,735,328	29,578,950	29,551,842	29,842,115	30,309,857	30,975,775	31,997,627
Cash & equivalents at end of financial year	55,185,568	37,435,534	29,735,328	29,578,950	29,551,842	29,842,115	30,309,857	30,975,775	31,997,627	33,237,524

BUDGETED STATEMENT OF FINANCIAL POSITION
FOR THE YEARS FROM 1 JULY 2025 TO 30 JUNE 2035

	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Current Assets										
Cash at Bank	55,185,568	37,435,534	29,735,328	29,578,950	29,551,842	29,842,115	30,309,857	30,975,775	31,997,627	33,237,524
Inventories	560,338	561,000	589,050	603,776	618,871	634,342	650,201	666,456	683,117	700,195
Contract Assets	251,448	379,854	425,113	429,364	422,924	416,580	410,331	404,176	398,114	392,142
Receivables	1,400,003	899,754	1,198,754	1,180,773	1,163,061	1,145,615	1,128,431	1,111,504	1,094,832	1,078,409
Total Current assets	57,397,357	39,276,142	31,948,245	31,792,863	31,756,698	32,038,653	32,498,820	33,157,912	34,173,689	35,408,271
Non-Current Assets										
Property Plant & Equipment	193,189,033	211,704,765	218,486,711	218,486,711	218,486,711	218,486,711	218,486,711	218,486,711	218,486,711	218,486,711
Other Financial Assets	14,106,791	14,346,606	14,705,272	14,778,798	14,852,692	14,926,955	15,001,590	15,076,598	15,151,981	15,227,741
Total Non-Current Assets	207,295,824	226,051,372	233,191,983	233,265,509	233,339,403	233,413,667	233,488,302	233,563,310	233,638,693	233,714,453
TOTAL ASSETS	264,693,181	265,327,514	265,140,228	265,058,373	265,096,101	265,452,320	265,987,121	266,721,222	267,812,382	269,122,723
Current Liabilities										
Trade Payables	2,435,012	2,724,127	2,792,230	1,453,008	1,482,068	1,511,710	1,541,944	1,572,783	1,604,238	1,636,323
Contract Liabilities	1,121,716	1,644,575	997,452	1,017,401	1,037,749	1,058,504	1,079,674	1,101,268	1,123,293	1,145,759
Other provisions	669,494	692,926	734,501	745,519	756,702	768,052	779,573	791,267	803,136	815,183
Total Current Liabilities	4,226,222	5,061,628	4,524,184	3,215,928	3,276,519	3,338,266	3,401,191	3,465,317	3,530,667	3,597,264
Non-Current Liabilities										
Provisions	196,594	216,253	221,660	227,201	232,881	238,703	244,671	250,787	257,057	263,484
Total Non-Current Liabilities	196,594	216,253	221,660	227,201	232,881	238,703	244,671	250,787	257,057	263,484
TOTAL LIABILITIES	4,422,815	5,277,881	4,745,843	3,443,129	3,509,400	3,576,969	3,645,861	3,716,104	3,787,724	3,860,748
Net Community Assets	260,270,366	260,049,633	260,394,385	261,615,244	261,586,701	261,875,351	262,341,260	263,005,117	264,024,658	265,261,975
Equity										
Asset Revaluation Reserve	158,418,591	159,702,089	161,626,956	165,020,171	167,064,956	169,163,082	171,315,333	173,522,504	175,785,401	178,104,845
Retained Surplus (Deficiency)	101,851,775	100,347,544	98,767,430	96,595,072	94,521,745	92,712,269	91,025,927	89,482,614	88,239,257	87,157,130
Total Equity	260,270,366	260,049,633	260,394,385	261,615,244	261,586,701	261,875,351	262,341,260	263,005,117	264,024,658	265,261,975

END OF PASC ANNUAL BUDGET REPORT 2025/26

7.2 REGISTER OF FINANCIAL AUTHORITY LIMIT DELEGATIONS 2026 FY

Author: Tracey Graham (Executive Manager of Corporate Services)

Authorisers: Janelle Menzies

Attachments: 1. RE G- FI N- F 001- Register of Financial Authority Limit Delegations-2026 F Y-20250614 [7.2.1 - 1 page]

EXECUTIVE SUMMARY

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

RECOMMENDATION

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.

REPORT ATTACHED



List of Delegated Users & Types of Financial Delegations

All employees have the delegation to requisition items within their budget responsibility. Requisitions by employees other than those authorised below are to be signed off by department manager or supervisor (based on purchase delegation). Financial Delegation does not negate compliance with procurement requirements. Refer to PASC Procurement Policy - P001.

Types of Delegations:

Procurement - Level 1 - Authority to Sign Requisitions for Operational & Capital Expenditure or Invoices for Goods & Purchases within Delegated Limit

Procurement - Level 2 - Authority to Sign Requisitions for Admin Store Materials Only

Payment - Level 1 - Authority to Access Banking Platforms, Authorise Electronic Payments, Withdrawal & Transfer Requests (No limit on banking withdrawal or transfer requests)

Other - Access to Banking Platforms for Uploading of Payment Files and Reporting Function Only (No Authorisation for Payments)

Role	Current Incumbent			Location	Procurement	Payment	Function	Purchase Delegation **Limits Exclusive of GST**	Credit Card	Monthly C/C Limit
	Employee Reference	Surname	First Name							
CHIEF EXECUTIVE OFFICER	MENJAN	MENZIES	Janelle	Pompuraaw	Level 1	Level 1	EXECUTIVE	\$200,000	Yes	\$5,000
EXECUTIVE MANAGER CORPORATE SERVICES	BRUTRA	GRAHAM	Tracey	Cairns	Level 1	Level 1	EXECUTIVE	\$100,000	Yes	\$5,000
EXECUTIVE MANAGER COMMUNITY SERVICES	BARSH	BARTLETT	Shelina	Pompuraaw	Level 1	Level 1	EXECUTIVE	\$25,000	Yes	\$2,500
EXECUTIVE MANAGER OPERATIONS	DENGR	DENNIS	Grant	Pompuraaw	Level 1	Nil	EXECUTIVE	\$25,000	Yes	\$2,500
FINANCE MANAGER	HALMEL	HALPERT	Melanie	Cairns	Level 1	Level 1	CORPORATE SERVICES	\$50,000	No	N/A
FINANCIAL ACCOUNTANT	HEYTIF	HEYCOX	Tiffany	Cairns	Level 1	Other	CORPORATE SERVICES	\$25,000	No	N/A
FINANCE OFFICER - WORKS	BOUANN	BOUNDY	Anne	Cairns	Level 1	Other	CORPORATE SERVICES	\$25,000	No	N/A
ADMINISTRATION OFFICER - CORPORATE	YESNEM	YESBERG	Nemalah	Cairns	Level 1	Nil	CORPORATE SERVICES	\$2,500	Yes	\$4,000
HUMAN RESOURCES ADVISOR	BARJEN	BARTLETT	Jennifer	Cairns	Level 1	Nil	CORPORATE SERVICES	\$2,500	No	N/A
FINANCE OFFICER	BRIOA	BRIM	Joanne	Cairns	Level 1	Other	CORPORATE SERVICES	\$2,500	No	N/A
FINANCE OFFICER	TSAKIR	TSAO	Kira	Cairns	Level 1	Other	CORPORATE SERVICES	\$2,500	No	N/A
WHS & RISK MANAGER	MARSHA	MARSHALL	Sharon	Pompuraaw	Level 1	Nil	OPERATIONS	\$2,500	No	N/A
OFFICE TEAM LEADER	MILGRA	MILLINDA	Grace	Pompuraaw	Level 1	Nil	COMMUNITY SERVICES	\$2,500	Yes	\$1,000
ACCOMMODATION TEAM LEADER	RYAKRI	RYAN	Kristine	Pompuraaw	Level 1	Nil	CORPORATE SERVICES	\$2,500	No	N/A
AGED CARE CO-ORDINATOR	PHUPHA	PHUANGPRASERT	Patti	Pompuraaw	Level 1	Nil	COMMUNITY SERVICES	\$2,500	No	N/A
SENIOR PLUMBER	GREBRE	GREENING	Brett	Pompuraaw	Level 1	Nil	OPERATIONS	\$2,500	No	N/A
PLUMBER	VACANT			Pompuraaw	Level 2	Nil	OPERATIONS	Admin Store Stock Only	No	N/A
BUILDER/OPERATIONS TEAM LEADER	MAUGRE	MAUGERI	Greg	Pompuraaw	Level 1	Nil	OPERATIONS	\$2,500	No	N/A
LEADING HAND CARPENTER	SZIHAI	SZILAGYI	Heinz	Pompuraaw	Level 1	Nil	OPERATIONS	\$2,500	No	N/A
CARPENTER	TARRIC	TARPENCHA	Richard	Pompuraaw	Level 2	Nil	OPERATIONS	Admin Store Stock Only	No	N/A
ADMIN STORE SUPERVISOR	HARGLE	HARRIS	Glen	Pompuraaw	Level 1	Nil	CORPORATE SERVICES	\$2,500	No	N/A
RANGER CO-ORDINATOR	HOLCLI	WILLIAMS	Clinton	Pompuraaw	Level 1	Nil	OPERATIONS	\$2,500	No	N/A
SENIOR RANGER	KENGAV	KENDALL	Gavin	Pompuraaw	Level 2	Nil	OPERATIONS	Admin Store Stock Only	No	N/A
EH OFFICER + RANGER SUPPORT	SIMGLE	SIMPSON	Glen	Pompuraaw	Level 1	Nil	OPERATIONS	\$2,500	No	N/A
WORKSHOP SUPERVISOR	WATCAM	WATTS	Cameron	Pompuraaw	Level 1	Nil	OPERATIONS	\$2,500	No	N/A
AIRPORT SUPERVISOR	BARWIL	BARTLETT	William	Pompuraaw	Level 1	Nil	OPERATIONS	\$2,500	No	N/A
PARKS & GARDENS TEAM LEADER	BALPAU	BALLIE	Paul	Pompuraaw	Level 2	Nil	OPERATIONS	Admin Store Stock Only	No	N/A
COMMUNITY SERVICES TEAM LEADER	HARCOR	HARRIS	Coral	Pompuraaw	Level 1	Nil	COMMUNITY SERVICES	\$2,500	No	N/A
BAKER	VACANT			Pompuraaw	Level 1	Nil	COMMUNITY SERVICES	\$2,500	No	N/A
JUSTICE GROUP CO-ORDINATOR	SZIJS	SZILAGYI	Josephine	Pompuraaw	Level 1	Nil	COMMUNITY SERVICES	\$2,500	No	N/A

THE CHIEF EXECUTIVE OFFICER, EXECUTIVE MANAGER CORPORATE SERVICES, EXECUTIVE MANAGER COMMUNITY SERVICES & ALL FINANCE OFFICERS (ALL LEVELS) ARE AUTHORISED TO ACCESS BANKING SYSTEMS. ALL BANKING PAYMENTS TO BE JOINTLY AUTHORISED BY 2 AUTHORISED PERSONNEL. APPROVED BANKING PAYMENT AUTHORISERS ARE THE CHIEF EXECUTIVE OFFICER, EXECUTIVE MANAGER CORPORATE SERVICES, EXECUTIVE MANAGER COMMUNITY SERVICES AND FINANCE MANAGER HAVE DELEGATED AUTHORITY TO AUTHORISE DEPOSIT & WITHDRAWAL TRANSACTIONS FOR BANKING PLATFORMS (NO LIMIT ON THESE TRANSACTION TYPES) THE EXEC MANAGER CORPORATE SERVICES & FINANCE MANAGER MAY PROCESS PURCHASE ORDERS IN ACCOUNTING SYSTEM TO AN AMOUNT ABOVE THEIR DELEGATION PROVIDED THAT THE REQUISITION & SUPPORTING DOCUMENTS HAVE BEEN FINANCIAL AUTHORITY DELEGATION LIMITS ARE ASSIGNED TO THE SPECIFIC ROLES IN COUNCIL (NOT EMPLOYEE NAMES). EMPLOYEE NAMES ARE INCLUDED ON THE REGISTER FOR CLARITY AND ARE SUBJECT TO CHANGE.

Responsible Officer: Executive Manager Corporate Services
 Register Owner: Finance Res No: 2025/
 Register: FIN-F001 Version: 2026FY
 Effective Date: 01 July 2025

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 Review Due: June 2026

7.3 PROCUREMENT POLICY

Author:	Tracey Graham (Executive Manager of Corporate Services)
Authorisers:	Janelle Menzies
Attachments:	1. PO L- G 0 V- P 001- Procurement Policy- V 7-20250614 [7.3.1 - 9 pages]

EXECUTIVE SUMMARY

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

RECOMMENDATION

That Council resolves to receive and note the Procurement Policy-P001 (V7) and to adopt the reviewed and updated policy as attached.

DISCUSSION

Under *Section 198* of the *Local Government Regulation 2012*, Council must prepare and adopt a procurement policy detailing the principles, including sound contracting principles, for purchasing goods and services in the financial year.

Council will operate under the *Default Contracting Procedures of Chapter 6, Part 3 of the Local Government Regulation 2012*, which outlines the requirements for medium sized contractual arrangements, large sized contractual arrangements, valuable non-current asset contracts and the tender process.

In accordance with *Section 104 of the Local Government Act 2009*, Council will ensure financial sustainability by establishing a financial management system that adheres to sound contracting principles when contracting for the supply of goods or services and the disposing of assets.

REPORT ATTACHED



1 HEAD OF POWER

- *Local Government Act 2009 (Qld)*
- *Local Government Regulation 2012 (Qld)*
- *Human Rights Act 2019 (Qld)*
- *Public Records Act 2023 (Qld)*
- *Public Sector Ethics Act 1994 (Qld)*
- *Statutory Bodies Financial Arrangements Act 1982 (Qld)*

2 POLICY PURPOSE

This policy regulates and guides all Council procurement and contracting activities, ensuring compliance with the *Local Government Act 2009* and *Local Government Regulation 2012*.

3 POLICY OBJECTIVE

The objective of this policy is to ensure all procurement activities:

- Are conducted professionally, promoting probity, transparency and accountability
- Comply with legal and statutory obligations
- Achieve value for money
- Minimise operational costs
- Effectively manage risk
- Promote environmentally and socially responsible practices
- Maintain public confidence in Council's procurement activities
- Assist in achieving Council's goals as outlined in the Corporate Plan

4 POLICY SCOPE

This policy applies to Council officers with delegated authority to procure goods, services, equipment, consultancy services, construction contracts and service contracts.

5 POLICY STATEMENT

Under *Section 198* of the *Local Government Regulation 2012*, Council must prepare and adopt a procurement policy detailing the principles, including sound contracting principles, for purchasing goods and services in the financial year.

POL-GOV-P001–Procurement Policy

Council will operate under the *Default Contracting Procedures of Chapter 6, Part 3 of the Local Government Regulation 2012*, which outlines the requirements for medium sized contractual arrangements, large sized contractual arrangements, valuable non-current asset contracts and the tender process.

In accordance with *Section 104 of the Local Government Act 2009*, Council will ensure financial sustainability by establishing a financial management system that adheres to sound contracting principles when contracting for the supply of goods or services and the disposing of assets.

5.1 SOUND CONTRACTING PRINCIPALS

As stipulated in *Section 104 of the Local Government Act 2009*, Council must consider the following five (5) principles in all procurement and disposal activities:

5.1.1 Value for Money

The concept of value for money is not restricted to price alone. The value for money assessment must include consideration of Council's priorities, fitness for purpose, quality, services, support, whole of life costs, internal administration costs, technical compliance, risk exposure and community benefits.

5.1.2 Open & Effective Competition

Procurement must be open, transparent and competitive, giving fair consideration to all prospective suppliers who meet Council's requirements and evaluation criteria, which may include but not be limited to demonstrated technical ability, environmental impact, company profile, professional references, quality assurances, insurances and total acquisition costs.

5.1.3 The Development of Competitive Local Business and Industry

Council will support local businesses that are competitive under Council's evaluation process.

5.1.4 Environmental Protection

Council will prioritise sustainable use of resources and minimise adverse environmental impacts through its procurement activities.

5.1.5 Ethical Behaviour & Fair Dealing

Council officers must act with impartiality, fairness, independence, openness, integrity and professionalism in their dealings with suppliers.

5.2 EVALUATION OF TENDERS AND QUOTES

All employees must ensure that sound contracting principles are applied when evaluating quotes and tenders. This includes considering other relevant criteria specific to the procurement activity.

POL-GOV-P001–Procurement Policy

5.3 PROCUREMENT GUIDELINES

Procurement Thresholds:

Value Threshold (excl GST)	Minimum Requirements
Less Than \$1,000	One Verbal or One Written Quote or Purchase by Credit Card
\$1,000 to less than \$5,000 \$7500	One Written Quote
\$7500 \$5,000 to less than \$15,000	Two Written Quotes
\$15,000 to less than \$200,000	Three Written Quotes
\$200,000 or more	Public Tender Required

Council officers should consider the likelihood of exceeding these thresholds within a financial year. If there is a risk of exceeding these limits, the appropriate number of quotes or a public tender should be sought. All thresholds are cumulative. If the anticipated value of goods or services from the same supplier exceeds \$200,000 in a financial year or over the term of the contractual arrangement, a public tender is required.

Council will publish details of contractual arrangements worth \$200,000 or more in accordance with *Section 237 of the Local Government Regulation 2012*.

5.4 EXPRESSION OF INTEREST (EOI)

A Council resolution is required for any EOI over \$200,000 (excluding GST). EOIs may be used to facilitate a closed tender process if Council decides by resolution that it is in the public interest and records its reasons in the meeting minutes. EOIs under \$200,000 do not require a Council resolution but must comply with normal procurement threshold guidelines.

5.5 EXEMPTIONS TO PROCUREMENT GUIDELINES

Council must follow procurement guidelines unless utilising a legislative exemption. Exemptions are provided under *Sections 229 to 235 of the Local Government Regulation 2012*, including:

- Quote or tender consideration plan;
- Contractor on an approved contractor list (ACL);
- Supplier on a register of pre-qualified suppliers (ROPS);
- Supplier on a preferred supplier arrangement (PSA);
- Supplier on another LGA arrangement, e.g., LGAQ (Local Buy).

Further exemptions exist if:

- Council resolves there is only one supplier reasonably available (sole suppliers);
- Council resolves that due to the specialised or confidential nature of the services, inviting quotes or tenders would be impractical or disadvantageous;
- A genuine emergency exists;
- The contract is for the purchase of goods by public auction;
- The contract is for the purchase of second-hand goods;
- The contract is made with or under an arrangement with a government agency.

Refer to *Sections 230 to 236 of the Local Government Regulation 2012* for further details on exemptions.

POL-GOV-P001–Procurement Policy

5.5.1 Register of Pre-Qualified Suppliers (ROPS)

Council may establish a ROPS for works, goods or services by inviting public tenders. Successful suppliers are appointed to the ROPS for a term of two years with a one-year extension option. Further quotes or cost estimates from selected ROPS are required to ensure value for money.

5.5.2 Preferred Supplier Arrangement (PSA)

Council can establish a PSA to obtain better value for money by aggregating demand for goods and services. Public tenders are invited, and successful suppliers are appointed to the PSA with fixed prices or a schedule for the arrangements duration.

5.5.3 Sole Suppliers

Goods or services available only from one source or stockist can be applied for under a sole supplier arrangement via a Council resolution.

5.5.4 Genuine Emergencies

An alternative procurement process may operate during critical or emergency incident to accommodate urgent Council needs while ensuring reasonable procurement principles. Emergency procurement must be authorised by the Chief Executive Officer and reported to Council once the incident has passed. Such incidents are:

- A state of disaster declared under the *Disaster Management Act 2003*, or any other emergency declaration made by the State's Premier under an enactment;
- Any incident declared by the Chief Executive Officer where the safety or security of any person or property associated with the Council is threatened, and
- An external incident to which the Chief Executive Officer has authorised the provision of urgent support.

5.6 FINANCIAL AND CONTRACTUAL DELEGATIONS

In accordance with the *Local Government Act 2009*, the Chief Executive Officer implements Council's policies and decisions, including spending in accordance with the adopted budget. All delegation amounts are GST exclusive.

Council officers may incur expenditure on behalf of Council if:

- The officer has been granted financial and contractual delegation by the CEO, recorded in the Register of Financial Authority Limit Delegations
- The expenditure is provided for in Council's budget
- The officer has received training in Council's procurement systems and procedures
- There is a disaster or genuine emergency

The CEO must approve all financial and contractual delegations by recording them in the Register of Financial Authority Limit Delegations (Appendix A) to enable Council officers to undertake procurement activities.

5.7 PURCHASE ORDERS

Purchase orders must be approved according to the delegated authority limits specified in the Register of Financial Authority Limit Delegations. All purchase requisitions must be authorised by a Council officer with

POL-GOV-P001–Procurement Policy

the required financial delegation. Supporting procurement documentation must be attached to the requisition when submitting for purchase order approval. Purchase orders are generated for all purchases except:

- Recurring Operational Expenditure
- Direct Fees (Bank Charges, etc)
- Internal Transactions/Purchases
- Other Purchases where the CEO determines a purchase order is not required

5.7.1 Variations

For the purpose of this policy, variation refers solely to a financial deviation from the original contract value. The contract can be a Council purchase order, or an agreement signed by a delegated Council officer with an external service provider/organisation. Non-financial scope changes, extensions of time, etc. are managed by delegated Council Officers.

Variation procedures for contracts are as follows:

- Each variation can only be approved by a delegated officer up to their authorised financial and contractual delegation;
- All variations must be approved in writing by the delegated officer;
- Each variation requires an additional line item on the purchase order stating the change in scope and cost.

5.8 RECURRING OPERATIONAL EXPENDITURE

In some cases, it can be considered impractical to issue a requisition or purchase order where such purchasing activities are recurring and operational in nature.

Examples of Recurring Operational Expenditure:

<u>Type of Supply</u>	<u>Usual Supplier</u>
<u>Utilities</u>	
Electricity	Ergon Energy
Rates & Water Usage	Cairns Regional Council
Telephones/Mobile/Internet/Satellite Services	Telstra, Pivotal, Vocus, Airbridge & TJ Microsystems
<u>Insurances</u>	
Insurance	Qld Local Govt Mutual (LGMS Assets) or Marsh Advantage Insurance
Workers Compensation	WorkCover QLD
Public Liability	LGMS Queensland
<u>Information Services</u>	
IT Support Services	TJ Microsystems
Printing Services	Brilliant Technologies

Responsible Officer: Executive Manager Corporate Services
Policy Owner: Council Res No: 2025/
Policy GOV-P001 Version: 7
Effective Date: 25 June 2025

UNCONTROLLED DOCUMENT WHEN PRINTED
Review Due: June 2026



POL-GOV-P001–Procurement Policy

Software Annual License Renewals (Microsoft, etc)	Microsoft & IT Vision, Others (via TJ Microsystems)
Other	
Payroll Deductions	Superannuation, Child Support & Community Rent
Postage	Australia Post
Purchasing of Cash for Safe	Commonwealth Bank or Australia Post
Vehicle & Plant Registrations	Queensland Transport
Election Costs	Electoral Commission of Queensland
External Audit Fees	Queensland Audit Office (QAO)
Internal Audit Fees	Altius Advisors Chartered Accountants
Subscriptions & Memberships	LGAQ, LGMA, etc
Regular Freight	Tuxworth & Woods Carriers, Skytrans & Hinterland
Legal Advice & Support	Peak Services, Holding Redlich or Preston Law
Tax Obligations	Australian Taxation Office
Chlorine Business & Water Testing/Support Services	IXOM, Cairns Regional Council & Welcon
Fuel System Services	Compac Pty Ltd
Taxi Fares	Cabcharge Australia Pty Ltd
Reimbursements & Travel Allowances	Various (Usually Employees or Councillor)

5.9 CORPORATE CREDIT CARDS

Council’s corporate credit cards are an alternative purchasing and payment system for transactions where a purchase order cannot be issued. These transactions may include travel, accommodation, supermarket purchases, license renewals and small purchases where a credit account may not exist or one-off purchases.

or for small purchases under \$1,000

5.10 STATE OR FEDERAL GOVERNMENT GRANTS

When Council expenditure is funded from Federal or State Government grants, compliance with *Sections 224 to 236 of the Local Government Regulation 2012* is required unless specific grant conditions provide alternative arrangements.

5.11 SUSTAINABLE AND SOCIAL PROCUREMENT

Sustainable procurement involves purchasing goods and services that have a reduced negative impact on the environment compared to competing products or services. Priority areas include:

- Wood and paper products from sustainable sources
- Safe chemical-based products (e.g., cleaning products, pesticides or soil enhancers)
- Durable products, avoiding disposables where possible



POL-GOV-P001–Procurement Policy

- Energy-efficient products

Social procurement focuses on human aspects and social equity, considering diversity, ethics, acceptance, fairness, compassion, inclusiveness and access for people of diverse abilities. It aims to generate positive outcomes for people and build stronger, more resilient communities. Priority areas include:

- Products and services that improve the overall quality of life in the local community
- Products and services that enhance equity of access to services and opportunities

All sustainable and social procurement must align with sound contracting principles and legislative requirements.

6 HUMAN RIGHTS COMPATIBILITY STATEMENT

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

7 DEFINITIONS

Term	Definition
Council	Porompuraaw Aboriginal Shire Council
Procurement	To purchase, hire, lease, rent, exchange or any other commercial transaction involving the outlay of funds in return for the provision of goods, services, equipment, consultancy services, construction contracts and service contracts (including maintenance)
Sound Contracting Principles	The principle that guides procurement and disposal activities, including value for money, open and effective competition, development of competitive local business and industry, environmental protection, ethical behaviour and fair dealing
Request for Quotation (RFQ)	A written request for a price to be supplied for the delivery of goods and services
Expression of Interest (ROI)	A process used to facilitate a closed tender process if Council decides by resolution that it is in the public interest
Preferred Supplier Arrangement (PSA)	An arrangement to obtain better value for money by aggregating demand for goods and services
Sole Suppliers	Goods or services available only from one source or supplier
Genuine Emergencies	An alternative procurement process that operates during critical or emergency incidents to accommodate urgent Council needs.

8 RELATED POLICIES AND OTHER DOCUMENTS

Policies

- Fraud & Corruption Policy
- Risk Management Policy
- Council Credit Card Policy

Responsible Officer: Executive Manager Corporate Services
 Policy Owner: Council Res No: 2025/
 Policy GOV-P001 Version: 7
 Effective Date: 25 June 2025

UNCONTROLLED DOCUMENT WHEN PRINTED
 Review Due: June 2026



POL-GOV-P001–Procurement Policy

- Supplier Code of Conduct Policy
- LocalBuy (LGAQ) Contract Arrangements

Documents

- Employee Code of Conduct
- Adopted Budget
- Register of Financial Authority Limit Delegations
- Staff Handbook
- Register of Preferred Suppliers
- Requisition Form

9 MONITORING AND REVIEW

This policy is to be reviewed annually as per *Section 198* of the *Local Government Regulation 2012*.

10 RESPONSIBILITY

This Policy is to be implemented by the CEO; and reviewed and amended by the Executive Manager of Corporate Services in accordance with the monitoring and review requirements listed in the policy.

It is the responsibility of Council Employees to ensure that:

- They are familiar with the Procurement Policy and their responsibilities, and they follow the policy accordingly;
- Submit requisitions and quotations in accordance with the policy ensuring compliance with financial authority limit delegations;

It is the responsibility of Corporate Services to ensure that:

- Employees are given continuous support and guidance in relation to the Procurement Policy.
- This policy is maintained and updated in line with legislation.

11 VERSION CONTROL

Version	Details	Resolution No	Date
V1	Developed and adopted	2012/11	22 Nov 2012
V6	Amended and adopted	2024/07/12	31 Jul 2024
V7	Amended and adopted	2025/	25 Jun 2025

Responsible Officer: Executive Manager Corporate Services
Policy Owner: Council **Res No:** 2025/
Policy GOV-P001 Version: 7
Effective Date: 25 June 2025

UNCONTROLLED DOCUMENT WHEN PRINTED
Review Due: June 2026



12 APPENDIX A



List of Delegated Users & Types of Financial Delegations
 All employees have the delegation to requisition items within their budget responsibility. Requisitions by employees other than those authorised below are to be signed off by department manager or supervisor (based on purchase delegation). Financial Delegation does not negate compliance with procurement requirements. Refer to PASC Procurement Policy - F001.

Types of Delegations:
 Procurement - Level 1 - Authority to Sign Requisitions for Operational & Capital Expenditure or Invoices for Goods & Purchases within Delegated Limit
 Procurement - Level 2 - Authority to Sign Requisitions for Admin Store Materials Only
 Payment - Level 1 - Authority to Access Banking Platforms, Authorise Electronic Payments, Withdrawal & Transfer Requests (No limit on banking withdrawal or transfer requests)
 Other - Access to Banking Platforms for Uploading of Payment Files and Reporting Function Only (No Authorisation for Payments)

Role	Current Incumbent			Location	Procurement	Payment	Function	Purchase Delegation **Limits Exclusive of GST**	Credit Card	Monthly C/C Limit
	Employee Reference	Surname	First Name							
CHIEF EXECUTIVE OFFICER	MENJAN	MENZIES	Janelle	Pormpuraw	Level 1	Level 1	EXECUTIVE	\$300,000	Yes	\$5,000
EXECUTIVE MANAGER CORPORATE SERVICES	BRUTRA	GRAHAM	Tracey	Cairns	Level 1	Level 1	EXECUTIVE	\$100,000	Yes	\$5,000
EXECUTIVE MANAGER COMMUNITY SERVICES	BARSH	BARTLETT	Sheila	Pormpuraw	Level 1	Level 1	EXECUTIVE	\$25,000	Yes	\$2,500
EXECUTIVE MANAGER OPERATIONS	DENGBA	DENNIS	Grant	Pormpuraw	Level 1	NI	EXECUTIVE	\$25,000	Yes	\$2,500
FINANCE MANAGER	HALMEL	HALPERT	Melanie	Cairns	Level 1	Level 1	CORPORATE SERVICES	\$50,000	No	N/A
FINANCIAL ACCOUNTANT	HEYTF	HEYCOX	Tiffany	Cairns	Level 1	Other	CORPORATE SERVICES	\$25,000	No	N/A
FINANCE OFFICER - WORKS	BOUJANN	BOUNDY	Anne	Cairns	Level 1	NI	CORPORATE SERVICES	\$25,000	No	N/A
ADMINISTRATION OFFICER - CORPORATE	YESNEM	YESBING	Nemah	Cairns	Level 1	NI	CORPORATE SERVICES	\$2,500	Yes	\$4,000
HUMAN RESOURCES ADVISOR	BARTLETT	BARTLETT	Jennifer	Cairns	Level 1	NI	CORPORATE SERVICES	\$2,500	No	N/A
FINANCE OFFICER	BRIJOA	BRIM	Joanne	Cairns	Level 1	Other	CORPORATE SERVICES	\$2,500	No	N/A
FINANCE OFFICER	TSOKR	TSOAR	Kira	Cairns	Level 1	Other	CORPORATE SERVICES	\$2,500	No	N/A
WHS & RISK MANAGER	MARSHA	MARSHALL	Sharon	Pormpuraw	Level 1	NI	OPERATIONS	\$2,500	No	N/A
OFFICE TEAM LEADER	MILGRA	MILLINDA	Grace	Pormpuraw	Level 1	NI	COMMUNITY SERVICES	\$2,500	Yes	\$1,000
RYAN	RYAN	Kirstine	Kirstine	Pormpuraw	Level 1	NI	CORPORATE SERVICES	\$2,500	No	N/A
ACCOMMODATION TEAM LEADER	PHUPHA	PHUANGPRASERT	Patti	Pormpuraw	Level 1	NI	COMMUNITY SERVICES	\$2,500	No	N/A
AGED CARE CO-ORDINATOR	GREBE	GREENING	Brett	Pormpuraw	Level 1	NI	OPERATIONS	\$2,500	No	N/A
PLUMBER	VACANT	MAUGERI	Greg	Pormpuraw	Level 1	NI	OPERATIONS	\$2,500	No	N/A
BUILDER/OPERATIONS TEAM LEADER	MAUGRE	MAUGRE	Heinz	Pormpuraw	Level 1	NI	OPERATIONS	\$2,500	No	N/A
LEADING HAND CARPENTER	SZHEI	SZHEI	Richard	Pormpuraw	Level 1	NI	OPERATIONS	\$2,500	No	N/A
CARPENTER	TARRIC	TARFENCHA	Richard	Pormpuraw	Level 2	NI	OPERATIONS	Admin Store Stock Only	No	N/A
ADMIN STORE SUPERVISOR	HARGLE	HARRIS	Glen	Pormpuraw	Level 1	NI	CORPORATE SERVICES	\$2,500	No	N/A
RANGER CO-ORDINATOR	HOLCJ	WILLIAMS	Clinton	Pormpuraw	Level 1	NI	OPERATIONS	\$2,500	No	N/A
SENIOR RANGER	KENGAV	KENDALL	Garvin	Pormpuraw	Level 2	NI	OPERATIONS	Admin Store Stock Only	No	N/A
EH OFFICER + RANGER SUPPORT	SIMGL	SIMPSON	Glen	Pormpuraw	Level 1	NI	OPERATIONS	\$2,500	No	N/A
WORKSHOP SUPERVISOR	WATCAM	WATTS	Cameron	Pormpuraw	Level 1	NI	OPERATIONS	\$2,500	No	N/A
AIRPORT SUPERVISOR	BARWIL	BARTLETT	William	Pormpuraw	Level 1	NI	OPERATIONS	\$2,500	No	N/A
PARKS & GARDENS TEAM LEADER	BALPAU	BALLE	Paul	Pormpuraw	Level 2	NI	OPERATIONS	Admin Store Stock Only	No	N/A
COMMUNITY SERVICES TEAM LEADER	HARGOR	HARRIS	Coral	Pormpuraw	Level 1	NI	COMMUNITY SERVICES	\$2,500	No	N/A
BAKER	VACANT	SZLOSI	Josephine	Pormpuraw	Level 1	NI	COMMUNITY SERVICES	\$2,500	No	N/A
JUSTICE GROUP CO-ORDINATOR	SZLOSI	SZLOSI	Josephine	Pormpuraw	Level 1	NI	COMMUNITY SERVICES	\$2,500	No	N/A

THE CHIEF EXECUTIVE OFFICER, EXECUTIVE MANAGER CORPORATE SERVICES, EXECUTIVE MANAGER COMMUNITY SERVICES & ALL FINANCE OFFICERS (ALL LEVELS) ARE AUTHORISED TO ACCESS BANKING SYSTEMS. ALL BANKING PAYMENTS TO BE JOINTLY AUTHORISED BY 2 AUTHORISED PERSONNEL. APPROVED BANKING PAYMENT AUTHORISERS ARE THE CHIEF EXECUTIVE OFFICER, EXECUTIVE MANAGER CORPORATE SERVICES, EXECUTIVE MANAGER COMMUNITY SERVICES, THE CEO, EXECUTIVE MANAGER CORPORATE SERVICES AND FINANCE MANAGER HAVE DELEGATED AUTHORITY TO AUTHORISE DEPOSIT & WITHDRAWAL TRANSACTIONS FOR BANKING PLATFORMS (NO LIMIT ON THESE TRANSACTION TYPES). THE EXEC MANAGER CORPORATE SERVICES & FINANCE MANAGER MAY PROCESS PURCHASE ORDERS IN ACCOUNTING SYSTEM TO AN AMOUNT ABOVE THEIR DELEGATION PROVIDED THAT THE REQUISITION & SUPPORTING DOCUMENTS HAVE BEEN FINANCIAL AUTHORITY DELEGATION LIMITS ARE ASSIGNED TO THE SPECIFIC ROLES IN COUNCIL (NOT EMPLOYEE NAMES). EMPLOYEE NAMES ARE INCLUDED ON THE REGISTER FOR CLARITY AND ARE SUBJECT TO CHANGE.

Responsible Officer: Executive Manager Corporate Services
 Policy Owner: Council Res No: 2025/
 Policy GOV-P001 Version: 7
 Effective Date: 01 July 2025

Page 1

UNCONTROLLED DOCUMENT WHEN PRINTED
 Review Due: June 2026

7.4 DEBT (BORROWINGS) POLICY

Author: Tracey Graham (Executive Manager of Corporate Services)

Authorisers: Janelle Menzies

Attachments: 1. PO L- G 0 V- D 001- Debt Policy- V 14-20250617 [7.4.1 - 4 pages]

EXECUTIVE SUMMARY

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

RECOMMENDATION

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

DISCUSSION

Under *Section 192* of the *Local Government Regulation 2012*, Council must prepare and adopt a debt policy encompassing the principals that Council will apply to debt borrowings for the current financial year and the next consecutive nine (9) financial years and the period over which the local government plans to repay existing and new borrowings.

REPORT ATTACHED



1 HEAD OF POWER

- *Local Government Act 2009 (Qld)*
- *Local Government Regulation 2012 (Qld)*
- *Human Rights Act 2019 (Qld)*
- *Statutory Bodies Financial Arrangements Act 1982 (Qld)*
- *Statutory Bodies Financial Arrangements Regulation 2007 (Qld)*
- *Public Records Act 2023 (Qld)*

2 POLICY PURPOSE

The purpose of this policy is to establish a clear and responsible framework for managing Council borrowings. It aims to ensure that debt is utilised prudently to finance long-term infrastructure and service delivery needs, thereby supporting financial sustainability and complying with the requirements of the *Local Government Regulation 2012*.

This policy promotes transparency, accountability, and effective financial planning by detailing current and future borrowing intentions and aligning them with Council's strategic priorities.

3 POLICY OBJECTIVE

The objective of this policy is to ensure borrowings are managed in a responsible, transparent and sustainable manner to support the delivery of essential community infrastructure and services, while maintaining long-term financial sustainability and compliance with legislative requirements.

4 POLICY SCOPE

This policy applies to all current or future Council borrowings, establishing principles for responsible debt management. It encompasses the planning, approval, and monitoring of debt to ensure borrowings support sustainable infrastructure and community development.

The policy is applicable to all Councillors and Council employees involved in financial planning and capital works, ensuring alignment with Council's long-term financial forecast and regulatory requirements.

5 POLICY STATEMENT

Under *Section 192* of the *Local Government Regulation 2012*, Council must prepare and adopt a debt policy encompassing the principals that Council will apply to debt borrowings for the current financial year and the next consecutive nine (9) financial years and the period over which the local government plans to repay existing and new borrowings.

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Policy Owner: Council Res No: 2025/
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Effective Date: 25 June 2025

UNCONTROLLED DOCUMENT WHEN PRINTED
Review Due: June 2026

Page 1

5.1 DEBT (BORROWING) PRINCIPALS

Council will be guided by the following principles for all borrowing debt:

- 5.1.1 Prudent Financial Management:** The Council will only borrow when necessary and when it can be demonstrated that borrowings contribute to long-term financial sustainability.
- 5.1.2 Purpose-Specific Borrowing:** Council will only incur debt for the following purposes:
- Funding capital infrastructure or asset creation/improvement
 - Addressing short-term working capital requirements
 - Responding to emergency or hardship circumstances
- 5.1.3 Revenue Capacity and Affordability:** Borrowings will be based on Council's capacity to service debt repayments through reliable and predictable revenue sources, without compromising essential service delivery.
- 5.1.4 Alignment with Long-Term Planning:** All borrowings must be included in and aligned with Council's:
- Long-Term Financial Forecast
 - Asset Management Plans
 - Capital Works Program
- 5.1.5 Transparency and Accountability:** Council will report borrowings in its annual budget and financial statements, ensuring the community is informed of current and future debt levels.
- 5.1.6 Risk Management:** All borrowing decisions will consider financial risks, including:
- Interest rate fluctuations
 - Debt servicing obligations
 - Refinancing and liquidity risks
- 5.1.7 Compliance with Legislation and Guidelines:** All debt (borrowing) must comply with:
- Local Government Act 2009 (Qld)
 - Local Government Regulations 2012 (Qld)
 - Statutory Bodies Financial Arrangements Act 1982 (Qld)
 - Queensland Treasury Corporation (QTC) borrowing procedures
 - Any required ministerial approvals
- 5.1.8 Community Benefit and Intergenerational Equity:** Debt must fund projects that deliver long-term benefits, ensuring equitable outcomes across generations.
- 5.1.9 Preference for Internal Funding and Grants:** Council will prioritise funding through operational surplus, reserves, and external grants before resorting to borrowings.
- 5.1.10 Borrowing Limits and Controls:** Council will operate within prudent debt thresholds based on QTC financial sustainability indicators and maintain borrowing limits set within the Long-Term Financial Plans.

5.2 PLANNED BORROWINGS

Council currently has no existing or planned borrowing for the current financial year, and next nine (9) consecutive financial years as outlined below:

Year	Purpose	Borrowing Amount (\$)	Original Terms (Yrs)	Year of Final Repayment
2025/2026	Nil	\$0	Nil	N/A
2026/2027	Nil	\$0	Nil	N/A
2027/2028	Nil	\$0	Nil	N/A
2028/2029	Nil	\$0	Nil	N/A
2029/2030	Nil	\$0	Nil	N/A
2030/2031	Nil	\$0	Nil	N/A
2031/2032	Nil	\$0	Nil	N/A
2032/2033	Nil	\$0	Nil	N/A
2033/2034	Nil	\$0	Nil	N/A
2034/2035	Nil	\$0	Nil	N/A
	Total	\$0		

6 HUMAN RIGHTS COMPATIBILITY STATEMENT

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

7 DEFINITIONS

Term	Definition
Council	Pormpuraaw Aboriginal Shire Council
Borrowing	A financial liability incurred by Council for the purpose of raising funds, usually in the form of loans from the Queensland Treasury Corporation (QTC) or other approved lenders
Capital Expenditure	Expenditure on the acquisition or construction of long-term assets (e.g. buildings, roads, plant), or upgrades to existing assets that enhance service potential or extend life
QTC (Queensland Treasury Corporation)	The State Government's central financing authority which provides loans and financial services to Queensland local governments
Debt Servicing	The repayment of principal and interest on borrowings over time



POL-GOV-D001-Debt Policy

Term	Definition
Working Capital	The funds available to Council for day-to-day operations, calculated as current assets minus current liabilities
Emergency or Hardship	Situations requiring immediate funding that pose significant risk to public safety, essential services, or financial viability of Council (e.g.: natural disaster, health crisis)

8 RELATED POLICIES AND OTHER DOCUMENTS

Policies

- Risk Management Policy

Documents

- Adopted Budget
- Long Term Financial Plan
- Asset Management Plans

9 MONITORING AND REVIEW

This policy will be reviewed annually as part of the budget process in accordance with *Section 193* of the *Local Government Regulation 2012*.

10 RESPONSIBILITY

This Policy is to be implemented by the CEO; and reviewed and amended by the Executive Manager of Corporate Services in accordance with the monitoring and review requirements listed in the policy.

It is the responsibility of Council Employees to ensure that:

- They are familiar with the Debt (Borrowing) Policy and their responsibilities, and they follow the policy accordingly;
- Seek debt (borrowing) facilities in accordance with the policy ensuring compliance with the key principles;

It is the responsibility of Corporate Services to ensure that:

- Employees are given continuous support and guidance in relation to the Debt (Borrowing) Policy.
- This policy is maintained and updated in line with legislation.

11 VERSION CONTROL

Version	Details	Resolution No	Date
V1	Developed and adopted	2012/03	01 Mar 2012
V13	Amended and adopted	2024/07/13	31 Jul 2024
V14	Amended and adopted	2025/	25 Jun 2025

Responsible Officer: Executive Manager Corporate Services
 Policy Owner: Council Res No: 2025/
 Policy GOV-D001 Version: 14
 Effective Date: 25 June 2025

UNCONTROLLED DOCUMENT WHEN PRINTED
 Review Due: June 2026

7.5 REVENUE POLICY

Author: Tracey Graham (Executive Manager of Corporate Services)
Authorisers: Janelle Menzies
Attachments: 1. PO L- G 0 V- R 001- Revenue Policy- V 14-20250616 [7.5.1 - 5 pages]

EXECUTIVE SUMMARY

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

RECOMMENDATION

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

DISCUSSION

Under *Section 193* of the *Local Government Regulation 2012*, Council must prepare and adopt a revenue policy encompassing the principals that Council will apply on revenue decisions for the financial year.

The policy outlines the principals used by Council for setting and managing revenue sources. The policy ensures transparent, equitable and socially appropriate decision-making in the raising of revenue to support sustainable service delivery, community development and infrastructure in the Pormpuraaw community.

REPORT ATTACHED



1 HEAD OF POWER

- *Local Government Act 2009 (Qld)*
- *Local Government Regulation 2012 (Qld)*
- *Human Rights Act 2019 (Qld)*
- *Financial Accountability Act 2009 (Qld)*
- *Right to Information Act 2009 (Qld)*
- *Planning Act 2016 (Qld)*
- *Public Records Act 2023 (Qld)*

2 POLICY PURPOSE

This policy outlines the principals used by Council for setting and managing revenue sources. This policy ensures transparent, equitable and socially appropriate decision-making in the raising of revenue to support sustainable service delivery, community development and infrastructure in the Pormpuraaw community.

3 POLICY OBJECTIVE

The objective of this policy is to:

- Provide a clear framework for how revenue will be raised and managed
- Promote financial sustainability and responsible fiscal management
- Ensure fairness and equity in the application of rates, charges and fees
- Recognise the unique cultural, social and economic context of our community
- Comply with relevant legislative requirements under the *Local Government Act 2009 (Qld)* and the *Local Government Regulation 2012 (Qld)*

4 POLICY SCOPE

This policy applies to all revenue raising activities of the Council, including but not limited to general rates and service charges, fees and user charges, grants and subsidies, commercial income, investment returns and other relevant revenue sources. The policy is applicable to all Councillors and Council employees responsible for financial planning, budgeting and revenue collection.

5 POLICY STATEMENT

Under *Section 193* of the *Local Government Regulation 2012*, Council must prepare and adopt a revenue policy encompassing the principals that Council will apply on revenue decisions for the financial year. Council administers the local government area of Pormpuraaw under a Deed of Grant in Trust (DOGIT) and

POL-GOV-R001–Revenue Policy

are unable to levy rates for the Pormpuraaw area, all reference to “rates and charges” in this policy shall mean the provision of utility charges only.

Council is committed to adopting revenue-raising practices that are transparent, accountable, and reflect the values and priorities of our community. The principles contained within this policy will apply when:

- Making rates and charges
- Levying rates and charges
- Recovering rates and charges
- Granting and administering rates and charges concessions
- Charging for local government services and facilities
- Charging for business activities
- Funding Council infrastructure

5.1 PRINCIPLES FOR THE MAKING OF REVENUE

In the making of rates and charges Council is guided by the following principles:

- 5.1.1 Compliance with Legislation:** All revenue related activities must adhere to applicable laws, including the *Local Government Act 2009 (Qld)* and the *Local Government Regulation 2012 (Qld)*. All financial records related to revenue collection are appropriately documented and accessible.
- 5.1.2 Fairness and Equity:** Rates and charges are levied fairly, considering the economic capacity of all residents and businesses, with provisions for financial hardship to ensure equitable access to services and prevent undue financial strain.
- 5.1.3 Transparency and Accountability:** Clear and accessible information regarding the making of rates and charges is provided to the community.
- 5.1.4 Financial Sustainability:** To ensure long-term sustainability by generating sufficient revenue to support local services and infrastructure ensuring Council can continue to serve the Pormpuraaw community effectively.
- 5.1.5 User-Pays Principle:** Where appropriate, Council will apply the user-pays principle for services provided to minimise the impact of rates and charges on the efficiency of the local economy.
- 5.1.6 Grants and Subsidies:** Council will actively seek funding from state and federal programs to supplement its own-source revenue and support strategic projects that benefit the community.

5.2 PRINCIPLES FOR LEVYING OF RATES AND CHARGES

In the levying of rates and charges Council is guided by the following principles:

- **Clarity:** Clearly define the responsibilities of the Council and each ratepayer.
- **Timing:** Ensure the timing of rates and charges supports sustainable cash flow and spreads the financial burden over the year.
- **Equity:** Provide flexible payment arrangements for ratepayers with lower financial capacity.

Additionally, the Council may consider special and separate rates and charges to recover costs associated with specific services, projects, or facilities that provide direct or additional benefits to certain ratepayers. The levying system is designed to be simple and inexpensive to administer, considerate of the local

economy's financial cycle, and accommodating flexible payment arrangements for those with lower capacity to pay.

5.3 PRINCIPLES FOR RECOVERING OVERDUE RATES AND CHARGES

The Council will be guided by the following principles to reduce the overall burden on payers:

- **Transparency:** Ensure clear processes for meeting financial obligations.
- **Clarity:** Make sure payers understand their obligations.
- **Simplicity and Cost-Effectiveness:** Use clear, simple, and cost-effective processes to recover outstanding charges.
- **Capacity Consideration:** Consider the capacity of payers when determining payment arrangements.
- **Equity:** Ensure equitable arrangements for payers with similar circumstances.
- **Flexibility:** Respond to local economic issues.

Council requires payment of charges and fees within the specified period on invoices issued and pursues the collection of all outstanding amounts diligently, with concern for financial hardship faced by some community members. Reminder notices are issued monthly after the due date for payment. If charges and/or fees remain unpaid 90 days after the due date, details may be sent to a collection agency unless alternative arrangements have been made. Payment must be made within 30 days of the invoice date.

In cases of financial hardship, Council may approve debt repayment arrangements for individual residents and other customers. Overdue rates and charges will be pursued in accordance with Council's Debt Recovery Policy, which may include payment arrangements, legal action, and other enforcement mechanisms as permitted under the *Local Government Regulation 2012 (Qld)*.

5.4 PRINCIPLES FOR GRANTING OF CONCESSIONS

The Council grants concessions to relieve economic hardship and provide rebates for eligible not-for-profit community, recreation, and sporting groups. Concessions may also be granted on a case-by-case basis if any criteria in *Section 120 (1)* of the *Local Government Regulation 2012* are met.

The principles guiding the application of concessions are:

- **Equity:** Consider different levels of capacity to pay within the local community.
- **Consistency:** Ensure the same treatment for payers with similar circumstances.
- **Transparency:** Clearly set out the requirements necessary to receive concessions.
- **Flexibility:** Respond to local economic issues.

Concessions on rates and charges will be assessed based on financial hardship, use of land for charitable, religious, or public purposes, and other conditions deemed appropriate by Council.

5.5 PRINCIPLES FOR THE SETTING OF COST RECOVERY FEES

Council will apply cost recovery fees for specific services in accordance with *Section 97* of the *Local Government Act 2009 (Qld)*. Fees will not exceed the reasonable cost of providing the service and will be reviewed annually to ensure alignment with service delivery costs.

POL-GOV-R001–Revenue Policy

5.6 PRINCIPLES FOR FUNDING SOCIAL AND INFRASTRUCTURE COSTS FOR NEW DEVELOPMENT

Council requires developers to pay reasonable contributions towards infrastructure costs, including roadworks, parks, drainage, and water and sewerage headworks, as per the *Planning Act 2016 (Qld)*. Connection fees for essential services like water and sewerage are imposed where feasible, as outlined in Council’s Schedule of Fees and Charges adopted annually. Additionally, Council may seek external funding sources, such as government grants to support infrastructure development

6 HUMAN RIGHTS COMPATIBILITY STATEMENT

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

7 DEFINITIONS

Term	Definition
Council	Pormpuraaw Aboriginal Shire Council
Revenue	This includes all sources of income for the Council, such as general rates, service charges, fees, user charges, grants, subsidies, commercial income and investment income
Rates and Charges	Fees levied by the Council for services provided, including utility charges
Financial Hardship	Situations where individuals or entities face significant difficulty in meeting their financial obligations due to circumstances beyond their control, such as natural disasters, economic downturns, or personal crises. Council may approve debt repayment arrangements or concessions to alleviate the burden
Concessions	Reductions or exemptions from rates and charges granted to relieve economic hardship or support not-for-profit community groups
Cost Recovery Fees	Fees charged by Council to recover the cost of providing specific services
User-Pays Principle	This principle involves charging users directly for the services they consume to minimise the impact on general rates and charges
Grants and Subsidies	Funds received from state and federal programs to supplement the Council’s revenue
Collection Agency	A licensed business or individual engaged in recovering unpaid debts on behalf of Council, in accordance with the <i>Australian Consumer Law</i> and <i>ASIC</i> and <i>Office of Fair-Trading Queensland</i> regulatory requirements.
Debt Recovery Policy	This policy outlines the procedures for recovering overdue rates and charges

8 RELATED POLICIES AND OTHER DOCUMENTS

Policies

- Risk Management Framework Policy

Responsible Officer: Executive Manager Corporate Services
 Policy Owner: Council Res No: 2025/
 Policy GOV-R001 Version: 14
 Effective Date: 25 June 2025

UNCONTROLLED DOCUMENT WHEN PRINTED
 Review Due: June 2026



POL-GOV-R001–Revenue Policy

- Fraud & Corruption Policy

Documents

- Revenue Statement
- Adopted Budget
- Schedule of Fees & Charges
- Long Term Financial Plan
- Asset Management Plans

9 MONITORING AND REVIEW

This policy will be reviewed annually as part of the budget process in accordance with *Section 193* of the *Local Government Regulation 2012*.

10 RESPONSIBILITY

This Policy is to be implemented by the CEO; and reviewed and amended by the Executive Manager of Corporate Services in accordance with the monitoring and review requirements listed in the policy.

It is the responsibility of Council Employees to ensure that:

- They are familiar with the Revenue Policy and their responsibilities, and they follow the policy accordingly;
- Set revenue in accordance with the policy ensuring compliance with the key principles;

It is the responsibility of Corporate Services to ensure that:

- Employees are given continuous support and guidance in relation to the Revenue Policy.
- This policy is maintained and updated in line with legislation.

11 VERSION CONTROL

Version	Details	Resolution No	Date
V1	Developed and adopted	2012/03	01 Mar 2012
V13	Amended and adopted	2024/07/12/03	12 Jul 2024
V14	Amended and adopted	2025/	25 Jun 2025

Responsible Officer: Executive Manager Corporate Services
Policy Owner: Council **Res No:** 2025/
Policy GOV-R001 Version: 14
Effective Date: 25 June 2025

UNCONTROLLED DOCUMENT WHEN PRINTED
Review Due: June 2026



7.6 REVENUE STATEMENT

Author: Tracey Graham (Executive Manager of Corporate Services)

Authorisers: Janelle Menzies

Attachments: 1. BD G- CO R- Revenue Statement- V 14-20250618 [7.6.1 - 5 pages]

EXECUTIVE SUMMARY

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

RECOMMENDATION

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

DISCUSSION

The purpose of the Revenue Statement is to inform the community about the Council's approach to setting rates, levies, fees, and charges for the financial year, in compliance with *Section 172* of the *Local Government Regulation 2012 (Qld)*.

REPORT ATTACHED



1 HEAD OF POWER

- *Local Government Act 2009 (Qld)*
- *Local Government Regulation 2012 (Qld)*
- *Human Rights Act 2019 (Qld)*
- *Statutory Bodies Financial Arrangements Act 1982 (Qld)*
- *Statutory Bodies Financial Arrangements Regulation 2007 (Qld)*
- *Public Records Act 2023 (Qld)*

2 STATEMENT PURPOSE

The purpose of this statement is to inform the community of Council's approach to setting rates, levies, fees, and charges for the financial year, and to meet the requirements of *Section 172* of the *Local Government Regulation 2012 (Qld)*.

3 STATEMENT OBJECTIVE

The objective of this statement is to outline the principles and practices that Council will apply in raising revenue to fund services and infrastructure, ensuring transparency, equity, and compliance with legislative requirements.

4 STATEMENT SCOPE

The revenue statement applies to all revenue-raising activities of Council for the financial year, including the setting of general rates, differential rates, special and separate rates and charges, utility charges, and fees and charges in accordance with relevant legislation.

5 STATEMENT APPLICATION

The revenue statement has been prepared pursuant to *Section 104* of the *Local Government Act 2009 (Qld)* and *Section 169 & 172* of the *Local Government Regulation 201 (Qld)*; which summarises what must be stated in the revenue statement.

5.1.1 RATES & CHARGES

Council's ability to raise general rates is limited within the shire as Council controls the land predominately under a Deed of Grant in Trust (DOGIT) with Council as the trustee. Council is unable to levy general rates based on the unimproved capital value of the land as is the case with all other local governments in Queensland.

 BDG-GOV-Revenue Statement

Whilst legislation was amended during 2014/15 to allow valuations of properties for rates to be adopted by Council as from 1 July 2016, the implementation of this has been postponed by State Government. Therefore, Council will not charge general rates for 2025/26 financial year.

Council will be guided by the principle of user pays in the making of any charges. Fees and charges are determined by resolution at Council's budget meeting each year.

5.1.2 GENERAL RATES

Not applicable to Pormpuraaw Aboriginal Shire Council. Pormpuraaw Shire does not have any rateable properties.

5.1.3 UTILITY CHARGES

Council has determined that it will make and levy charges for the supply of utilities such as water, sewerage and waste in accordance with the provisions set out in *Section 99 of the Local Government Regulation 2012*.

Council has reviewed the cost of providing essential services such as waste, water and sewerage to the community.

Council has applied a fair and consistent process in applying their utility charges to users within the Community. Council has applied a 5% increase to all utility charges (Homeownership Lessees, Residential, Light Commercial/Business and Commercial) for the 2025/26 financial year. The increase to utility charges has been increased at a capped rate of 5%, despite considerable increases in employee wages, contractor labour hire and material increases over the previous financial year which far exceeds a 5% increase. Council is conscious of the impact that increases to our utility charges will have on the local community members and businesses and has decided to cap this increase at the 5%.

Most Commercial/Business entities will fall into the Light Commercial/Business Category, whilst the Health Clinic, School, CEQ Store, Ergon, Qld Police, Telstra & Pormpuraaw United Brothers Sports Club (PUBSC) will fall under the Commercial category for utility charges. Commercial entities with 5 or more sewerage fixtures will be charged the Commercial category for the sewerage utility charge. Council has also adjusted the water usage (kilolitres) allowed in each Commercial category and will be continuing to ensure regular water meter readings are undertaken and businesses/organisations will be charged for any water usage more than their biannual allocation.

There are 22 residential houses within Pormpuraaw that are identified as Homeownership Lessees. The homeownership lease provides an opportunity for Aboriginal and Torres Strait Islander people to purchase their own home on Indigenous communal lands. Council has considered Pormpuraaw homeownership lessees economic challenges and ability to pay in the setting of the utility charges. Council has recognised utility charges for Homeownership Lessees that is 50% of the residential charges. The utility charges for the homeownership lessees aligns with what is received for other community social housing.

It is important to note that Council is not at a cost recovery position for the essential services that are provided to the community. The budgets set for the 2025/26 financial year have indicated that Council will need to cover the shortfalls of these essential services to the value of an estimated \$1.4M.

Council continues to bear the cost of other community essential services such as community events, sealing of roads, community hall, street lighting, beach amenities, parks, playgrounds, vandalism and Council administrative costs.

The applicable utility charges for the 2025/26 financial year are as set out below:

BDG-GOV-Revenue Statement

5.1.3.1 General Utility Charge including Waste

A bi-annual charge for general utility charges including waste services is made and levied to cover the costs associated with the operation and maintenance of these services. Council has adopted the following general utility charge including waste for 2025/26 financial year:

Category	Class	Biannual Charge 2025/26	% Change from 2024/25
Homeownership Lessee	Per Dwelling	\$608.00	5.2%
Residential	Per Dwelling	\$1,215.00	5.0%
Light Commercial/Business	Per Building	\$3,000.00	5.6%
Commercial	Per Building	\$6,000.00	5.6%

5.1.3.2 Water

Water charges are not based on land values and are therefore made and levied to cover the costs associated with the operation and maintenance of services. Council has adopted the following water utility charge for 2025/26 financial year:

Category	Class	Biannual Charge 2025/26	% Change from 2024/25
Homeownership Lessee	Per Dwelling	\$554.00	5.3%
Residential	Per Dwelling	\$1,110.00	5.4%
Light Commercial/Business	Per Building	\$2,700.00	5.5%
Commercial	Per Building	\$5,400.00	5.4%

The water utility charge for light commercial/business properties is inclusive of 400 kilolitres of water per biannual period and the commercial category is inclusive of 1,200 kilolitres of water per biannual period. Excess usage over this per biannual period will result in an additional charge of \$1.60 per kilolitre. Water meter readings may be undertaken by our essential services staff and a bill will be issued to business users who are consuming more than their allowed usage allocation.

Council continues to closely monitor the daily water usage. This monitoring data paired with the community’s commitment to minimising water wastage will be imperative for ensuring the Pompokuraaw community access to adequate water resource volumes in the future. Council is planning to undertake a water audit in the budget year to identify assets that may require replacement to eliminate or minimise water leaks.

5.1.3.3 Sewerage

Sewerage charges are not based on land values and are therefore made and levied to cover the costs associated with the operation and maintenance of these services. Some Commercial entities whilst under the Light Commercial/Business category for other utility charges may fall under the Commercial category for sewerage if they have 5 or more sewerage fixtures in their building. Council has adopted the following sewerage utility charge for the 2025/26 financial year:



BDG-GOV-Revenue Statement

Category	Class	Biannual Charge 2025/26	% Change from 2024/25
Homeownership Lessee	Per Dwelling	\$258.00	5.3%
Residential	Per Dwelling	\$515.00	5.3%
Light Commercial/Business	Per Building	\$1,465.00	5.0%
Commercial (5 or more sewerage fixtures)	Per Building	\$2,930.00	5.1%

5.1.4 FEES AND CHARGES

Council’s adopted schedule of fees and charges includes a mix of regulatory, and user pays fees and has been determined with reference to the relevant legislation and where applicable recover the cost of performing the function. All fees and charges are detailed in Council’s Schedule of Fees & Charges for the 2025/26 financial year.

5.1.5 COMMERCIAL CHARGES

Council has set charges for services and facilities (other than a service or facility for which a cost-recovery fee may be fixed). These charges are commonly referred to as Commercial Charges. Commercial charges are applied to business activities such as: Fuel Depot, Gas, Accommodation, Postal Agency, Admin Store Materials, Plant & Equipment Hire, Private Works and Airport Services. Goods & Services Tax (GST) will be added to commercial charges for the provision of goods and services to which GST is applicable. Most commercial charges are detailed in Council’s Schedule of Fees & Charges for the 2025/26 financial year.

6 HUMAN RIGHTS COMPATIBILITY STATEMENT

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

7 DEFINITIONS

Term	Definition
Council	Pormpuraaw Aboriginal Shire Council

8 RELATED POLICIES AND OTHER DOCUMENTS

Policies

- Risk Management Policy
- Revenue Policy
- Fraud & Corruption Policy

Documents

- Adopted Budget
- Schedule of Fees & Charges

Responsible Officer: Executive Manager Corporate Services
Policy Owner: Council **Res No:** 2025/
Policy BDG-GOV-Revenue Statement **Version:** V14
Effective Date: 25 June 2025

UNCONTROLLED DOCUMENT WHEN PRINTED
Review Due: June 2026



BDG-GOV-Revenue Statement

9 MONITORING AND REVIEW

This revenue statement will be reviewed annually as part of the budget process in accordance with *Section 169 & 172 of the Local Government Regulation 2012*.

10 RESPONSIBILITY

This statement is to be implemented by the CEO; and reviewed and amended by the Executive Manager of Corporate Services in accordance with the monitoring and review requirements listed in the statement.

11 VERSION CONTROL

Version	Details	Resolution No	Date
V1	Developed and adopted	2012/03	01 Mar 2012
V13	Amended and adopted	2024/07/12/04	12 Jul 2024
V14	Amended and adopted	2025/	25 Jun 2025

Responsible Officer: Executive Manager Corporate Services
Policy Owner: Council **Res No:** 2025/
Policy BDG-GOV-Revenue Statement **Version:** V14
Effective Date: 25 June 2025

UNCONTROLLED DOCUMENT WHEN PRINTED
Review Due: June 2026



7.7 SCHEDULE OF FEES & CHARGES 2025/26 FY

Author: Tracey Graham (Executive Manager of Corporate Services)

Authorisers: Janelle Menzies

Attachments: 1. Council Schedule of Fees Charges 2025-26 - FINAL FOR COUNCIL ADOPTION [7.7.1 - 5 pages]

EXECUTIVE SUMMARY

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

RECOMMENDATION

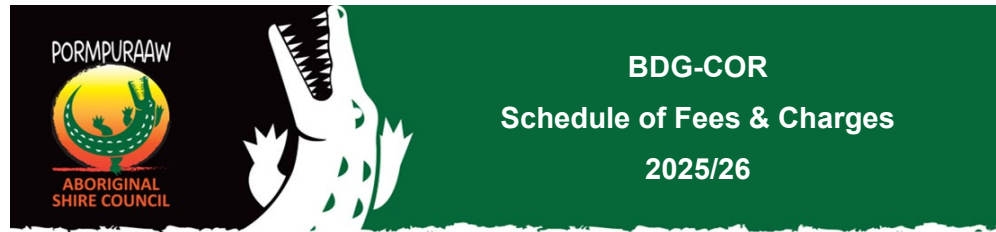
That Council resolves to receive and note the Schedule of Fees and Charges for the 2025/26 financial year and to adopt the Schedule of Fees & Charges as attached.

DISCUSSION

Under Chapter 4, Part 2 of the Local Government Act 2009, Council is required to adopt the Schedule of Fees and Charges annually.

The Schedule of Fees & Charges is required to inform the public of the fees and charges set by Council for the financial year.

REPORT ATTACHED



Note All Pricing is Valid to 30th June, 2026 and is subject to change without notice
 All Services Provided within Council Operational Hours (Monday to Friday) unless specified

		Unit	2025-26 Fee	GST
UTILITY CHARGES				
GENERAL UTILITY CHARGE INCLUDING WASTE				
General Utility Charge including Waste	Biannual	Homeownership Lessee	\$608.00	Exempt
General Utility Charge including Waste	Biannual	Residential	\$1,215.00	Exempt
General Utility Charge including Waste	Biannual	Light Commercial/Business	\$3,000.00	Exempt
General Utility Charge including Waste	Biannual	Commercial	\$6,000.00	Exempt
Replacement Wheelie Bin (Local Township Delivery Included)		Per Bin	\$270.00	Including
WATER UTILITY CHARGE				
Water Utility Charge	Biannual	Homeownership Lessee	\$554.00	Exempt
Water Utility Charge	Biannual	Residential	\$1,110.00	Exempt
Water Utility Charge - Base Rate Incl 400 Kilolitres per Biannual Period	Biannual	Light Commercial/Business	\$2,700.00	Exempt
Water Utility Charge - Base Rate Incl 1,200 Kilolitres per Biannual Period	Biannual	Commercial	\$5,400.00	Exempt
Supply and Install New 20mm water meter		Per Meter	\$1,840.00	Exempt
Supply and Install New 32mm water meter		Per Meter	POA	Exempt
Supply and Install New Over 32mm water meter		Per Meter	POA	Exempt
Water Disconnect		Per Site	POA	Exempt
Water Reconnect		Per Site	POA	Exempt
Water Call Out - Inspection Fee (Mon to Fri Operational Hours Only)		Per Inspection	\$165.00	Exempt
Replace Damaged Water Metre		Residential	\$760.00	Exempt
Replace Damaged Water Metre		Commercial	POA	Exempt
Commercial Excess Water Charge (Over Kilolitres Allocation per Biannual Period)		Per Kilolitre	\$1.60	Exempt
SEWERAGE UTILITY CHARGE				
Sewerage Utility Charge	Biannual	Homeownership Lessee	\$258.00	Exempt
Sewerage Utility Charge	Biannual	Residential	\$515.00	Exempt
Sewerage Utility Charge	Biannual	Light Commercial/Business	\$1,465.00	Exempt
Sewerage Utility Charge	Biannual	Commercial (5 or More Sewerage Fixtures)	\$2,930.00	Exempt
New Dwelling Sewer Application & Inspection		Per Site	POA	Exempt
New Sewer Connection - Residential		Per Site	POA	Exempt
New Sewer Connection - Commercial		Per Site	POA	Exempt
Sewer Disconnect		Per Site	POA	Exempt
Sewer Reconnect		Per Site	POA	Exempt
Sewer Call Out - Inspection Fee (Mon to Fri Operational Hours Only)		Per Inspection	\$165.00	Exempt
HOUSING, ACCOMMODATION & PROPERTY CHARGES				
Leases: Residential Housing 2 bedroom (Excludes All Utilities)	+ 4 weeks bond	Rent Per Week	\$520.00	Input Taxed
Leases: Residential Housing 3 bedroom (Excludes All Utilities)	+ 4 weeks bond	Rent Per Week	\$590.00	Input Taxed
Leases: Residential Housing 4 bedroom (Excludes All Utilities)	+ 4 weeks bond	Rent Per Week	\$670.00	Input Taxed
Commercial Mobile Vans/Vehicles on Council Land	Per Vehicle	Rent Per Week	\$450.00	Including
Shipping / Storage Containers on Council Land	Per Container	Per Week < 8 weeks	\$121.00	Including
Shipping / Storage Containers on Council Land	Per Container	Per Week > 8 weeks	\$69.00	Including

General Storage on Council Land or In Council Buildings (Excludes Internal Perimeters of Leased Premises)	Per m2 / Per Month	\$47.50	Including
Vacate House Cleaning Fee (Residential Leases)	Per Property	POA	Including
Property Damages to Leased or Accommodation Buildings (Inspection & Quote for Damages will be Provided)	Per Occasion	POA	Including
Key Cutting (Set up & Cut First Key Only)	Set Up & Cut First Key Only/Per Occasion	\$65.00	Including
Key Cutting (Subsequent to First Key Above)	Per Key (After Setup Fee Above)	\$16.00	Including
Guesthouse - Eddie Davey	Single Occupancy	Per Night / Short Stay Less Than 7 Nights	\$225.00 Including
Guesthouse - Eddie Davey	Single Occupancy	Per Night / Medium Stay 7 Nights to 27 Nights	\$200.00 Including
Guesthouse - Eddie Davey	Single Occupancy	Per Night / Long Stay 28 Nights to 6 months	\$180.00 Including
Guesthouse - Land & Sea	Single Occupancy	Per Night / Short Stay Less Than 7 Nights	\$175.00 Including
Guesthouse - Land & Sea	Single Occupancy	Per Night / Medium Stay 7 Nights to 27 Nights	\$155.00 Including
Guesthouse - Land & Sea	Single Occupancy	Per Night / Long Stay 28 Nights to 6 months	\$140.00 Including
Guesthouse - Land & Sea Self Contained Section	Single Occupancy	Per Night / Short Stay Less Than 7 Nights	\$225.00 Including
Guesthouse - Land & Sea Self Contained Section	Single Occupancy	Per Night / Medium Stay 7 Nights to 27 Nights	\$200.00 Including
Guesthouse - Land & Sea Self Contained Section	Single Occupancy	Per Night / Long Stay 28 Nights to 6 months	\$180.00 Including
Guesthouse - Pormpuraaw Cottages (1 Bedroom Self Contained)	Single Occupancy	Per Night / Short Stay Less Than 7 Nights	\$320.00 Including
Guesthouse - Pormpuraaw Cottages (1 Bedroom Self Contained)	Single Occupancy	Per Night / Medium Stay 7 Nights to 27 Nights	\$285.00 Including
Guesthouse - Pormpuraaw Cottages (1 Bedroom Self Contained)	Single Occupancy	Per Night / Long Stay 28 Nights to 6 months	\$260.00 Including
Guesthouse (All Above Listed) Double Occupancy Additional Charge	Per Night	\$25.00	Including
Contractors Camps - Ensuted Donga	Per Room	Per Night / Short Stay Less Than 7 Nights	\$115.00 Including
Contractors Camps	Per Room	Per Night / Short Stay Less Than 7 Nights	\$100.00 Including
Contractors Camps - Ensuted Donga	Per Room	Per Night / Medium Stay 7 Nights to 27 Nights	\$95.00 Including
Contractors Camps	Per Room	Per Night / Medium Stay 7 Nights to 27 Nights	\$85.00 Including
Contractors Camps - Ensuted Donga	Per Room	Per Night / Long Stay 28 Nights to 6 months	\$80.00 Including
Contractors Camps	Per Room	Per Night / Long Stay 28 Nights to 6 months	\$70.00 Including
Accommodation Bookings of more than 6 months attracts a 20% discount off long stay rate listed			
Accommodation Booking Cancellation less than 2 Business Days Notice or No Show			
Full Booking Amount Applies			
Lock out Fee (Key locked in room), Council Office Hours	Per Room	\$100.00	Including
Lock out Fee (Key locked in room), After Hours on Weekdays (4:15pm to 8:00am) or All Hours on Weekends	Per Room	\$250.00	Including
Lost Key Fee (Access to room and locks changed)	Per Room	\$395.00	Including
After Hours check-in charge, From 4:15pm to 8:00am Weekdays or Any Hours on Weekends	Per Room	\$220.00	Including
Early Check In Fee (If Room is required before 2pm)	Per Room	\$90.00	Including
Late Check Out Fee (If Room is vacated after 10am)	Per Room	\$90.00	Including
<i>*Other fees may be charged as deemed suitable by PASC for damages to room, cooking inside room, etc.</i>			
ANIMAL REGISTRATION FEES			
Dog Registration - Desexed	Per Animal	\$30.00	Exempt
Dog Registration - Entire	Per Animal	\$200.00	Exempt
Excess Animals - Registration Fee	Desexed	\$240.00	Exempt
Impound Fee	Per Day	\$15.00	Including
Animal Disposal Fee	Per Animal	\$250.00	Exempt
ADMINISTRATION FEES			
Copies of Council Documents (Budgets, Annual Report & Disaster Management Plan)	Per Copy	\$11.00	Including
Workplace Health & Safety Induction	Half Day	\$262.50	Including
Cultural Induction	Per Hour	\$157.50	Including
Copies of Local Laws	Law / Subordinate Set	\$11.00	Including
Interest on Overdue Payments (> 60 Days Outstanding)	Per Annum	8%	Input Taxed
Admin Fee on Reimbursement of Expenses	Per Expense	20%	Excluding
GOVERNANCE - RIGHT TO INFORMATION FEES			
RTI Applications - Right to Information Act 2009	Per Application	As per RTI Act 2009	Exempt
RTI Applications Processing Fee More Than 5 Hours - Right to Information Act 2009	Per 15 mins or Part of 15 Minutes	As per RTI Act 2009	Exempt
RTI Documents Copies - Right to Information Act 2009	Per Page	As per RTI Act 2009	Exempt
LOCAL LAWS FEES			
Inspect Overgrown Lot	Per Lot	Per Visit	\$125.00 Including

Application Fee for Advertising Signs		Per Sign	\$105.00	Including
ADMINISTRATION LEVY				
Administration Levy - Contracts / Programs				
- Percentage of contract value - Govt/NGO Funded - Internal Charge		Per Contract/Program	Max 15%	Exempt
- Percentage of contract value - Other - Internal Charge		Per Contract/Program	Max 20%	Exempt
COMMUNITY SERVICES & CHARGES				
CONSUMER DIRECTED CARE PACKAGES ***Subsidised Charges for Approved Clients***				
Reimbursement Towards Cost of Ingredients for Meals (Breakfast Only)		Per Meal	\$5.00	Exempt
Reimbursement Towards Cost of Ingredients for Meals (Lunch Only)		Per Meal	\$7.50	Exempt
Reimbursement Towards Cost of Ingredients for Meals (Breakfast & Lunch)		Per Day	\$10.00	Exempt
Reimbursement Towards Cost of Ingredients for Weekend Meal Pack (2 x Breakfasts & 2 x Lunch)		Per Pack	\$20.00	Exempt
Aged Care Services as per provided Schedule of Fees in My Aged Care				
CEMETARY				
Gravesite - Admin, Burial & Hearse Vehicle	Excluding coffin	Per Funeral/Plot	In Kind	Including
Supply of Coffin (3 Different Sizes Available & Measurements Required to Confirm Size Required) - See Admin Store		Per Coffin	POA	Including
CLEANING				
Cleaning (Residential or Commercial), per cleaner		Per Hour	POA	Including
COUNCIL, LIBRARY & POST OFFICE				
Fuel Card Deposit Fee		Refunded on Return	\$12.00	Including
Fax / Copy Charges		Per Page	\$1.20	Including
Community ID Cards		Per Card	\$26.25	Including
Local Fare Subsidy Identification Card		Per Card	\$26.25	Including
Room Hire - Pormpuraaw Council Chambers or Works Compound Training Room or Cairns Executive Boardroom (incl Tea, Coffee & Milk)		Per Day or Part Thereof	\$300.00	Including
Room Hire - Pormpuraaw Council Chambers or Works Compound Training Room or Cairns Executive Boardroom (inc Tea, Coffee & Milk)	8am-12pm, 12pm-4pm & 4pm-8pm	Per 4 Hour Block of Time or Part Thereof	\$175.00	Including
ADMIN STORE STORAGE & DELIVERY				
Storage		Per m2 / Per Month	\$47.50	Including
Delivery Rates in Pormpuraaw Business District		Per Pallet	\$63.00	Including
Delivery Rates outside Pormpuraaw Business District		Per Pallet	\$126.00	Including
AIRPORT				
Ground Handling Fee inclusive of Landing Fee		Dash 8	\$455.00	Including
Ground Handling Fee inclusive of Landing Fee		Caravan or Beechcraft 9 to 15	\$310.00	Including
Ground Handling Fee inclusive of Landing Fee		King Air	\$215.00	Including
Vehicle Inspection Fee for Non-Council Vehicles Entering Secured Airport Space		Per Inspection	\$60.00	Including
Aircraft Parking		Per Day	\$58.00	Including
Airport Vehicle Parking		Per Vehicle/Per Week or Part Thereof	\$33.00	Including
Airport Bus (fee does not apply to eligible residents under the Community Transport program)		Per Trip	\$5.50	Including
Landing Fee (Fixed Wing or Helicopter)	(RFDS & RSCU Flights Exempt)	Per Landing	\$132.00	Including
First Weekday After Hours (From 5.46pm to 7:29am) Call-Out Fee				
In addition to Landing & Ground Handling Fee for all Flights (Fixed Wing or Helicopter)	(RFDS & RSCU Flights Exempt)	Per Landing	\$304.50	Including
Initial Weekend Call-Out Fee *In addition to Landing & Ground Handling Fee for all Flights* (Fixed Wing or Helicopter)	(RFDS & RSCU Flights Exempt)	Per Landing	\$304.50	Including
Initial Public Holiday Weekday Call-Out Fee *In addition to Landing & Ground Handling Fee* (Fixed Wing or Helicopter)	(RFDS & RSCU Flights Exempt)	Per Landing	\$577.50	Including
Initial Public Holiday Weekend Call-Out Fee *In addition to Landing & Ground Handling Fee* (Fixed Wing or Helicopter)	(RFDS & RSCU Flights Exempt)	Per Landing	\$945.00	Including
Subsequent Weekday After Hours (Outside of ERSAs Listed Operating Hours) Call-Out Fee	(RFDS & RSCU Flights Exempt)	Per Landing	\$136.50	Including
Subsequent Weekend Call-Out Fee	(RFDS & RSCU Flights Exempt)	Per Landing	\$184.00	Including
Subsequent Public Holiday Call-Out Fee	(RFDS & RSCU Flights Exempt)	Per Landing	\$262.50	Including
GAS SERVICES				
Gas Bottles - 45kg (Delivered & Fitted)			\$350.00	Including
Gas Compliance Fee - Inspection + Compliance/Defect Notice Only		Inspection only, additional works will be quoted in addition	\$350.00	Including
After Hours Call Out & Delivery in addition to Bottle purchase		Does Not Include Price of Gas	\$165.00	Including
COMMUNITY BUS				
Community Bus (fee does not apply to eligible residents under funding programs)		Per Trip	\$5.00	Including

COMMUNITY HALL HIRE

Hall Hire - Local Community Organisations Concession	Blocks of Time for Hire			
Hall Hire	8am-12pm, 12pm-4pm & 4pm-8pm	Per 4 Hour Block of Time or Part Thereof	\$30.00	Including
Clean Up Fee	8am-12pm, 12pm-4pm & 4pm-8pm	Per 4 Hour Block of Time or Part Thereof	\$80.00	Including
Key Replacement		Post Event	\$525.00	Including
Hall Hire Booking Cancellation less than 1 Business Day Notice or No Show		Full Booking Amount Applies	\$315.00	Including

ENVIRONMENTAL FEES & CHARGES

FOOD PREMISES LICENCE s.52 (1) (9) Food Act 2006

Application for New Food Business Licence (Not Transferrable)		Per Application	\$346.50	Exempt
Application for Food Business Licence Renewal (Annual Fee) - Category 1 Food Business (Low Risk)		Per Annum	\$262.50	Exempt
Application for Food Business Licence Renewal (Annual Fee) - Category 2 Food Business (High Risk)		Per Annum	\$315.00	Exempt
Compliance Re-Inspection Fee from a Notice Issued		Each Inspection	\$136.50	Exempt
Fee for Restoration of an Expired Licence (Payable in Addition to Applicable Annual Licence Renewal Fee)		Per Application	\$136.50	Exempt

CAMPING PERMITS

Camping Fees	Per vehicle	Per night	\$85.00	Including
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PEST CONTROL

Pest Control - Residential		Per Hour		Including
Pest Control - Commercial		Per Residence	\$300.00	Including
		Quote		Including

WASTE FACILITY

Processing Fee		Per Application	\$90.00	Including
Inspection Fee		Per Property	\$208.00	Including
Clean Up Fee		Minimum Charge	\$595.00	Including
Refuse Tip Fees - Commercial Dry Waste		Up to 1 Tonne Ute or Box Trailer	\$120.00	Including
Refuse Tip Fees - Commercial Dry Waste		2 Tonne Trailer	\$240.00	Including
Refuse Tip Fees - Commercial Dry Waste		Per Tonne (Truck)	\$120.00	Including
Refuse Tip Fees - Commercial Dry Waste		Side Tipper	\$1,428.00	Including
Vehicle Disposal		Per Vehicle	\$300.00	Including
Vehicle Street Removal & Dumping Fee		Per Vehicle	\$595.00	Including
Waste Incineration Service		POA		Including
<i>*Commercial Dry Waste refers to clean concrete, timber, steel and/or iron.</i>				

WORKSHOP, BUILDING & ENGINEERING SERVICES

CONCRETE BATCHING

Concrete Batching 25mpa	1m3 Minimum	Per Cubic Metre	\$1,895.00	Including
Concrete Batching 25mpa	Over 1m3 up to 1.99m3	Per Cubic Metre	\$1,810.00	Including
Concrete Batching 25mpa (Note 2m3 delivery truck only available, larger delivery truck available for additional cost & prior notice - POA)	2m3 up to 3.99m3	Per Cubic Metre	\$1,630.00	Including
Concrete Batching 25mpa (Note 2m3 delivery truck only available, larger delivery truck available for additional cost & prior notice - POA)	4m3 and over	Per Cubic Metre	\$1,500.00	Including
Concrete Batching 32mpa	1m3 Minimum	Per Cubic Metre	\$1,955.00	Including
Concrete Batching 32mpa	Over 1m3 up to 1.99m3	Per Cubic Metre	\$1,870.00	Including
Concrete Batching 32mpa (Note 2m3 delivery truck only available, larger delivery truck available for additional cost & prior notice - POA)	2m3 up to 3.99m3	Per Cubic Metre	\$1,695.00	Including
Concrete Batching 32mpa (Note 2m3 delivery truck only available, larger delivery truck available for additional cost & prior notice - POA)	4m3 and over	Per Cubic Metre	\$1,565.00	Including
Concrete Batching Over 32mpa		Per Cubic Metre	POA	Including

RAW BUILDING MATERIALS

Pre-Mix Aggregate		Per Cubic Metre	\$205.00	Including
Shell grit		Per Cubic Metre	\$60.00	Including
Course Sand		Per Cubic Metre	\$63.00	Including
Fine Sand		Per Cubic Metre	\$79.00	Including
Top Soil		Per Cubic Metre	\$58.00	Including
River Gravel		Per Cubic Metre	\$58.00	Including

Road Gravel		Per Cubic Metre	\$58.00	Including
WORKSHOP				
Quote for Repairs, Non-Refundable		Per Quote	\$60.00	Including
Puncture Repair, Fitting and Wheel Balance	Passenger	Per Tyre	\$65.00	Including
Puncture Repair, Fitting and Wheel Balance	Heavy Vehicles	Per Hour	\$125.00	Including
Vehicle Servicing & Repairs		Per Occasion	POA	Including
TRADEMAN RATES				
Works Manager / Supervisor		Per Hour/Minimum 1 Hour Charge	\$175.00	Including
Trades Qualified		Per Hour/Minimum 1 Hour Charge	\$150.00	Including
Tree lopping - Polesaw/ Chainsaw/ Saw Hand Operator with Equipment		First Hour - Minimum 1 Hour Charge	\$275.00	Including
Tree lopping - Polesaw/ Chainsaw/ Saw Hand Operator with Equipment		Subsequent hours - Per Hour	\$110.00	Including
Tree lopping Ground Hand		Per Hour/Minimum 1 Hour Charge	\$100.00	Including
Trades Assistant / Labourer		Per Hour/Minimum 1 Hour Charge	\$100.00	Including
Materials (Admin Store Supplied or Special Supply)		Per Supply/Job	POA	Including
Subcontractors		Per Occasion	Cost + 30%	Including
After Hours Callouts (6pm to 6am Mon-Fri Weekdays, Weekends + Public Holidays)		Minimum Charges Apply	POA	Including
PLANT & EQUIPMENT HIRE (INC. OPERATOR)				
308E2 CAT Mini Excavator		Per Hour/Minimum 1 Hour Charge	\$240.00	Including
4WD Forklift		Per Hour/Minimum 1 Hour Charge	\$300.00	Including
Backhoe CAT		Per Hour/Minimum 1 Hour Charge	\$294.00	Including
Concrete Truck		Per Hour/Minimum 1 Hour Charge	\$326.00	Including
Excavator 8T CAT		Per Hour/Minimum 1 Hour Charge	\$320.00	Including
Giga Truck		Per Hour/Minimum 1 Hour Charge	\$252.00	Including
Grader CAT or John Deere		Per Hour/Minimum 1 Hour Charge	\$294.00	Including
Isuzu Truck 600m3		Per Hour/Minimum 1 Hour Charge	\$231.00	Including
Loader 930 CAT		Per Hour/Minimum 1 Hour Charge	\$360.00	Including
Motor Vehicle - Utility inc Driver		Per Hour/Minimum 1 Hour Charge	\$165.00	Including
Rollers x 2 CAT		Per Hour/Minimum 1 Hour Charge	\$210.00	Including
Skid Steer Loader w/ Broom		Per Hour/Minimum 1 Hour Charge	\$215.00	Including
Small Isuzu Job Trucks (Tippers)		Per Hour/Minimum 1 Hour Charge	\$205.00	Including
Std Forklift		Per Hour/Minimum 1 Hour Charge	\$163.00	Including
Telehandler		Per Hour/Minimum 1 Hour Charge	\$299.00	Including
Tractor Aircab 4WD w Big Slasher		Per Hour/Minimum 1 Hour Charge	\$184.00	Including
Tractor Kubota / Front End Loader / Slasher		Per Hour/Minimum 1 Hour Charge	\$184.00	Including
Water Truck		Per Hour/Minimum 1 Hour Charge	\$158.00	Including
PLANT & EQUIPMENT HIRE (DRY HIRE)				
308E2 CAT Mini Excavator		Per Hour/Minimum 1 Hour Charge	\$160.00	Including
4WD Forklift		Per Hour/Minimum 1 Hour Charge	\$220.00	Including
Commuter Bus		Per Day/Minimum 1 Day Charge	\$465.00	Including
Drain Jetter on Trailer		Per Hour/Minimum 4 Hour Charge	\$85.00	Including
Excavator 8T CAT		Per Hour/Minimum 1 Hour Charge	\$280.00	Including
Generator 20kva plus		Per Day/Minimum 1 Day Charge	\$370.00	Including
Generator 20kva plus		Per Week	\$1,060.00	Including
Isuzu FTR Tipper Truck		Per Hour/Minimum 1 Hour Charge	\$275.00	Including
Loader 930 CAT		Per Hour/Minimum 1 Hour Charge	\$280.00	Including
Motor Vehicle - Utility		Per Day/Minimum 1 Day Charge	\$275.00	Including
Rollers x 2 CAT		Per Hour/Minimum 1 Hour Charge	\$170.00	Including
Sewer Snake Camera		Per Hour/Minimum 4 Hour Charge	\$120.00	Including
Skid Steer Loader w/ Broom		Per Hour/Minimum 1 Hour Charge	\$175.00	Including
Toro Multi Loader with Trailer		Per Day/Minimum 1 Day Charge	\$370.00	Including
Whacker Packer / Compactor		Per Day/Minimum 1 Day Charge	\$150.00	Including

If machines are not returned to PASC at end of day, a 10 hour day will be assumed and hire will recommence at 7am the next morning. Hire hours will be calculated on time away from our workshop. All other terms and condition in hire agreement apply.

* Note fees & charges comparison from previous financial year can be viewed on website by selecting Schedule of Fees & Charges 2024-25 *

Adopted by Council on 25/06/2025 - Resolution # 2025/06/xx

7.8 STATEMENT OF ESTIMATED FINANCIAL POSITION 30 JUNE 2025

Author: Tracey Graham (Executive Manager of Corporate Services)

Authorisers: Janelle Menzies

Attachments: 1. Statement of Estimated Financial Position for 30 June 2025 [7.8.1 - 4 pages]

EXECUTIVE SUMMARY

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

RECOMMENDATION

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.

DISCUSSION

Under *Section 2025* of the *Local Government Regulation 2012*, a Statement of Estimated Financial Position for the previous financial year (2024/25FY) must be presented to Council at the annual budget meeting.

REPORT ATTACHED

STATEMENT OF ESTIMATED FINANCIAL POSITION

RECOMMENDATION:

That Council note the Statement of Estimated Financial Position for 30 June 2025 in accordance with section 205 of the *Local Government Regulation 2012*.

EXECUTIVE SUMMARY:

This report provides a comparison of Council’s financial operations and financial position between the 2024/25 estimated results and the 2024/25 budget. The report is comprised of a Statement of Estimated Income and a Statement of Estimated Financial Position.

FINANCIAL STATEMENTS AT A GLANCE			
	Estimated Actuals 24/25	Budget 24/25	Variance
	\$	\$	\$
Total operating revenue	24,979,899	24,021,200	958,699
Total operating expenses	19,184,115	23,462,990	4,278,875
Operating Position	5,795,784	558,210	5,237,574
Capital Result	3,822,672	13,657,118	(9,834,446)
Net Result	9,618,457	14,215,328	(4,596,871)
Capital Works Program			
Estimated 2024/25 Capital Program	14,365,416	23,540,084	9,174,668

Council’s 2024/25 operating result is forecast to be a surplus of \$5.7M. This result indicates that Council’s operating revenue exceeded its operating expenses for the year, reflecting sound financial management and cost control across the organisation.

It is important to note that \$11.2M of the \$25.0M in operating revenue was sourced from grants and subsidies. These external funding streams remain a significant contributor to Council’s ability to deliver essential services and maintain service levels where own-source revenue is extremely limited.

Key points to note include the following:

- Council anticipates receiving the 2025/26 Financial Assistance grant (\$5.3M) in 2025/26 and has not allowed for an early payment in this Estimated Position. This assumption aligns to the payment schedule of 2024/25 however it must be noted that there is no certainty of when the grant funds will be received.
- The \$14.9M Aerodrome Upgrade under the Disaster Ready Fund was budgeted to commence in 2024/25 with a planned expenditure of \$1.9M in the year. This project is delayed and is now forecasted to take place in 2025/26.
- \$2.5M of capital projects under Works for Queensland will not be completed and will be carried forward into 2025/26.
- Employee costs are \$1.9M less than forecasted due to extreme staff absenteeism and numerous vacancies.

While the estimated operating surplus reflects strong performance in the current year, the reliance on grant funding highlights the need for continued advocacy and forward planning to ensure financial sustainability in the long term. Council's surplus will also support future investment in infrastructure and enhance capacity to respond to emerging community needs

BACKGROUND:

In accordance with section 205 of the *Local Government Regulation 2012* Council is required to present a Statement of Estimated Financial Position during the budget meeting to enable a review of the previous year.

The 2024/25 financial position is based upon Council's actual results for the period 1 July 2024 up to 31 May 2025 and an estimated forecast for the remainder of the period.

COMMENT:

The 2024/25 Annual Budget was adopted in July 2024. Council's actual results are compared against year-to-date budgeted results monthly and reported to Council each month. This analysis includes commentary on major movements.

Statement of Estimated Income for 2024/2025

	ESTIMATED ACTUALS 24/25 \$	ORIGINAL BUDGET 24/25 \$	VARIANCE \$
Operating Revenue			
Levies & charges	531,999	534,821	(2,822)
Fees & charges	495,691	343,300	152,391
Rental income	1,637,664	1,285,000	352,664
Interest received	3,359,031	2,062,500	1,296,531
Sales revenue	7,541,515	8,727,990	(1,186,475)
Other incomes	239,066	139,500	99,566
Grants & Subsidies	11,174,934	10,928,089	246,845
	24,979,899	24,021,200	958,699
Operating Expenditure			
Employees costs	5,910,470	7,795,210	1,884,740
Materials and services	7,504,114	9,453,592	1,949,478
Finance costs	85,513	65,750	(19,763)
Depreciation	5,684,017	6,148,438	464,421
	19,184,115	23,462,990	4,278,875
Operating Result	5,795,784	558,210	5,237,574
Capital			
Capital Revenue	28,076	-	28,076
Capital Grants & Subsidies	11,755,382	20,041,875	(8,286,493)
Capital Expense	(7,960,786)	(6,384,757)	(1,576,029)
	3,822,672	13,657,118	(9,834,446)
Net Result After Capital	9,618,457	14,215,328	(4,596,871)

Operating Revenue

Forecast operating revenue is \$25.0M compared to a budget of \$24.0M, an increase of \$1.0M.

Major movements are as follows:

- Interest received is higher than forecast by \$1.3M driven by higher cash holdings compared to budget and conservatively forecasted interest rates.
- Sales revenue is \$1.2M below forecast, primarily due to private works revenue falling short by \$1.0M.

Operating Expenditure

Forecast operating expenditure is \$19.2M, compared to the budget of \$23.4M, \$4.3M less than budgeted. The major drivers of this forecast are as follows:

- Employee costs are \$1.9M under budget due to prevalent absenteeism across the organisation. There have also been widespread vacancies within Council, including the Executive Manager's role vacant 46% of the year.
- Materials and services are \$1.9M less than forecasted. The variance is due to several factors; however notable movements are:
 - Grants repaid is \$661K less than budget, mainly due to the timing of repayment for the Indigenous Employment Initiative funding(\$490K);
 - Fuel stock expense is \$229K less than expected due to the delays in capital works;
 - Administration supplies are \$729K less than expected;
 - Consultants are \$269K less than forecasted;
 - Repairs and maintenance are \$129K less than forecasted; and
 - \$140K was budgeted for the carbon abatement fee which is now not required.

Capital

The forecasted capital net result is \$3.8M, \$9.8M less than forecasted. This is mainly due to capital revenue being \$8.3M less than budget, as well as capital expenses being more than budget by \$1.5M.

Capital revenue represents income earned from completing funded capital projects. Capital revenue is recognised when works are complete not when the funds are received by Council. It is estimated that Council will have \$11.8M revenue for funded projects as of 30 June 2025.

The major variances in capital revenue (-\$8.3M) are:

- \$3.5M less than expected works for DRFA roads restoration works. In January 2025, a further significant wet weather event has occurred with road conditions being assessed in June.
- \$1.9M was expected for the DRF Airport upgrades; however, the works have been delayed.
- \$2.5M in capital projects funded through Works for Queensland have been carried forward into 2025/26. A vacancy in the Executive Manager of Operations role during the first half of 2024/25 contributed to delays in the capital works schedule.

Statement of Estimated Financial Position as at 30 June 2025

Pormpuraaw Aboriginal Shire Council
Statement of Estimated Financial Position
 Estimated for 30 June 2025

	2024/25
	\$
Current assets	
Cash At Bank	1,374,803
Cash - Trust Account	360,871
Cash - QTC Account	68,679,592
Receivables	1,853,134
Contract Asset	1,848,812
Inventories	578,010
Total current assets	74,695,222
Non-current assets	
Property, plant and equipment	150,083,953
Other financial assets	13,115,474
Total non-current assets	163,199,427
Total assets	237,894,650
Current liabilities	
Payables	1,660,949
Contract Liability	6,188,097
Provisions	841,975
Total current liabilities	8,691,020
Non-current liabilities	
Provisions	198,962
Total non-current liabilities	198,962
Total liabilities	8,889,982
Net community assets	229,004,667
Community equity	
Asset revaluation surplus	140,249,131
Retained surplus	88,755,536
Total community equity	229,004,667

8 CLOSE OF MEETING