



**CARPENTARIA SHIRE**

*Outback by the Sea*

***BUSINESS PAPER***

***17 JANUARY, 2024***

## **BUSINESS PAPERS**

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### **NOTICE OF MEETING**

**COUNCILLORS:**

Mayor Jack Bawden	Chairperson
Cr Ashley Gallagher	
Cr Bradley Hawkins	
Cr Andrew Murphy	
Cr Craig Young	
Cr Amanda Scott	
Cr Douglas Thomas	

Please find attached the Agenda for the Ordinary Council Meeting to be held in the Council Chambers, Haig Street, Normanton commencing at 9:00am.

Mark Crawley  
**CHIEF EXECUTIVE OFFICER**

# BUSINESS PAPERS

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- 1 OPENING OF MEETING**
- 2 RECORD OF ATTENDANCE**
- 3 CONDOLENCES**
- 4 CONFIRMATION OF MINUTES FROM PREVIOUS MEETINGS**

**RECOMMENDATION**

*That the Minutes of the Ordinary Council Meeting held 13 December 2023 be confirmed.*

- 5 BUSINESS ARISING FROM PREVIOUS MEETINGS**
- 6 RECEPTION OF PETITIONS & DEPUTATIONS**
- 7 MAYORAL MINUTES**

## BUSINESS PAPERS

### 8 REPORTS FROM THE CHIEF EXECUTIVE OFFICER

#### 8.1 CEO REPORT

**Attachments:** NIL  
**Author:** Mark Crawley - Chief Executive Officer  
**Date:** 9 January 2024

**Key Outcome:** Day to day management of activities within the Office of the CEO  
**Key Strategy:** As per the Departmental Plan for the Office of the CEO

#### Executive Summary:

This report provides information and updates to Council on various activities and programs that are facilitated within the Chief Executive Officer's portfolio.

#### RECOMMENDATION:

That Council:

1. receive and note the Chief Executive Officer's report; and
2. that those matters not covered by resolution be noted.

#### MEETINGS SCHEDULE

Date	Time	Event	Location
<b>Council</b>			
17 January 2024	9:00am	Ordinary Meeting of Council	Boardroom
18 January 2024	8:30am	Workshop – Councillors, CEO, Directors, and Managers	Boardroom
21 February 2024	9:00am	Ordinary Meeting of Council	Boardroom
22 February 2024	8:30am	Workshop – Councillors, CEO, Directors, and Managers	Boardroom
<b>NWQROC and LGAQ</b>			
<b>Local Government Managers Australia</b>			

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Date	Time	Event	Location

### FINANCIAL REPORT

Governance Income and Expenditure to 31 December 2023

Row Labels	Sum of Current Budget	Sum of YTD Actual	Sum of Order Value	Sum of Total Actual
<b>Operating Expenditure</b>	<b>2,393,234.22</b>	<b>1,179,898.80</b>	<b>111,283.69</b>	<b>1,291,182.49</b>
Communications	55,400.00	5,008.32	8,441.00	13,449.32
Disaster Events	4,500.00	50,739.08	-	50,739.08
Disaster Preparedness	74,000.00	63,377.02	-	63,377.02
Elected Members	572,441.25	200,653.63	771.13	201,424.76
Emergency Response	51,400.00	19,740.75	-	19,740.75
Governance	1,635,492.97	804,080.00	95,472.00	899,552.00
Operational Plan	-	36,300.00	6,599.56	42,899.56
<b>Operating Income</b>	<b>- 24,000.00</b>	<b>- 24,623.25</b>	<b>- -</b>	<b>24,623.25</b>
Disaster Preparedness	- 7,000.00	- 6,984.00	- -	6,984.00
Emergency Response	- 17,000.00	- 17,639.25	- -	17,639.25
<b>Grand Total</b>	<b>2,369,234.22</b>	<b>1,155,275.55</b>	<b>111,283.69</b>	<b>1,266,559.24</b>

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### ACTIONS OUTSTANDING FROM PREVIOUS MEETINGS

Date:	Ref:	Action	Status	Comment
February 21	023	Approve the request subject to the conditions outlined in the Subordinate Local Law No. 1.2 Commercial use of LG controlled areas and roads	Progressing	Initial letter advising of Council support for use as requested. Follow up to be provided in relation to Local Law conditions
May 21	007	Recommence the process to finalise the Water Supply Easements in negotiation with Landholders and finalise all agreements for the water supply at Glenore.	Progressing	Met with Preston Law on 10/2/2022 to progress.  Contact made with Dean Patchett to progress the inclusion of the northern section of the easement/road in our asset register
August 21	GB	Pipeline Easement		
June 23	004	Authorise the Chief Executive Officer to make a global offer to settle the claim brought by the Landholder up to the amount of \$100,000 ex GST plus agreed interests and agreed legal costs.	Progressing	Solicitors have prepared offer and sent.  December 2023 Update - Offer rejected
June 23	007	Endorsement of the Local Disaster Management Plan and the Evacuation Plan and provide the public with access to the documents on the Council's Website.	Progressing	Documents being finalised for inclusion on the website. Some cosmetic changes required in formatting
September 23	008	<del>Call expressions of interest from interested parties for the lease/agistment of Lot 2 on Crown Plan LS11 for a term of 2 years with an option to extend</del>	Progressing  See below	Letter provided to Rodeo Committee to advise of the decision. Preston Law preparing documents for EO/Tender
November 23	012	2. Call for Expressions of Interest from interested parties for the agistment of Lot 2 on Crown Plan LS11 at the conclusion of the community feedback and such Expressions of Interest be advertised for 4 weeks;	Progressing	Awaiting feedback from consultation to include in the EOI
November 23	016	Authorise the Chief Executive Officer to negotiate with the tenderers to ascertain if they are prepared to increase their offer; and delegate authority to the Mayor and the Chief Executive Officer to set sale prices for the remaining lots.	Progressing	Sale prices for the remaining lots have been established and distributed to Colliers.  Colliers to contact tenderers.
November 23	GB	Artificial Reef – Community consultation / feedback for names for reef	Progressing	To be undertaken in the New Year
November 23	GB	Old Croydon Road Grid – CEO to write to landowners and request that fencing be completed	Progressing	CEO inspection 4/12/2023 - Fencing has commenced

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December 23	BA	CEO to write to Regional Manager QR-North West seeking update on installation of rail grid	Complete	CEO contacted the Head of Regional at Queensland Rail in relation to the grid, awaiting response. The Head of Regional is part of the Executive Leadership Team at QR
December 23	9.1 Notation	CEO to contact ECQ to ascertain Returning Officer (RO) for Karumba	Complete	CEO contacted ECQ and was advised the RO for Carpentaria Shire is Sharn Fogerty and is based in Normanton and will engage the officers to conduct the electoral booths for the election. No separate RO for Karumba
December 23	006	Minister's agreement to the adoption of the proposed planning scheme	Complete	CEO has written to the Ministers Office as resolved
December 23	GB	Link to the Disaster Dashboard to be included on the Council Facebook page prior to Storm Season	Complete	Post provided
December 23	GB	Follow up letters to families that are yet to arrange plaques at the lawn cemetery	Progressing	Letters progressively being forwarded to families
December 23	GB	CEO to advise architect of preference for 4 single bedroom units with the balance being two bedrooms	Complete	CEO has emailed advice through to the architect
December 23	GB	CEO to send email to QPS in relation to the continual break ins around Normanton	Complete	CEO has emailed the OIC at Normanton QPS in relation to Break Ins
December 23	GB	CEO to follow up with Regional Manager in relation to Railway Grid	Complete	See comment above
December 23	GB	CEO to follow up with Colliers in relation to Tenders for the Lilyvale Lots	Complete	CEO has followed up with Colliers in relation to the prices set for the lots and the tenderers, CEO has also spoken with local tenderer in relation to their tender and the proposed reserve

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### **MATTERS FOR COUNCIL CONSIDERATION**

#### **1. Covered in separate reports**

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A separate Report will be provided for all matters for Council consideration.

**Recommendation:** NIL

### **MATTERS FOR COUNCIL INFORMATION**

#### **2. National General Assembly – Call for Motions**

Email received from President Australian Local Government Association (ALGA) Cr. Linda Scott with an invitation to the Australian Local Government Association Annual Conference (the National General Assembly - NGA), which will be held in Canberra from 2 to 4 July 2024.

ALGA is also calling for councils to submit motions for the 2024 NGA. The theme for the 2024 NGA will be "Building Community Trust" and the ALGA is seeking motions that align with the theme and identify opportunities for new federal programs and policies what will support councils to build trust.

**Recommendation:** For feedback

#### **3. Housing Australia Future Fund Facility (HAFFF) and National Housing Accord Facility (NHAF)**

The Australian Government has introduced initiatives that include: -

- The \$10 billion Housing Australia Future Fund (HAFF) that will create a secure, ongoing pipeline of funding to support social and affordable housing, and address acute housing needs. Through the HAFFF (funded through returns from the HAFF), Housing Australia will help deliver the Government's commitment to support 30,000 new dwellings, available as social and affordable housing (20,000 social and 10,000 affordable) over five years.
- The National Housing Accord Facility (NHAF) is the mechanism through which Housing Australia will deliver the Commonwealth Government's commitment to support 10,000 new affordable homes under the National Housing Accord 2022.

Carpentaria Shire Council may be eligible as a local government to apply for funding. I have registered to be able to access the documentation from the Federal Government Website and await acceptance.

Have had discussion with Greg Hoffman and Darren from BlueCHP (9/1/2024) and Darren has recommended we lodge an application for the Unit Development (Gough Street) through the first round which should be EOI to commence.

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**Recommendation:** For feedback

**4. ECQ Returning Officer**

ECQ has advised that the Returning Officer for the 2024 Local Government Elections will be on site in Normanton from 5<sup>th</sup> February until 15<sup>th</sup> February for the Candidate Nomination Period. The last day for Nominations is 12:00Noon Tuesday 13<sup>th</sup> February and the Ballot Draw will be conducted on Wednesday 14<sup>th</sup> February.

Council has been asked to send any enquiries from Candidates in the period between 29<sup>th</sup> January (first day of nominations period) and 5<sup>th</sup> February to the ECQ Office on 1300 881 665.

**Recommendation:** For information

**5. Land/Building**

Have received a valuation report in relation to property in Karumba that is surplus to requirements for State Government.

More information to be provided at the meeting.

**Recommendation:** For feedback

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### ACTIONS FROM STRATEGIC INTENT DOCUMENT

Action	Status	Comment
<u>Departmental Plans</u> CEO to work with Senior Leadership Team to complete documents for adoption.	15%	The Water and Waste Departmental Plan has been updated recently. Office of the CEO Departmental Plan is currently under review Director Community Development, Tourism and Regional Prosperity has completed the Draft for Department
<u>Business Cases</u> CEO to work with Senior Leadership Team to ensure the Business Case and Project Plans are completed in preparation for future grant opportunities.	5%	The draft Business Case and Project Plan have been completed for the School Dam Project. The estimates for the works required and the Cost Benefit Analysis are yet to be completed, there are other Business Cases and Project Plans that are required to be completed.
<u>SurePact</u> CEO to work with the Senior Leadership Team to ensure the use of SurePact system becomes part of the day-to-day operations within Council ensuring that projects are well managed, and grants acquitted and managed in accordance with Milestones contained in the Grant Agreements.	25%	CEO has met with DOE to ensure the use of SurePact is taken up to manage the many projects and contracts under the Engineering Department SurePact provided further training for staff. SurePact provided presentation of system to Councillors Commitment from Team to progress finance and document management integration
<u>Workforce Strategy and Plan</u> CEO to continue to progress the actions/recommendations contained in the Implementation Plan and regularly update outstanding items as a standard agenda item at the Senior Leadership Team Meetings.	55%	In the documents provided through the engagement of Davidson's we were provided with an implementation plan to progress where we want to be as an organisation. Some of this work is being undertaken in-house and through support from Peak Services.
<u>Accountability</u> Senior Leadership Team to take a more proactive role in ensuring all staff are treated fairly.	10%	Some training has been provided to the leadership team in relation to managing people under the new Psychosocial Guidelines.
<u>Position Descriptions</u> CEO and Manager Human Resources to distribute new PDs to all staff throughout the organisation. New PD's to be utilised for all new recruitment for vacancies as advertised.	100%	The new Position Descriptions have been completed by Peak Services and are uploaded into the records management system and old PDs are being archived
<u>Performance Reviews</u> Senior Leadership Team to sign off on their individual Performance Plans prior to Christmas Closedown and a first performance review meeting to be held prior to June 2024.	25%	Peak Services will move onto this work following to completion of the current body of work. This was listed as project five of five of the work to be undertaken by Chris Leck  Chris has now started this work in January
<u>Governance and Policy Review</u> CEO to work with the EO – GPC and the Senior Leadership Team to ensure all the outstanding governance issues are cleared up and completed prior to the hand over to the new CEO.	60%	The EO-GPC has completed the "quick wins" from the recent review, and we are progressing through the remainder of the items identified in the Governance Review  Two more policies are presented for adoption this month

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<u>Governance Framework</u> CEO to prepare a Governance Framework for formal adoption and inclusion on the Council Website.	100%	CEO has drafted the Governance Framework and will present to the January 2024 Council Meeting
<u>LHAP Housing Strategy</u> CEO to continue to provide the secretarial role for the Advisory Committee and has responsibility for many of the response actions contained in the LHAP Implementation Tracker and continue to progress these in accordance with direction from the Advisory Committee and Council.	45%	Carpentaria Shire Council has progressed further than the other member council of the WQAC.  The Carpentaria Shire Council Housing Strategy is complete and included on the Council Website.  Implementation Tracker is updated prior to each meeting of the LHAP Advisory Committee.
<u>Rent to Buy Scheme</u> CEO to meet with the Department to progress this initiative and obtain support from the Department to progress	40%	CEO has met with the Department in relation to this. Obtained examples of what some other Councils are doing in this space.  CEO commenced drafting of the documentation to support scheme
<u>Residential Subdivision</u> CEO to work with surveyor and the Department to progress this parcel of land for further development to provide additional residential lots in the Normanton community.	45%	Draft survey layouts have been provided and the CEO has commenced discussions with the Department in relation to the acquisition of land for future urban expansion.  Further discussed with Department during recent visit to Carpentaria Shire Council 25 <sup>th</sup> October 2023  Application has been lodged with Department to purchase the land from the State Government.
<u>Gough Street – Units (planning)</u> CEO will continue to work with the architects to ensure the plans are provided to Council to allow for the development of a further scope of works to prepare tender documents that will allow for the calling of tenders for a design and construct for the multi-unit development for further staff accommodation when funds become available to progress this important initiative.	60%	Architect has been engaged and visited site.  Also held discussions with Councillors to ascertain input into the layout, yield, and possible design  First draft distributed to Councillors for feedback. Feedback sent to Architect for inclusion and amendment of first draft.  Further plans provided by architect and forwarded to Councillors on 22 November 2023  Further update from Council at December Meeting – One-bedroom units reduced to 4 only. Balance as two-bedroom units  Architect advised of proposed change
<u>Candidate Information Session</u> CEO to prepare a presentation and conduct an information session for intending candidates prior to the close of nominations for the 2024 local government election.	100%	This information session will be held in conjunction with Departments Information Sessions on 6 <sup>th</sup> and 7 <sup>th</sup> December.
<u>Councillor Induction Handbook</u> CEO to prepare the Induction Handbooks for the incoming Councillors and present at the Induction. Also, to prepare a presentation for the Induction Workshop with new elected members following the declaration of the poll and the Post-Election Meeting.	45%	The template from the Handbook provided to the Councillors following the 2020 Election will be updated to ensure the latest information is available to the 2024 cohort of Councillors following the March/April 2024 Local Government Election

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<p><u>Company Limited by Guarantee/Shares</u> CEO to meet with the Department to ascertain if the establishment of a company limited by guarantee will be supported including the transfer of assets from Council to the newly established Company. CEO to also commence, following confirmation from the Department, the development of Policies and Procedures and the other Governance arrangements for the Company's establishment.</p>	35%	<p>The CEO has met with the Department and progressed discussions with King and Company Solicitors. In discussions with King and Company an option will be provided in relation to a Company Limited by Shares, pros, and cons for both will be provided for consideration.</p> <p>King and Company have been advised to progress with the development of the constitution for the Company Limited by Shares following the resolution at the November meeting</p> <p>King and Company now working on the draft constitution for the Company Limited by Shares</p>
<p><u>WH&amp;S and Psychosocial Health</u> CEO and Senior Leadership Team to ensure that WH&amp;S continues to remain front of mind and we continue to strive to achieve the identified targets set in the WH&amp;S Safety Management System.</p>	25%	<p>We are implementing good practices in relation to WH&amp;S and training has been provided to Supervisors in relation to Psychosocial Health. A new system – SkyTrust has been installed and rolled out throughout Council.</p>
<p><u>Small Business Friendly</u> CEO to work with the Director Community Services, Tourism and Regional Prosperity and the Manager Economic and Community Development to progress the Accelerator Program as part of the Small Business Friendly program</p>	25%	<p>Charter has been signed and we are working through the documentation provided by the Office of the Small Business Commissioner in relation to the Accelerator Program.</p> <p>First draft of Accelerator Program has been submitted to Small Business Commissioner for review and feedback.</p>
<p><u>Recruitment of new CEO</u> CEO to prepare a report and advertise a Special Meeting with agenda item to include the recruitment for new CEO as soon as possible following the Post-Election Meeting.</p>	45%	<p>A report will be drafted for the Special Meeting to follow the Post-Election Meeting to allow the elected members to decide on the recruitment of the new CEO.</p> <p>Draft report commenced</p>
<p><u>New CEO – Handover Notes</u> CEO to prepare detailed handover notes to provide to the new CEO as part of the smooth transition between current CEO and incoming CEO.</p>	40%	<p>The compilation of Hand-Over Notes for the incoming CEO have been started.</p>

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### **8.2 ADOPTION OF GOVERNANCE FRAMEWORK**

**Attachments:** 8.2.1. CSC Governance Framework [↓](#)

**Author:** Mark Crawley - Chief Executive Officer

**Date:** 4 January 2024

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**Key Outcome:** A well governed, responsive Council, providing effective leadership and management, and respecting community values

**Key Strategy:** Maintain a focus on integrity, Accountability and Transparency in all that we do

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#### **Executive Summary:**

The Carpentaria Shire Council Governance Framework has been prepared to provide an insight into the operations of Council and how the community can best interact with Council including references to various sections of legislation relevant to local government. It ensures standards of accountability and transparency that should be met on behalf of the community we serve.

#### **RECOMMENDATION:**

That Council adopts the Carpentaria Shire Council Governance Framework and makes a copy available on the Council website for members of the community.

#### **Background:**

The Governance Framework is developed to ensure the Council is well placed to meet legislative compliance and achieve best practice democratic local government. Governance within the local government context usually refers to accountability for organizational decision making and behaviour.

The Framework is based upon best practice for public sector governance. The Framework sets out the standards of accountability and transparency expected of government by our many stakeholders and the people that we serve. The overall aim of the Framework is to drive performance improvement while meeting our obligations and legislative requirements.

#### **Consultation (Internal/External):**

- Julianne Meier – Director Corporate Services
- Anne Andrews – Director Community Development, Tourism and Regional Prosperity
- Michael Wanrooy – Director of Engineering
- Jacinda Sceresini – Governance, Projects, and Communications Officer
- Governance Advisor – Local Government Managers Australia (Queensland)

#### **Legal Implications:**

- Not applicable – does reference other legislation in the Framework

#### **Financial and Resource Implications:**

- No implications
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**Risk Management Implications:**

- Work Health and Safety Risk is assessed as low
- Financial Risk is assessed as low
- Public Perception and Reputation Risk is assessed as low



## **Governance Framework**

*October 2023*

*It's a great place to work,  
live and play*





[www.carpentaria.qld.gov.au](http://www.carpentaria.qld.gov.au)

## **Enquiries:**

**Email:** [council@carpentaria.qld.gov.au](mailto:council@carpentaria.qld.gov.au)  
**Telephone:** 07 4745 2200  
**Fax:** 07 4745 1340  
**Street Address:** 29 – 33 Haig Street Normanton  
**Postal Address:** PO Box 31 Normanton QLD 4890

Carpentaria Shire Council would like to respectfully acknowledge the Gkuthaarn, Kukatj and Kurtijar peoples as the traditional owners of the lands and waters that form the Region. Council pays its respect to elders' past, present and emerging and welcomes the ongoing role that indigenous people play within the Carpentaria community.



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## INTRODUCTION

### Purpose

This Governance Framework has been developed by the Carpentaria Shire Council to ensure compliance with legislation and best practice democratic local government.

### What is Governance

Governance within Australian Local Government usually refers to accountability for organisational decision making and behaviour:

*Governance is the process by which decisions are taken and implemented; the process by which organisations go about achieving their goals and producing their outputs and the process by which organisations are directed, controlled and held to account. It encompasses authority, accountability, stewardship, leadership, values and culture within the organisation.*

Corporate Governance is widely recognised as providing the framework and tools required to ensure that organisations are progressive and can operate in an effective and accountable manner.

From a Local Government perspective, the framework reinforces the statutory authority and responsibilities of Council as a corporate body and assists elected representatives and professional officers in the delivery of quality services. Central to the achievement of these outcomes is the engagement of key stakeholders and intended beneficiaries in the development and implementation of initiatives for the betterment of local communities.

Effective corporate governance is not possible without a recognition and acceptance of legislative and administrative instruments that clearly establish the roles and responsibilities of the corporate body, elected membership, and professional officers. Within this context, the governance framework will be enhanced through the adoption of a clearly defined, transparent decision-making process and delegation instruments which best meet the strategic and operational needs of the region.

Effective outcomes are best achieved where the role and focus of elected members as a collective corporate organisation, is directed to policy formulation and strategic development. The role of the staff is to implement the policies and strategies of the corporate body through an accountable, effective, and efficient application of resources and assets.

### About this Framework

Carpentaria Shire Council Governance Framework (“the framework”) is based upon best practice for public sector governance. The framework sets out the standards of accountability and transparency expected of government by our many stakeholders and the people of Queensland. The overall aim of the framework is to drive performance improvement while meeting our obligations and legislative requirements.

The framework outlines the principles, elements and mechanisms used by Council to support a focus upon effective governance through strong leadership, responsible and ethical decision-making, management and accountability, and performance improvement.



Corporate governance arrangements must continually evolve to ensure that organisational and service delivery objectives are met effectively, efficiently, and transparently. Accordingly, the framework will be reviewed annually, or as required to support change to Council's strategic priorities or major legislative realignment. However, the fundamental principles of good governance outlined in this framework will be maintained.

As local government employees, we have a duty to carry out our activities according to required practice. This framework should be used to assess the strengths and weaknesses of current practice and improve it so that our stakeholders have ongoing confidence in Council's commitment to deliver its services responsibly.

**Values**

The framework is underpinned by the five values of Council:

- Community**                      **Service provided for the community, for it is why we are here**
- Respect**                              **We respect one another's views, not all of us have the same view and we respect that**
- Integrity**                              **We always act with integrity**
- Safety First**                              **Safety is for everyone, staff, residents, visitors and the general community**
- Professionalism**                              **We remain professional in all that we do**

**Implementation and Review**

To ensure compliance and best practice governance, Council will conduct an annual review of the Governance Framework to ensure continuous improvement of corporate governance in the organisation.

The review will ensure the accuracy of the document in line with changing legislation and organisational responsibilities. A series of quantitative and qualitative performance measures have been defined to measure Council's effectiveness in implementing the Framework. An assessment of performance against these measures will be conducted annually.

<b>ANNUAL CYCLE</b>	<b>ACTIVITY</b>
April	Evaluation of Governance Framework performance measures
April	Review and revision of the document by internal stakeholders
June	Approval of revised document and any recommended actions by the Executive Management Team
June	Distribution of the updated Governance Framework



## 1. TRANSPARENT AND EFFECTIVE PROCESSES, AND DECISION-MAKING IN THE PUBLIC INTEREST

### 1.1 Decision Making

#### 1.1.1 The Role of Local Government

Council is responsible for providing transparent and accountable local government to the Carpentaria Shire community. Local government in Queensland is established under the *Local Government Act 2009* ("the Act"). Section 8 of the Act states that a local government is an elected body that is responsible for the good rule and local government of a part of Queensland (known as the local government area).

Local governments have legislative responsibility for many functions and activities that are relevant to local communities. As the level of government often seen as 'closest' to the community, local government activities relate to matters that are fundamental to people's lives and impact strongly on their quality of life.

The Act gives Council flexibility in making decisions and delivering services, without intervention by the state government or the minister responsible for local government.

#### 1.1.2 Councillors – Portfolio System

The Carpentaria Shire Council comprises of seven (7) Councillors including the Mayor. The Mayor and Councillors are elected by popular vote across the Region. Local Government elections are conducted every four years on a fixed date prescribed by the State Government, with Councillors elected for a term of four years.

Council has agreed to the establishment of a portfolio system as part of its corporate decision-making structure. This system provides for nominated Councillors to be assigned specific responsibilities for a key strategic focus area of Council. The portfolio system provides no formal delegated authority to the portfolio Councillor. It provides, however, the Councillor with an opportunity to develop and maintain a heightened level of knowledge and leadership across the Council area in a specified field.

The portfolio system serves as a means of establishing focused and meaningful connections between Council and the community, providing the opportunity for joint strategic collaboration and greater representation of community priorities.

#### 1.1.3 Council Meeting Cycle

The Ordinary Meetings of the Carpentaria Shire Council are held on the 3<sup>rd</sup> Wednesday and Thursday of each month commencing at 9:00am and 8:30am respectively.

The meetings are generally held in the Carpentaria Shire Council Chamber located at the Administration Building 29-33 Haig Street, Normanton, with the exception of two meetings which are held in Karumba throughout the year.



Whilst members of the public are welcome to attend these meetings, they must be excluded during deliberations of confidential items in the "Closed" section of the agenda.

From time-to-time Special Meetings of Council are called. Any changes to meeting dates and/or times are notified in accordance with legislative requirements.

Minutes of Council meetings are available once they have been confirmed. Agendas for Council meetings are available online from 48 hours prior to the General Meeting.

#### 1.1.4 Advisory Committees

Council operates advisory groups responsible for providing recommendations on the management of key community assets and facilities, events, and other matters that the Council seeks further engagement. Advisory groups comprising community and stakeholder representatives and resourced by Council's technical and administrative staff have also been established to progress key strategic projects.

As part of Council's aim of maintaining ongoing, effective community participation in decision making, consultative committees are also established on an 'as needs' basis to facilitate input and feedback in the development of major proposals and initiatives.

Advisory Committee
Audit and Risk Committee – Full Council (not a separate committee)

#### 1.1.5 Strategic Planning Framework

Council's Strategic Planning Framework is the overarching framework used to assist Council and the community to plan for the future. It is a continuous, systematic process for engaging the community to identify intended future outcomes, monitor how outcomes are being achieved and report how success will be measured. The Strategic Planning Framework ensures that efficiencies are achieved through coordinated planning and budgeting and that systems and arrangements are undertaken in an integrated manner to inform a well-considered asset, capital, and financial strategic direction for Council.

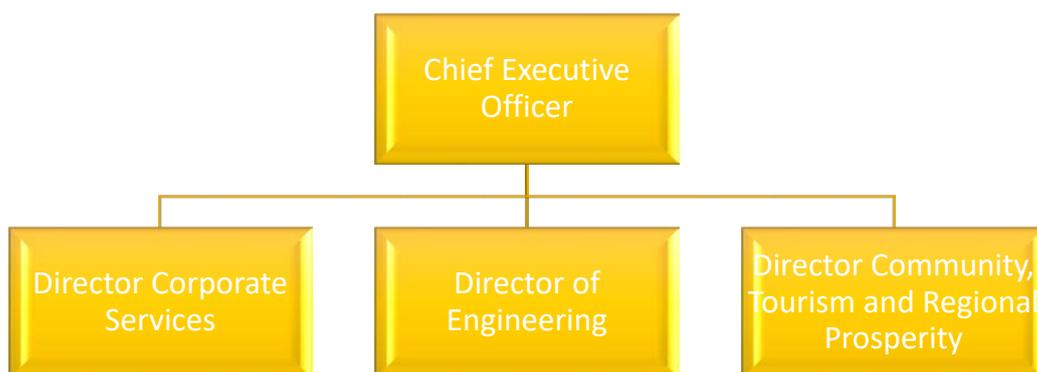
The Strategic Planning Framework comprises a hierarchy of cascading and interconnecting documents, which when taken together allows Council to turn its long-term aspirations, goals and plans into reality. It assists in planning for a sustainable future for Council, the community, the environment, and the economy. It also ensures methodologies are in place for measuring performance against desired outcomes.



## 1.2 Management Structure

### 1.2.1 Organisational Structure

The Chief Executive Officer and Executive Management Team partner with staff and Councillors to deliver expected outcomes to the community. The following diagram illustrates the structure and interrelationship between the community and key stakeholders with the internal organisation.



Council's organisational structure is designed to support the achievement of Council's vision and key plans. Reviews of the organisational structure ensure the optimal deployment of resources to deliver identified corporate priorities. Proposals for organisational structure changes are approved by the Chief Executive Officer prior to consideration and approval by Council.

### 1.2.2 Executive Leadership Team

Council's Executive Leadership Team comprises of the Chief Executive Officer and three directors.

The Executive Leadership Team meets fortnightly to ensure effective coordination of the region's operations and implementation of Council resolutions.

These meetings are complemented by the regular Leadership Team meetings. Such forums are considered important, both in enabling management information dissemination and feedback by staff, thereby promoting a whole of organisation approach for the region in the fulfilment of its functions and responsibilities. This is done through monthly meetings of the Senior Leadership Team – consisting of the Managers from across the three directorates.



## 2. SUSTAINABLE DEVELOPMENT AND MANAGEMENT OF ASSETS AND INFRASTRUCTURE, AND DELIVERY OF EFFECTIVE SERVICES

### 2.1 Planning

#### 2.1.1 Planning Scheme - 2008

In accordance with the *Integrated Planning Act 1997*, the local government for the Carpentaria Shire has prepared a planning scheme as a framework for managing development in a way that advances the purpose of the *Integrated Planning Act 1997* by:

- a) identifying assessable and self-assessable development; and
- b) identifying outcomes sought to be achieved in the local government area as the context for assessing development.

The Planning Scheme (2008) is available via Council's website at the following link: - <https://www.carpentaria.qld.gov.au/development-and-planning/planning>

#### 2.1.2 Long Term Financial Planning

Council's long-term financial strategy and financial plan support the implementation of Council's comprehensive future programs. Long-term financial planning is an essential governance tool, which supports:

- Fiscal responsibility and financial sustainability;
- transparency and accountability to the local community and other stakeholders;
- appropriate levels of inter-generational equity;
- the delivery of reporting against financial targets and goals;
- the capacity of managers to effectively plan and deliver their services;
- the development of performance measures (qualitative and quantitative) and target service levels; and
- the development of Council's annual budget.

Section 169 of the *Local Government Regulation 2012* requires that the long-term financial forecast must cover a period of at least 10 years and include the relevant financial sustainability ratios, including:

- asset sustainability ratio;
- net financial liabilities ratio; and
- operating surplus ratio.

Council is in the process of developing and testing the Queensland Treasury Corporation Financial Forecasting Model for use as a consistent and comprehensive platform for financial forecasting and data analysis for Council.



### 2.1.3 Asset Management Plans

Asset management planning is an essential tool for the long-term provision of asset-based services to the community. The *Local Government Regulation 2012* requires that Council prepare and adopt a long-term Asset Management Plan (“the plan”) covering a period of at least 10 years. The plan must provide strategies to ensure the sustainable management of Council’s infrastructure and the assets mentioned in Council’s asset register. It must also state the estimated capital expenditure for renewing, upgrading, and extending the assets for the period covered by the plan and be consistent with Council’s Long-Term Financial Management Plan.

Council’s Long-Term Asset Management documentation supports the Corporate Plan and informs the Long-Term Financial Management Plan by providing financial projections for asset capital investment (i.e., renewal and new and upgrade works) and asset operational and maintenance costs for Council’s current and future asset portfolio.

### 2.1.4 Economic Development Strategy

As a remote area, Carpentaria has its fair share of disadvantages but it’s far from being doom and gloom. The fact that we get rain every year is one of the reasons the gulf country makes such good breeding country for cattle. It’s another reason we have such a productive fishery. The wetlands, open forest and rolling plains also make us a tourist destination worth visiting and exploring. There is far more to experience in the Gulf than just our great fishing.

Shrinking, and an ageing population is one of our biggest challenges which is due to losing our youth to the cities and the reluctance of financial institutions to recognise our area as a land of opportunity. For a person young or old wanting to start a business or build a home the required 40-60% deposit is totally prohibitive and unfair.

Connectivity as in internet, roads and air services are forever on Council’s agenda when talking in government circles. We always get a fair hearing but the “postcode red flag” scenario with banks and insurance companies is an issue that is affecting resale of businesses and the development of new business in our region.

To grow our local economy together we identified tourism, agriculture, fishing and small business as our key industries.

There are opportunities for us to build on our tourism profile and promote the wonderful tourism products that our visitors know and love. We can also explore new tourism product ideas along with further growth for our beef cattle and fishing industries. Growth in these industries will address some of our challenges such as retaining population, attracting much needed skills and support the provision of adequate housing. Greater support for the small businesses in our Shire to embrace new technologies has the potential to build the capacity of businesses and attract new opportunities. While our Shire is normally well connected via road, and air services, the seasonal monsoon events can impact on access to the region with extended high rainfall closing road access. Residents of our Shire enjoy a relaxed lifestyle which is a factor that attracts visitors to our shire.



The Economic Development Strategy is available for inspection on Council's website at the following link: - <https://www.carpentaria.qld.gov.au/development-and-planning/economic-development-strategy>

### 2.1.5 Procurement/Purchasing Policy

Council maintains a *Procurement Policy* to ensure transparency and accountability in the procurement of all goods and services in line with Section 198 of the *Local Government Regulation 2012*. The Procurement Policy sets out the approved processes and methods for purchasing goods and services within Council.

All Council procurement must be conducted in strict compliance with Section 104 of the *Local Government Act 2009*, including the sound contracting principles as follows:

- Value for Money
- Open and Effective Competition
- The Development of Competitive Local Business and Industry
- Environmental Protection
- Ethical Behaviour and Fair Dealing

### 2.1.6 Annual Budget

The Annual Budget supports the delivery of the annual Operational Plan and is consistent with the priorities identified in Council's key plans. The Budget identifies the initiatives funded for the coming year and is presented to Council at the Annual Budget Meeting together with a report setting out the financial operations and financial position of Council for the previous financial year. Council's Budget must include statements of Council's financial position, cash flow, income and expenditure and changes in equity and is accompanied by a suite of associated policies including the Debt, Investment, Procurement and Revenue Policies.

The Annual Budget is available for inspection on Council's website at the following link: - <https://www.carpentaria.qld.gov.au/council/publications/budget>

### 2.1.7 Project Management

Council's Project Management Framework was developed to assist all staff involved in the management or delivery of projects, to undertake project management effectively and efficiently. The Framework is tailored to Council's project management needs and supports the consistent application of sound project management to the wide range of projects in Council's portfolio of capital and operational programs.



The Framework explains the key project management concepts and the importance of project management in Council's annual business cycle and its project and product lifecycle. It specifically provides the following benefits:

- The consistent application of project management practice by all of the departments within Council
- The effective integration of relevant departments' needs in the early phases of a project
- The effective transfer and sharing of information between departments at the end of project delivery
- An increased project management capability and capacity within Council
- The promotion and support of the continuous improvement of project management understanding and capability within Council.



### 3. DEMOCRATIC REPRESENTATION, SOCIAL INCLUSION AND MEANINGFUL COMMUNITY ENGAGEMENT

#### 3.1 Engagement and communication with the Community

##### 3.1.1 Community Engagement

Council is committed to ensuring inclusive and effective community engagement.

Council believes that fostering democratic representation, social inclusion and meaningful community engagement greatly assists in the delivery of high-quality local government. Council releases a monthly community newsletter to advise the community of matters of community and council interest.

In recent years the Council has commenced Community Meetings to hear directly from members of the community on issues and matters that matter most to them. Copies of the issues and matters raised are captured and reported back through the Council website.

From time to time the Council will request input and consultation from the community on a variety of matters and this is usually compiled via the Council website through the “Have Your Say” section.

Fostering a Council-wide culture of community engagement.

The Community Consultation Meeting information is available for inspection via Council's website <https://www.carpentaria.qld.gov.au/community-consultation>

##### 3.1.2 Media Relations

Media relations is an important component in achieving Council's mission and goals through effectively informing, educating, and promoting Council's programs, services, and facilities to residents. Council is committed to maintaining a professional, informative, and courteous relationship with all levels of the media.

The *Social Media Policy* sets out the standards of behaviour expected of persons when referring to Council on social media platforms, including social networking sites when the person is using a computer or hand-held device not owned or controlled by Council. This policy also deals with acceptable use of the social media platforms during ordinary work hours.



#### 4. GOOD GOVERNANCE OF, AND BY, LOCAL GOVERNMENT

##### 4.1 Planning

##### 4.1.1 Planning Framework

Regional Development Australia is an Australian Government initiative that brings together all levels of government to enhance the growth and development of Australia's regions through the development of Regional Roadmaps.

The Carpentaria Shire Council Local Government Area sits within the Townsville and North West Queensland Regional Roadmap. This Region accounts for one quarter of Queensland's land mass, has a population of approximately 262,000 and represents 5.9% of Queensland's population. The 15 Local Government areas included in the region are Boulia, Burdekin, Burke, Carpentaria, Mount Isa, Cloncurry, Doomadgee, Flinders, Hinchinbrook, McKinlay, Mornington Island, Charters Towers, Palm Island, Richmond and Townsville.

Townsville and North West Queensland Regional Roadmap vision:

*By 2031 the Region will have a robust, sustainable economy; caring and inclusive communities that embrace all cultures; a great lifestyle that attracts and retains people; a distinctive and well recognised identity and an environment and natural assets that are valued and well managed.*

The full Roadmap, including the committee members and Mount Isa's responsibilities, can be found on the Regional Development Australia Townsville and North West Queensland [website](#).

##### 4.1.2 Planning Scheme

In accordance with the *Integrated Planning Act 1997*, the local government for the Carpentaria Shire has prepared this planning scheme as a framework for managing development in a way that advances the purpose of the *Integrated Planning Act 1997* by:

- c) identifying assessable and self-assessable development; and
- d) identifying outcomes sought to be achieved in the local government area as the context for assessing development.

You can download the current Carpentaria Planning Scheme 2008. Please be aware that this document download (PDF) is 1.18mb and Maps 12.16mb in size.

The current Planning Scheme is now nearly several years old. The new Scheme will reflect current legislative requirements and is being drafted in accordance with the Queensland Planning Provisions. The new Scheme, currently out for public consultation, will ensure that Carpentaria Shire grows in a sustainable manner, and that development in Carpentaria Shire is completed to a high standard.



Council's Planning Team is currently preparing the draft Planning Scheme with the assistance of Jennifer Roughan. The first draft of the new Scheme has been submitted to the Department of State Development Infrastructure and Planning for the required State Interest check.

The Scheme is now publicly notified, and members of the community have an opportunity to comment and provide submissions. Regular updates on the progress of the new Planning Scheme will be provided on this website.

#### 4.1.3 Corporate Plan

The Corporate Plan is a five-year plan and a detailed road map for the Region, which identifies the projects, operations, and services which Council will implement during the life of the Corporate Plan. The Corporate Plan, in conjunction with the Strategic Financial Plan, will set Council's resource and budgeting priorities for the life of the Corporate Plan. Councillors are provided with an annual update on the Corporate Plan.

Council's Corporate Plan defines the outcome measures that it will use to demonstrate progress towards achieving the vision outlined in the Long-Term Plan. These measures are reported against through Council's Annual Report.

Council's Corporate Plan is available for inspection on Council's website <https://www.carpentaria.qld.gov.au/council/publications/corporate-plan> and at the Normanton Administration Building and the Karumba Library.

#### 4.1.4 Operational Plan

The Operational Plan links Council's strategic directions (set out in the Corporate Plan) to the projects, initiatives and ongoing activities to be delivered for a particular financial year, and funded through Council's annual budget. The plan is comprised of a number of key activities and outputs which Council is committed to delivering over a financial year. Council is required to report quarterly on the progress of all operational activities to ensure financial responsibility and the sustainability of our Region and community assets.

Progress on the implementation of the Operational Plan is measured using a suite of performance measures and reported quarterly through the Corporate Performance Report, by the Chief Executive Officer to Council.

Council's Operational Plan is available for inspection on Council's website <https://www.carpentaria.qld.gov.au/homepage/40/annual-operational-plan>.





#### 4.2 Performance and Reporting

##### 4.2.1 Annual Report

Council is required to produce and adopt an Annual Report within one month after the day the Auditor- General's report on the Annual Financial Statements is provided. The Annual Report is one of council's key planning and accountability documents. It provides a comprehensive assessment of council's performance in implementing the 5-year Corporate Plan and annual Operational Plan. The Annual Report is also one of the only documents that provide a report on Council's financial performance throughout the preceding financial year.

The Report provides council with a tool to market achievements to potential investors and city partners and demonstrates to stakeholders that Council has delivered its committed outcomes.

The Annual Report is available for inspection on Council's website <https://www.carpentaria.qld.gov.au/homepage/41/annual-report> and at the Normanton Administration Building and the Karumba Library. Copies are provided to the Minister for Local Government, local members of parliament and other city leaders.

##### 4.2.2 Annual Returns

The Local Government Comparative Reports program requires councils to provide information on specific areas such as financial, personnel, road lengths etc, water services and charges, sewerage services and charges, waste management, library services and parks and gardens and is delivered through annual returns submitted to the Department of Local Government and Planning.

The Department of State Development, Infrastructure, Local Government and Planning collates the returns state-wide and publishes results on its website, available at the following



link <https://www.statedevelopment.qld.gov.au/local-government/for-councils/resources/local-government-comparative-reports>

#### 4.2.3 Annual Financial Statements

Council's general-purpose financial statements are prepared pursuant to Section 176 of the Local Government Regulation 2012 and other prescribed requirements. The statements must accurately reflect council's financial performance and position for the financial year, must be prepared in accordance with Australian Accounting Standards, must present a true and fair view of Council's financial position and of its financial performance and cash flows for the financial year ended on that date.

The financial Statements are included in Council's Annual Report, which is available for inspection via Council's website <https://www.carpentaria.qld.gov.au/homepage/41/annual-report>, Normanton Administration Building or the Karumba Library.

#### 4.2.4 Community Financial Report

The Community Financial Report is a summary of the information contained in council's financial statements and is intended to provide an overview of council's financial position in an easily understood format.

The financial Statements are included in the Annual Report, which is available for inspection via Council's website, Normanton Administration Building or the Karumba Library.

#### 4.2.5 Quarterly Corporate Performance Reports

Section 174 of the *Local Government Regulation 2012* requires the Chief Executive Officer to 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 three months.

Council meets this requirement through the preparation of a Quarterly Corporate Performance Report, which provides substantive evidence for council and the community of progress in delivering on the annual Operational Plan each quarter. Progress against each operational planning activity is measured using key performance indicators and provides the basis for an annual assessment of progress towards meeting the goals and strategies outlined in the Corporate Plan.

Council's quarterly Corporate Performance Reports are available for inspection on Council's website <https://www.carpentaria.qld.gov.au/homepage/40/annual-operational-plan>



### 4.3 Risk Management

#### 4.3.1 Enterprise-Wide Risk Management

Carpentaria Shire Council is part of the insurance schemes Local Government Mutual (LGM) & Local Government Workcare (LGW) through Jardine Lloyd Thomson (JLT). JLT have engaged Regional Risk Coordinators (RRC) to work with Councils to implement Enterprise Risk Management Framework's.

The risk management framework is based on Risk Management Standard AS/NZS ISO 31000-2009. The work of the RRC will support the change management process by identifying and minimising potential adverse risks that may impact on Council.

Enterprise Risk Management (ERM) is a sound management process for helping Councils to achieve the strategies and objectives outlined in their Corporate Plan, thus providing the following benefits:-

1. Lower insurance costs and claims. Councils with a robust risk management culture and framework assist with the mitigation of risk and are seen in a positive light by insurers. The successful development and implementation of risk mitigation will therefore have a flow on positive effect on insurable risks e.g., Liability, Professional Indemnity and WorkCover, and potentially reduce annual contribution levels;
2. Reduced likelihood of reputation damage caused by unexpected surprises;
3. Compliance with the *Local Government Act 2009*;
4. Compliance with Qld Audit Office requirement to have processes and controls in place for managing and monitoring financial and other types of risks;
5. Minimises the possibility of legal action against CEO's and Executives, as this is becoming more common. The establishment of a risk management framework and subsequent documented processes is accepted by Courts of Law as evidence of good governance. Having consistent policies and procedures in place, and part of Council's culture will assist in defending Council's position and reputation;
6. Provides a formal structure around which Councils can take advantage of new opportunities as they arise, especially if cost savings are made on other areas;
7. Contributes to positive cultural change within Council, whereby staff at every level are both aware of, and proactive in practicing Risk Management as part of their daily jobs.

The rollout of the Enterprise Risk Management Framework will take place through the Executive Leadership Team (ELT) and overseen by the Audit Committee.

The suggested format is as follows:-

1. Conduct a series of interviews with CEO, Directors and Managers;
2. Conduct combined ERM Awareness Sessions for Councillors, CEO and ELT;
3. Conduct strategy workshop with CEO and ELT to develop a *Risk Management Policy* and guidelines;
4. Information sessions for Audit Committee;
5. Conduct workshops for Managers or Supervisors;
6. Develop Risk Awareness training for all staff.



### 4.3.2 Disaster and Recovery Management

In accordance with the *Disaster Management Act 2003* and other relevant legislation, regulations and standards identified in the *State Disaster Management Group Strategic Policy Framework*, Council's disaster management function serves to increase the resilience of the Carpentaria Shire Region in the event of a significant emergency or disaster within the local government area.

Effective coordination of disaster response involves the implementation of all relevant plans, processes, and procedures, together with the timely activation of the Carpentaria Shire Local Disaster Management Group and Council's Disaster Co-ordination Centre. The primary aim of the Carpentaria Shire Local Disaster Management Group is to ensure that the community can return to normal functioning as quickly as possible following a disaster event. This involves ensuring that critical infrastructure and essential services are restored as soon as possible, providing longer-term psycho-social support and welfare to those in need, minimising and redressing environmental impacts and facilitating recovery of the business sector.

The Local Disaster Management Group Plans are available for inspection via Council's website <https://www.carpentaria.qld.gov.au/community/disaster-emergency/disaster-management-plan>

### 4.4 Knowledge Management

#### 4.4.1 5 Year IT Strategy

The 5 Year IT Strategy was developed in June 2021.

The ICT Strategy sets the direction for ICT at Carpentaria Shire Council (CSC) and underpins the Corporate plan. The Corporate Plan (2021-2025) refers to various strategic planning documents (e.g., Asset Management Plan, Long Term Financial Sustainability Plan, Workforce Strategy, Culture Plan), and while some of these documents are still to be developed, their effectiveness will be limited without the support of a governed ICT environment with a clear direction.

The document defines an ICT strategy by outlining Council's ICT vision, the operating principles that govern ICT planning and implementation, the focus areas for the next 5 years, the objectives to be achieved across each focus area, and the key actions required to meet those objectives. These are further expanded by a set of expected outcomes and success indicators so Council can measure progress against the strategy.

The strategy is accompanied by a high-level 5-year roadmap that outlines the sequence of activities required to meet the objectives across the defined focus areas.



The strategic objectives for CSC to achieve across the three phases are as follows:

### Foundation

- Maximum usage and better control of technology
- Functional alignment of systems to business areas
- Data quality to improve decision making, staff productivity, and reduce compliance risk
- Value for money in vendor contracts.

### Consolidation

- Streamlined technology with reliable connectivity
- Reduced duplication of functionality across systems
- Integrated and tightened security and access control
- Standardised interfaces for better user experience.

### Transformation

- Self-service for customers
- Efficiency in energy and resource usage
- Innovative infrastructure projects are being established.
- Financial viability is determined for future projects.

#### 4.4.2 Records Management Policy and Procedures

Council is committed to ensuring all records retained are complete and accurate and can be identified, accessed, and retrieved in a useable format that preserves the record's evidential integrity. Council's *Records Management Policy* provides guidance to staff to ensure mandatory compliance with the *Public Records Act 2002* and the principles of IS40 - Recordkeeping and IS31 – Retention and Disposal of Public Records.

#### 4.4.3 Right to Information and Information Privacy

On 1 July 2009 the *Right to Information Act 2009* (RTI Act) and the *Information Privacy Act 2009* (IP Act), replaced the *Freedom of Information Act 1992*.

These laws:

- make more information held by the Government available
- provide equal access to it across all sectors of the community
- provide appropriate protection for individuals' privacy.

The Queensland Government has introduced the Information Privacy Act 2009 (the Act) which applies to the Queensland public sector. The Act contains a number of privacy principles which set out how agencies may and must handle personal information (including the collection, security, use and disclosure of such information). Personal information means any information from which your identity is apparent or can reasonably be ascertained.



If you have any queries about our privacy and security practices please contact council

Further information about Whole of Government policy and the relevant legislation is available from the Right to Information website <https://www.rti.qld.gov.au/>

Council's Information Privacy Statement is available for inspection via Council's website <https://www.carpentaria.qld.gov.au/privacy/website-privacy-security-statement>

#### 4.5 Legal Framework

##### 4.5.1 Policies and Procedures

Council maintains several policies, administrative directives and procedures which provide guidance to the organisations decisions and actions.

Corporate policies are statements, formally adopted by Council that describes Council's position on a particular issue. All corporate policies are consistent with Council's long, medium- and short-term planning outcomes and some will directly support the delivery of Council's Corporate Plans. Policies provide guidance for future action by clearly stating the objectives, scope, and responsibilities for policy implementation. Administrative directives describe what the Chief Executive Officer (acting under s.257 of the *Local Government Act 2009*) considers to be appropriate in relation to specific issues arising out of either legislation or Council decisions. They generally relate to the implementation of the day-to-day operations of Council. Administrative directives are considered by the Directors at the Executive Management Team meeting and approved by the Chief Executive Officer.

Procedures assist in the implementation of Council policies or administrative directives. A procedure may establish a set of steps to be undertaken in implementing a policy. Such procedures describe how decisions or actions must be undertaken. Procedures do not have to be approved by the Chief Executive Officer or adopted by Council; however Directors or Managers of the responsible department may refer a procedure to the Chief Executive Officer.

All approved policies are included in a policy register and copies of the Statutory and Strategic policies are available for public inspection on request. All policies have review dates and are reviewed and evaluated in accordance with a schedule, ensuring that corporate policies are up-to date, accurate and continuing to achieve their objectives. There is a formal procedure for reviewing, amending, and rescinding policies. A policy report is presented to the Audit Committee on a quarterly basis.

##### 4.5.2 Local Laws

Local laws are statutory instruments adopted by Council to assist in the good rule and government of the local government area, enabling Council to regulate matters to serve the community. Council's local laws closely follow the models recommended by the Queensland Government.

Local Laws are available for inspection via Council's website <https://www.carpentaria.qld.gov.au/services/local-laws>



#### 4.5.3 Delegations and Delegations Registers

Under Sections 257-260 of the *Local Government Act 2009*, Council can delegate authority to the Mayor, Chief Executive Officer, a Standing Committee, a Committee Chair, another Local Government. In turn, the Mayor can delegate to another Councillor (however, the Mayor must not delegate the power to give directions to the chief executive officer) and the Chief Executive Officer can delegate authority to an appropriately qualified staff member or contractor. However, the Chief Executive Officer must not delegate a power delegated by the local government, if the local government has directed the Chief Executive Officer not to further delegate the power or a power to keep a register of interests.

The Act requires the Chief Executive Officer to establish a register of delegations which must record all delegations by Council, Mayor or the Chief Executive Officer. The Local Government Association Queensland has developed a register following a comprehensive review of State legislation impacting on Local Government.

This Delegations Register covers all possible delegations from Council to Chief Executive Officer, and from Chief Executive Officer to employees or contractors. Council has utilised this service in the development and maintenance of its Register of Delegations.

A Register of Delegations is maintained by Corporate Governance and is available for inspection on request.



## 5. ETHICAL AND LEGAL BEHAVIOUR OF COUNCILLORS AND LOCAL GOVERNMENT EMPLOYEES

### 5.1 Roles and Responsibilities

#### 5.1.1 Councillors

All Councillors have the following responsibilities.

##### **12 Responsibilities of councillors**

- 1) A councillor must represent the current and future interests of the residents of the local government area.
- 2) All councillors of a local government have the same responsibilities, but the mayor has some extra responsibilities.
- 3) All councillors have the following responsibilities—
  - a) ensuring the local government—
    - i. discharges its responsibilities under this Act; and
    - ii. achieves its corporate plan; and
    - iii. complies with all laws that apply to local governments;
  - b) providing high quality leadership to the local government and the community;
  - c) participating in council meetings, policy development, and decision-making, for the benefit of the local government area;
  - d) being accountable to the community for the local government's performance.

#### 5.1.2 Mayor

In addition to the responsibilities of all Councillors,

- 4) The mayor has the following extra responsibilities—
  - a) leading and managing meetings of the local government at which the mayor is the chairperson, including managing the conduct of the participants at the meetings;
  - b) leading, managing, and providing strategic direction to, the chief executive officer in order to achieve the high quality administration of the local government;
  - c) directing the chief executive officer of the local government under section 170;
  - d) conducting a performance appraisal of the chief executive officer, at least annually, in the way that is decided by the local government (including as a member of a committee, for example);
  - e) ensuring that the local government promptly provides the Minister with the information about the local government area, or the local government, that is requested by the Minister;
  - f) being a member of each standing committee of the local government;
  - g) representing the local government at ceremonial or civic functions.
- 5) A councillor who is not the mayor may perform the mayor's extra responsibilities only if the mayor delegates the responsibility to the councillor.
- 6) When performing a responsibility, a councillor must serve the overall public interest of the whole local government area.



### 5.1.3 Employees

Under Section 13 of the Act, Council employees are responsible for:

#### 13 Responsibilities of local government employees

- 1) All employees of a local government have the same responsibilities, but the chief executive officer has some extra responsibilities.
- 2) All employees have the following responsibilities—
  - a) implementing the policies and priorities of the local government in a way that promotes—
    - i. the effective, efficient and economical management of public resources; and
    - ii. excellence in service delivery; and
    - iii. continual improvement;
  - b) carrying out their duties in a way that ensures the local government—
    - i. discharges its responsibilities under this Act; and
    - ii. complies with all laws that apply to local governments; and
    - iii. achieves its corporate plan;
  - c) providing sound and impartial advice to the local government;
  - d) carrying out their duties impartially and with integrity;
  - e) ensuring the employee's personal conduct does not reflect adversely on the reputation of the local government;
  - f) improving all aspects of the employee's work performance;
  - g) observing all laws relating to their employment;
  - h) observing the ethics principles under the Public Sector Ethics Act 1994, section 4;
  - i) complying with a code of conduct under the Public Sector Ethics Act 1994.

### 5.1.4 Chief Executive Officer

In addition to the responsibilities of all employees

- 3) The chief executive officer has the following extra responsibilities—
  - a) managing the local government in a way that promotes—
    - i. the effective, efficient and economical management of public resources; and
    - ii. excellence in service delivery; and
    - iii. continual improvement;
  - b) managing the other local government employees through management practices that—
    - i. promote equal employment opportunities; and
    - ii. are responsive to the local government's policies and priorities;
  - c) establishing and implementing goals and practices in accordance with the policies and priorities of the local government;
  - d) establishing and implementing practices about access and equity to ensure that members of the community have access to—
    - i. local government programs; and
    - ii. appropriate avenues for reviewing local government decisions;
  - e) the safe custody of—
    - i. all records about the proceedings, accounts or transactions of the local government or its committees; and
    - ii. all documents owned or held by the local government;



- f) complying with requests from councillors under section 170A—
- i. for advice to assist the councillor carry out his or her role as a councillor;  
or
  - ii. for information, that the local government has access to, relating to the local government.

## 5.2 Review and Control Measures

### 5.2.1 Staff Code of Conduct

All employees of Council must seek to achieve the highest standards of behaviour when dealing with customers and each other and must encourage a culture where ethical conduct is recognised, valued, and followed at all levels and ensure appropriate action is taken to prevent fraud and corruption.

Council has developed a Code of Conduct for staff which is based on the principles of the *Public Sector Ethics Act 1994*. Staff are introduced to the Code of Conduct at the point of induction and review and its content on a scheduled basis via Council's policy review system.

The Staff Code of Conduct is available for inspection via Council's website <https://www.carpentaria.qld.gov.au/homepage/51/carpentaria-shire-council-policies>

### 5.2.2 Complaints Management System

Council has complaints management policies and procedures which ensures an effective, transparent, and timely method of responding to complaints regarding Council's services, administrative actions, competitive neutrality, the conduct and performance of Councillors or staff behaviour. To facilitate the effective management of complaints, Council has committed to:

- maintaining policies and procedures and ensuring that training is provided to staff;
- ensuring that potential complainants are aware of the avenues available to lodge a complaint with Council;
- providing an environment of continuous improvement through reporting and customer feedback.

The Administrative Action Complaints Policy and Procedure is available for inspection via Council's website <https://www.carpentaria.qld.gov.au/homepage/48/complaints-process>

### 5.2.3 Fraud and Corruption

Council adopted the Fraud and Corruption Prevention Policy at the Ordinary General Meeting held on 15<sup>th</sup> June 2022. The policy defines Carpentaria Shire Council's position in relation to fraud and corruption.

Council acknowledges that the Fraud and Corruption Policy and accompanying Fraud Control Plan are in place and address the ten elements of effective fraud control, identified in the Crime and Corruption Commission's publication, *Fraud and Corruption Controls: Guidelines for Best Practice* (2005).



#### 5.2.4 Confidentiality

Council employees and Councillors will have access to confidential information in the course of their duties. Council is committed to preserving the confidentiality of information held by it in accordance with its Handling of Confidential Documents Directive. Councillors and staff must not access Council information except to the extent that is necessary for them to perform their official duties.

There are several laws which require Council to make available information to members of the public or government bodies. Council will fully comply with its obligations under those laws.

Details about Right to Information and Information Privacy can be found in Section 4.4.3.

#### 5.2.5 Contact with Lobbyists

As governed by the *Integrity Act 2009*, Council maintains a Register of Contacts with Lobbyists.

This Register is accessible via Queensland Integrity Commissioner's [website](#).

#### 5.2.6 Councillors requests for advice and information

Council has guidelines for Councillor Interaction with staff in relation to the provision and exchange of information and advice. The Advice Guidelines – Requests by Councillors for Advice or Information ensure that requests for information comply with the intent and purpose of the principles of the *Local Government Act 2009*.

Staff are to provide reasonable assistance to Councillors in the exercise of their role and the performance of their duties. Interaction must be carried out in a professional manner at all times with respect and regard for Councillor and staff positions.

#### 5.2.7 Councillors Conflicts of Interest

Conflicts of interests must be declared by Councillors at Council meetings and recorded in the minutes if a matter to be discussed at that meeting could be perceived to result in a personal gain. To ensure transparency, accountability and integrity as a councillor, councillors must manage Conflicts of Interest (COI) between the Councillors interest and the interests of any related persons.

Guides have been produced by the Department of State Development, Infrastructure, Local Government and Planning to assist Councillors to manage any Prescribed COIs or Declarable COIs. A Prescribed COI is a specific, clear list of situations where legislation states that a councillor must not participate in decisions. A declarable COI is a situation where a councillor might have a conflict of interest, and they must declare the interest, and then either they choose to leave the meeting themselves or other councillors vote to decide whether they can participate in a decision.



### 5.2.8 Audit Committee

Council does not have a separate established Audit Committee in accordance with Section 208 – 211 of the *Local Government Regulation 2012* and Section 105 of the *Local Government Act 2009*. The Audit Committee comprises the full council and the senior executives to work together to fulfil specific governance responsibilities that contribute to the improved performance of the organisation.

It plays a key role in assisting Council to fulfil its governance and oversight responsibilities in relation to several areas including, financial reporting, internal control systems, risk management, legal and regulatory compliance, and audit functions.

### 5.2.9 External Audit

Each year, the Queensland Audit Office, or contractors appointed on their behalf, audit Council's financial statements and provide an independent audit report to Council. Any significant issues the Queensland Audit Office identifies are made public through the Auditor General's Reports to Parliament.

The audit report identifies financial and compliance issues and categorises them into high, medium, and low risks. These risks are reviewed and addressed by Council's management via the coordination and stewardship of the Finance and Corporate Governance departments. In addition to financial and compliance audits, the Queensland Audit Office carries out performance management system audits and information systems audits.

### 5.2.10 Internal Audit

Council has established an Internal Audit function in accordance with Section 207 of the *Local Government Regulation 2012* and Section 105 of the *Local Government Act 2009*. The Internal Audit function is an independent and objective review and advisory service, established within Council to provide assurance to the Audit Committee and management that Council's controls are designed to manage Council's risks and achieve objectives by operating in an efficient, effective, and ethical manner.

The primary objectives of the Internal Audit Unit are to evaluate Council's systems of internal control in order to provide assurance that:

- Council is achieving its goals and objectives efficiently, effectively and in an ethical manner
- financial and operating information produced is accurate, timely and complete

there is compliance with relevant laws, regulations, and other external requirements and with Council policies, directives and other internal requirement Council's assets and liabilities are competently managed and protected against loss or other negative consequences.





## **BUSINESS PAPERS**

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### **8.3 ADOPTION OF COMMUNICATIONS STRATEGY AND COMMUNICATIONS ACTION PLAN**

<b>Attachments:</b>	8.3.1. <a href="#">Communications Strategy 2024-2028</a> 8.3.2. <a href="#">Communications Action Plan 2024-2028</a>
<b>Author:</b>	Mark Crawley - Chief Executive Officer
<b>Date:</b>	5 January 2024
<b>Key Outcome:</b>	A well governed, responsive Council, providing effective leadership and management, and respecting community values
<b>Key Strategy:</b>	Maintain a focus on integrity, Accountability and Transparency in all that we do

---

#### **Executive Summary:**

The attached Communications Strategy 2024-2028 and Communications Action Plan 2024-2028 have been developed to provide a strategy, and action plan, for effective communications with the community, locally and more broadly across the Region, keeping our community informed.

#### **RECOMMENDATION:**

That Council adopts the Communications Strategy 2024 – 2028 and Communications Action Plan 2024 – 2028 and uploads copies onto the Council Website.

#### **Background:**

As part of the outstanding actions in the Workforce Strategy and Workforce Plan the creation of a communications plan for community was identified under action 6.2 under the broader heading of Proactive and planned community engagement.

These drafts have been developed from an older draft version that was compiled in 2016 and not formally adopted. It has been reviewed to capture the practices that the Council has incorporated into its communication channels since 2016 and the way that it is currently communicating with locals and visitors and potential visitors to the Region.

The Communications Strategy and Communications Action Plan can be reviewed and amended as required, this includes following the 2024 Local Government Elections. Having a document at the commencement of a new term will provide guidance for the incoming Council and allow time for the document to be reviewed during the term.

#### **Consultation (Internal/External):**

- Workforce Strategy – Workforce Plan – Action Item 6.2

#### **Legal Implications:**

- Not applicable

#### **Financial and Resource Implications:**

- Minimal financial impact

## **BUSINESS PAPERS**

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**Risk Management Implications:**

- Work Health and Safety Risk is assessed as low
- Financial Risk is assessed as low
- Public Perception and Reputation Risk is assessed as low



## **Communications Strategy**

2024 - 2028

*It's a great place to work,  
live and play*





[www.carpentaria.qld.gov.au](http://www.carpentaria.qld.gov.au)

## **Enquiries:**

**Email:** [council@carpentaria.qld.gov.au](mailto:council@carpentaria.qld.gov.au)  
**Telephone:** 07 4745 2200  
**Fax:** 07 4745 1340  
**Street Address:** 29 – 33 Haig Street Normanton  
**Postal Address:** PO Box 31 Normanton QLD 4890

Carpentaria Shire Council would like to respectfully acknowledge the Gkuthaarn, Kukatj and Kurtijar peoples as the traditional owners of the lands and waters that form the Region. Council pays its respect to elders' past, present and emerging and welcomes the ongoing role that indigenous people play within the Carpentaria community.



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## Introduction

This Communications Strategy sets a framework for how Carpentaria Shire Council will engage with its key stakeholders to maintain effective relationships with the community.

Carpentaria Shire Council is committed to maintaining open, honest, and transparent communication and being accountable to the community. Engaging in two-way communication to understand and meet the community's diverse needs plays an important role in this commitment.

The aim of this strategy is to outline how Council will deliver accurate, timely, and consistent information through the most effective channels to deliver its communication objectives for the next four years. The associated Communication Action Plan provides clear detail on how the strategy will be implemented to achieve this.

## Background and Research

Carpentaria Shire Council prides itself on supporting and delivering for its community and being open and honest with stakeholders. The small population size and unique demographic of townships in the Shire create both opportunities and challenges in meeting communication targets.

The primary method of distributing information to the community is via public notices, electronic messages (email), Radio, Facebook, and the website. Council also works to maintain positive relationships through face-to-face engagement, at public meetings and social interactions within the community.

A monthly community newsletter has been produced in-house and is released via Australia Post, and is a major tool used to distribute information to local audiences and keep the community informed of what is happening at Council.

Council is utilising Facebook as the main method of distributing information via social media, however additional social media channels (Twitter, LinkedIn, and You Tube) are yet to be fully utilised.

Council works hard to engage at a face-to-face level within the community and is heavily invested in organising and attending community events. Engagement also occurs with stakeholders to share information and assist in making decisions about large council projects and initiatives. This is done via public notices/mail drops, feedback forms and public meetings. Council started to hold community consultation meetings in Normanton and Karumba, and these are proving to be popular and useful initiatives.

Stakeholders seeking information from Council or those lodging enquiries or complaints can do so via the phone, website enquiries form or via email. Enquiries and complaints are directed to the appropriate area for response, with complaints handled in accordance with Council's Complaints Management Policy.



## Audiences

Council's stakeholders can be divided into primary and secondary audiences:

Primary Audiences	Secondary Audiences
Residents and ratepayers	Other government authorities (local, state, and federal)
Key government departments and agencies	Queensland Tourism and Regional Tourism bodies (incl. Tourism Tropical North Queensland {TTNQ} and Outback Queensland Tourism Association {OQTA})
Council staff and their families	Local and state media
Visitors to the Carpentaria Region	
State and Federal Government Members of Parliament	
Community groups and progress associations	
Local business, developers, and investors	
Professional associations and peak bodies (e.g. Gulf Savannah Development)	
Interest groups (cycling groups, conservation groups)	
Council-controlled entities	

## Objectives (KPIs)

The key communication objectives have been identified as follows:

- To improve Council's media reputation and image by responding to 90% of media interviews, enquiries, and requests over a 12-month period.
- To increase awareness of Council's decisions, milestones, and events, using print, electronic and social media, to reach 85% of the community over a 12-month period.
- To provide information to the community about Council news, tenders, decisions, and milestones by producing a monthly newsletter.
- To create openness and transparency within the community about Council decisions by engaging with stakeholders on 95% of key infrastructure projects and development initiatives over a 12-month period.
- To build on the existing relationships between council and the community by ensuring Council attendance at 95% of major community meetings and events.



- To boost Council's image outside of the Carpentaria Region by promoting current achievements at marketing events held by professional organisations (e.g., Gulf Savannah Development) at least twice a year.
- To enhance Council's reputation as a strong communicating body by providing communication and media training and support to the Mayor, Councillors, and relevant staff at least once during the term of Council.

## Branding and Identity

Corporate branding and visual identity, or a consistent 'look' to Council's information, products, activities, and services, are critical to enhance and maintain a positive image within the community.

At times it is also a government requirement for correct branding and identity to be in place, for example media advertising and promoting projects delivered under funding programs.

The following strategies are to be implemented to maintain Council's visual identity and reaffirm Council's brand.

- All written communication materials produced, including but not limited to letters, emails, reports, forms, public notices, posters, newsletters, media statements and advertisements, should be formatted on the appropriate template with logos and in Council's corporate style (see Style Guide).
- A consistent wording style (plain English) should be adopted and used for all written correspondence produced across all divisions.
- Key messaging is to be developed and used in relation to specific projects and/or initiatives and utilised in all written communication and media interviews, statements, and responses.
- All information published on Council's website and social media should be produced in keeping with Council's written style and formats appropriate for web media.
- All display materials produced for events and engagement activities must be produced and formatted using the correct templates and feature Council logos in accordance with corporate style.
- All promotion and marketing materials produced for external events, workshops, forums and symposiums are to include correct use of logo and wording, in accordance with corporate style.
- External organisation logos are to be appropriately used when advertising projects and/or initiatives delivered in conjunction with other agencies; with consent and prior approval of the agency.
- Council logo and wording is to be used appropriately and consistently on all signage and vehicles.



- Preferred supplier arrangements are to be established for publication and/or graphic design services for consistent, cost-effective, and seamless production of materials.
- Development and maintenance of a Corporate Image Library is necessary to retain Council's photographic history and assist in preparing communication material.
- All materials produced should gain the relevant Council approvals where required.

## Media

This section aims to outline Council's media policy and guidelines for engaging with the media.

For the purposes of this policy, the 'media' includes newspapers, radio programs, magazines, print journals, bulletins, television programs and electronic media such as online news websites, journals, social media sites, and podcasts.

The media has extraordinary power in shaping events and influencing opinions. It is important that Council embrace opportunities to engage with the media and proactively pursue media opportunities. Utilised correctly, the media is an excellent means to inform the community, promote the initiatives and business of Council and enhance reputation.

### Guidelines for engaging with the media

Council's elected representatives (Mayor and Councillors) and the Chief Executive Officer are responsible for speaking to the media. The mayor is the Official Spokesperson for Council. Council employees are not permitted to speak to or approach the media without prior approval of the CEO.

All media enquiries or requests should be directed immediately to the Governance, Projects, and Communications Officer for response. A single or limited point of contact within the organisation assists to develop relationships with media.

Staff dealing with the media should develop positive, respectful relationships with journalists and media staff. A good working relationship gives you the best opportunity for your story to be heard above others and promote Council's business. Good networks and relationships with journalists can also help during times of crisis, for example disasters and major incidents.

Deadlines are set by journalists to allow them time to complete a story before editing and publication. They should always be met as a matter of courtesy and to uphold Council's reputation. If a deadline can't be met for a legitimate reason, negotiate with the journalist for more time (as a last resort).

### Key Messages

Key messages are broad umbrella statements used in all verbal and written communications to provide direction, consistency and meaning to your statements.

They are the core messages that you want your audience to hear, providing consistency through repetition. They are generally limited to three per communication, supported by facts and examples.

Key messages and supporting statements should be prepared beforehand and used in all Council media to present information consistently. All media statements and releases should be written in an appropriate style and in a way that promotes Council in a positive light.



Always give an answer when approached by the media. “No comment” should never be used to answer an enquiry or during an interview. It is not good for Council’s reputation and gives the audience the impression there is something to hide. There is always a way to provide a comment to a question, even in legal or confidential circumstances.

Example key messages are listed in the Communications Action Plan.

### Elected representatives

It is important that all elected representatives engage appropriately with the media. This will ensure Council’s reputation remains intact, as well as the Councillors’ own personal integrity and reputation. Their responsibility for engaging with the media should include:

- support Council’s official release of information and act as a spokesperson on the issue once material has been issued, rather than speaking independently beforehand
- ensure private and confidential information contained in briefs, reports or classified meetings is not disclosed to the media
- refrain from using personal comments or commenting about other Councillors, staff, or Council operations in such a way that could undermine public confidence in Council.

### Media events

Council’s elected representatives are authorised to speak to the media at events, alternatively the CEO or a staff member authorised by the CEO.

Speech notes and talking points, including key messaging, are to be prepared for the speaker to ensure consistent, accurate responses. Media alerts are to be prepared prior to holding a media event or an official event where media are invited. They should be issued to media outlets with sufficient time to maximise attendance and coverage of the event, particularly if travel to remote areas is required.

### Social Media

The use of social media (Facebook, LinkedIn, Twitter, YouTube) as a communication tool has increased greatly in recent years, as a cost-effective means of instantly reaching audiences.

There is now an increasing acceptance of social media as a key communication tool in Regional Queensland, with many local governments now utilising social media; primarily Facebook and now Twitter.

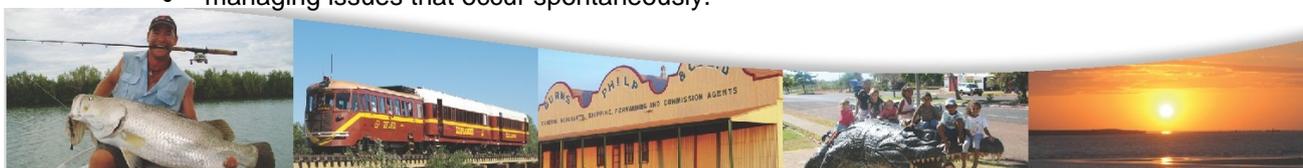
Council’s existing Facebook page has a solid following and is linked to the website to increase audience numbers. The addition of a Twitter page as a supplementary communication tool has been set up and may assist with reaching additional audience numbers when disseminating information and promoting achievements.

Guidelines for communicating via social media can be found within the Social Media Policy and associated Guidelines.

### Risk and Issues management

Successful management of issues is essential to mitigating risk and issues and maintaining Council’s image and reputation. This includes:

- taking a proactive approach
- identifying issues before they arise
- managing issues that occur spontaneously.



Appropriate strategies should be developed to manage issues under direction of the Mayor and Chief Executive Officer. Strategies should include approaches to media (media statement, holding statement, interviews) and communication with stakeholders. To assist in this process a Briefing Note and / or Communication Plan will be prepared to assist Councillors and the Executive Leadership Team.

Responses to incidents and disasters should be handled in accordance with Council's Disaster Management Policy.

### Management of enquiries and complaints

All enquiries and complaints should be handled appropriately in accordance with Council's Complaints Management Policy.

### Tools and implementation

Council currently uses a wide range of communication tools to disseminate information to stakeholders, including:

- Monthly Newsletter
- Media statements and interviews
- Website
- Facebook page
- You Tube
- LinkedIn
- Public notices
- Letters (postal mail and electronic)
- Advertisements
- Posters
- Consultation
- Survey and Feedback

The Communication Action Plan outlines what tools are to be used to communicate with audiences to meet Council's communication objectives.

### Evaluation

Evaluation is critical to the success of any communication strategy. Regular monitoring and review will ensure Council is heading in the right direction towards achieving its goals, while measured evaluation will determine if Council is meeting communication targets.

Both qualitative and quantitative data should be used to measure performance of the objectives. It will be gathered by:

- media monitoring, website, and social media data
- feedback forms, surveys
- meeting and event attendance and
- general feedback captured during stakeholder communications and engagement.

Full evaluation should be carried out annually in accordance with the Communications Action Plan.





## **Communications Action Plan**

2024 - 2028

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[www.carpentaria.qld.gov.au](http://www.carpentaria.qld.gov.au)

## **Enquiries:**

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## Introduction

This Communication Action Plan details how Carpentaria Shire will deliver on its commitment to maintain open, honest, and transparent communication with stakeholders and be accountable to the community.

This action plan outlines the tools and tactics used to deliver timely, consistent, and accurate information and engage with stakeholders to inform decisions and community outcomes.

It is a working document and should be reviewed and updated regularly to ensure objectives are being met.

The Communications Strategy intends to guide this Communication Action Plan.

## Communication Goal

The overall communication goal is to:

- Increase community awareness, understanding and support for Council's activities by communicating in an open, honest and transparent nature
- Effectively engage with all stakeholders when considering major initiatives and decisions to achieve positive outcomes
- Continue to build relationships with all stakeholders to enhance Council's image and reputation.

## Communication Objectives

The key objectives as identified in the corporate communications strategy are as follows:

**Objective 1:** To improve Council's media reputation and image by responding to 90% of media interviews, enquiries, and requests over a 12-month period.

**Objective 2:** To increase awareness of Council's decisions, milestones, and events, using print, electronic and social media, to reach 85% of the community over a 12-month period.

**Objective 3:** To provide information to the community about Council news, tenders, decisions, and milestones by producing a monthly newsletter.

**Objective 4:** To create openness and transparency within the community about Council decisions by engaging with stakeholders on 95% of key infrastructure projects and development initiatives over a 12-month period.

**Objective 5:** To build on the existing relationships between council and the community by ensuring Council attendance at 95% of major community meetings and events.

**Objective 6:** To boost Council's image outside of the Carpentaria Region by promoting current achievements at marketing events held by professional organisations and governing bodies (e.g., Gulf Savannah Development) at least twice a year.

**Objective 7:** To enhance Council's reputation as a strong communicating body by providing communication and media training and support to the Mayor, Councillors, and relevant staff at least once during the term of Council.



## Target Audiences

The following target audiences are identified in the communications strategy:

Primary Audiences	Secondary Audiences
Residents and ratepayers	Other government authorities (local, state, and federal)
Key government departments and agencies	Queensland Tourism and Regional Tourism bodies (inc. Tourism Tropical North Queensland {TTNQ} and Outback Queensland Tourism Association {OQTA})
Council staff and their families	Local and state media
Visitors to the Carpentaria Region	
State and Federal Government Members of Parliament	
Community groups and progress associations	
Local business, developers, and investors	
Professional associations and peak bodies (e.g. Gulf Savannah Development)	
Interest groups (cycling groups, conservation groups)	
Council-controlled entities	



## Challenges and opportunities

The following challenges and opportunities have been identified.

Challenge/Issue	Response /Opportunity
Loss of media image and reputation in the broader community due to absence in local media	Implement communication plan to release media statements for all major decisions, outcomes, initiatives, and project milestones. Commit to all media interviews and regular radio segments. Media training for elected representatives.
Negative or limited media attention during crisis or major incidents due to loss of media relationships	Re-establish media network contacts. Use of key messages in all media materials.
Potential for the community to be 'saturated' with information due to high volume of public notices	Ensure coordination of public notices across each department of council. Utilise social media and radio to supplement notices for key announcements.
Limited promotion of council achievements on social media	Promote all good news stories and achievements including photos on Facebook, and potentially Twitter page. Consistent and regular website updates.
Negative community feedback or concerns during infrastructure works impacting on residents and businesses	Targeted community engagement prior to and during all major construction works. Timely and accurate provision of information about works, timing, and contact details.
Lack of community support or engagement in council initiatives or funding opportunities	Targeted communication when feedback is required to minimise the effort required by the audience (e.g., drop-box for forms/surveys at select locations). Cross-coordination with other government agencies and authorities.

## Key Messages

Key messages are umbrella statements used in all communications about Council business, initiatives, and decisions. Key messages should be used to form the basis of media releases and interviews, public notices, website information, stakeholder meetings and community engagement activities.

Three key messages should be used in each activity and supported by facts, figures, examples, policies and explanations.

Some key messages and supporting statements are listed below, listed by category. This is not an exhaustive list and should be reviewed and updated as required. Key messages should also be distributed to staff to ensure accurate and consistent messaging across the organisation.



## Events and Grants

- Carpentaria Shire is proud to provide/assist with social events and attractions to benefit our community and our visitors.
  - A free (insert event name) event will be held at the (insert venue) on (insert date).
  - The event is being held in conjunction with/to support (insert name/organisation).
  - For more information please contact (insert name) on 4745 2200.
- Carpentaria Shire recognises that supporting the community through financial and in-kind assistance is important.
  - We provide a wide range of support including small monetary donations, and hire fee waiver through our Community Donations and Support Program.
  - Applications for funding grants to (insert initiative) are always open to all residents or members of the community, subject to application conditions.
  - Residents are encouraged to apply for a grant by (insert website/contact number).
  - For more information, please contact the Community Services team on 4745 2200.

## Flooding

- The safety of all road users, both locals and visitors, is paramount.
  - The following roads are currently closed due to flooding and inundation (list roads)
  - Up to date information on road conditions and closures can be found on our website [www.carpentaria.qld.gov.au](http://www.carpentaria.qld.gov.au), Council's Disaster Dashboard, on the RACQ website or the Main Roads hotline 13 19 40.
- We understand these roads are our communities' lifeline and are working with emergency services (and state government) to restore access.
  - We have flood cameras operating at several major creek and river crossings to give us real-time updates of flood levels.
  - Our crews are working hard to get roads up to condition and reopen them for all traffic.
  - Speed restrictions and traffic management are currently in place for the safety of the travelling public.
- Roads that have been flooded must be carefully managed.
  - To do this, road closures/load restrictions/traffic management are currently in place to protect the road asset and balance access for communities and industries.
  - We ask all drivers to be patient, drive to conditions and be aware of your surroundings.
- Remember, if it's flooded, forget it.



## Growth and development

- The future growth and development of Carpentaria Shire is important to us.
  - We are working with (insert organisation name (GSD, Tourism Qld etc) on a proposal to (insert initiative name).
  - Council has met with state/federal government representatives in Brisbane/Canberra to lobby for funding to help secure a (insert project/initiative name).
  - We have applied for funding to upgrade/install (insert project name).
  - If successful, work will commence on the project in (insert date).

## Infrastructure - Roads, Water, Parks

- Carpentaria Shire is committed to improving our infrastructure services to meet the needs of the community.
  - We will be undertaking (maintenance/rehabilitation etc) works on the (insert name) at (insert location) from (insert date) until (insert end date).
  - Work will be conducted between the hours of 7am and 5pm, Monday to Friday.
  - We appreciate your patience and cooperation while we deliver this important work.
- Water conservation is important to ensure we can continue supplying residents and businesses and keep our towns looking good.
  - Carpentaria Shire is on Level (insert level) Water Restrictions as of (insert date, month, year).
  - These restrictions are in place due to the lack of rainfall last wet season and increase in visitor numbers during the dry months.
  - For detail on the watering times visit our website or view our public notices on the community noticeboards.
- Carpentaria Shire is working with the Department of Transport and Main Roads to upgrade the (insert road name) at (insert location).
  - Works commenced (insert date) and will be completed by (insert end date), weather permitting.
  - These works are funded by the (insert funding program name).
  - Further information can be found on Council's or Main Roads' website.

## Major incidents and legal issues

- The health and safety of our employees and contractors is our number one priority.
  - We are deeply saddened by the events of today's incident. Our thoughts are with the family/families at this time.
  - We take this matter seriously and are working with (insert name of contractor) to investigate the incident.
  - We are working with (insert company name/ Workplace Health and Safety) to assist with investigations into the incident.
  - We are keeping our workforce informed of the situation and offering assistance to any employees affected by these events.
  - Any improvements identified because of these investigations will be implemented to minimise risks to employees and the community.



- Our employees are our priority, and we are taking this matter seriously.
  - We are working closely with our legal representatives and/or authorities to resolve the situation.
  - We are taking steps to manage this situation (list steps being taken to address matter as legally allowed).
- An investigation into today's tragic crash at (insert road name) is being undertaken by police.
  - Council will work with police in investigating the crash. Police will determine if any external factors attributed.
  - If any road factors are identified in these investigations, we will act to address them.

### Rates

- Carpentaria Shire has posted rate notices and residents will receive them soon.
  - We recognise some ratepayers may experience financial difficulties in meeting their commitments on time, so we are offering payment assistance.
  - Payments can be made on-line or via the Normanton Shire Office or Karumba Service Centre, or by contacting our rates office on 4745 2200.

### Tourism/visitors

- Visitors are part of our lifeblood in the Gulf.
  - We ask that all visitors help keep our region beautiful by respecting the environment, our heritage buildings, and our attractions.
  - Visitors are reminded to dispose of rubbish thoughtfully.
  - Our rest areas are there for everyone to use so help us to keep them clean and tidy.
  - The only authorised points to obtain potable water from are the RV Dump Points at the following locations (insert locations).
  - Information about our attractions can be found on Council's website or at one of our Visitor Information Centres.
- The roads, environment and culture can be new experiences for visitors to our region.

Information about travel precautions, driving in the outback and weather conditions is available on our website and our Visitor Information Centres.



### Actions – Tools and Timing

Communication Tool	Audience	Objective	Timing	Responsibility	Budget
Produce and distribute monthly newsletter! (350-450 copies)	Primary audiences – residents, businesses, and visitors to the shire	Objective 3	Monthly	Executive Officer - Governance, Projects, and Communications (GPC)	Approx: \$2,000 per print (12 per year)
Media statement – operational /	Secondary audiences – media, government authorities and agencies and reps Primary audiences – residents, businesses, tourists	Objective 1 Objective 2	As required at the commencement, at major milestones and completion of all projects and major works	GPC	Nil
Media statement – policy/budgetary	Secondary audiences – media, government authorities and agencies and reps Primary audiences – residents, businesses, tourists	Objective 1 Objective 2	To announce policy/legislation or key organisational changes Budget announcements or decisions on major funding/grants or awards	GPC	Nil
Media interviews	Secondary audiences – media, government authorities and agencies and reps Primary audiences – residents, businesses, tourists	Objective 1	As required	Elected representative (Mayor) GPC	Nil



Website updates	Primary audiences – residents, businesses, tourists Secondary audiences – media, other govt. agencies and professional organisations	Objective 2 Objective 4	Monthly and as required	GPC Relevant Department	Nil
Social media updates	Primary audiences – residents, businesses, tourists Secondary audiences – media, other govt. agencies and professional organisations	Objective 2	Regularly as required – in conjunction with public notices, media statements and letterbox drops	Relevant Department	Nil
Public notices	Primary audiences – residents, businesses, and visitors	Objective 2 Objective 4	Regularly as required to inform residents about all council news, decisions, and information	Relevant Department	In-house printing costs
Public notice boards (Electronic Message Board - Karumba)	Primary audiences – residents, businesses, and visitors	Objective 2	As required	Relevant Department	Nil
Letterbox drop	Primary audiences - residents, businesses	Objective 2 Objective 4	As required - as part of project communications or targeted consultation To inform residents of major decisions and announcements	GPC	Approx. \$500-\$600
Display and marketing material at various external events	Secondary audiences – other govt. Agencies and professional bodies	Objective 6	As required when events are held	GPC Comm. Dev. Team	In-house printing costs plus production of display materials



Public display at library	Primary audiences – residents, businesses, visitors, investors Secondary audiences – other govt. Agencies	Objective 2 Objective 4	As required – during community engagement for projects and initiatives	GPC Comm Dev. Team	Printing costs for display materials if cannot be produced in-house
Public Consultation sessions	Primary audiences – residents, businesses, visitors, investors Secondary audiences – other govt. Agencies	Objective 2 Objective 4	As required – during community engagement for projects/initiatives To discuss major decisions or issues	Elected representatives (Mayor and Councillors) CEO Relevant Director GPC Comm. Dev. Team	Nil if held at council-owned buildings
Website and hard copy survey and feedback form	All audiences	Objectives 2-6	Annually	GPC Relevant Department	In-house printing costs (up to \$500)

**Budget** - All figures quoted are approximate at the time of publication and are subject to Council discretion and approval.



## Evaluation

The purpose of evaluating this plan is to determine Council's success in meeting the objectives. An evaluation of Council's ability to meet the below objectives should be carried out at least annually. The entire action plan should also be reviewed and amended as part of continuous improvement and to deliver the requirements of the Communications Strategy.

Objective	Measurement	Timing
To improve Council's media reputation and image by responding to 90% of media interviews, enquiries, and requests over a 12-month period	<ul style="list-style-type: none"> <li>- Qualitative data review including media scanning/monitoring of regional media.</li> <li>- The number of published media articles and interviews versus the number of enquiries received.</li> <li>- The level of positive versus negative media coverage received</li> <li>- The number of follow up media enquiries received in response to a statement or interview.</li> </ul>	Daily  Annually  Annually  Annually
To increase awareness of Council's decisions, milestones, and events, using print, electronic and social media, to reach 85% of the community over a 12-month period.	<ul style="list-style-type: none"> <li>- Number of print and electronic articles produced including media statements, public notices, web articles and social media and the distribution.</li> <li>- Number of webpage visits, social media likes, percentage increase in page followers/web visits.</li> <li>- Number of enquiries and complaints received about council decisions and events and the type of enquiry (positive vs. negative).</li> <li>- Survey to determine number of households informed about council decisions and events over a 12-month period, via the newsletter/rates notice/web poll/library.</li> </ul>	Annually  Annually  Annually  Annually



<p>To build on the existing relationships between council and the community by ensuring Council attendance at 95% of major community meetings and events.</p>	<ul style="list-style-type: none"> <li>- Number of meetings and events attended by council</li> <li>- Quantitative data captured through a community survey in the newsletter/website/email/library</li> <li>- Qualitative data captured through the community survey and ongoing monitoring of community views.</li> </ul>	<p>Monthly / Annually                  Annually                  Ongoing</p>
<p>To boost Council's image outside of the Carpentaria Region by attending marketing events held by professional organisations (e.g., Gulf Savannah Development) at least twice a year.</p>	<ul style="list-style-type: none"> <li>- Number of meetings/conferences/events attended and the type of marketing collateral produced for the event, for example, visual display, newsletters and information sheets.</li> <li>- Number of enquiries received from stakeholders outside of the region.</li> </ul>	<p>As they occur / Annually                  As they occur / Annually</p>
<p>To enhance Council's reputation as a strong communicating body by providing communication and media training and support to the Mayor, Councillors, and relevant staff at least once during the term of Council.</p>	<ul style="list-style-type: none"> <li>- Frequency of training and support provided to council staff</li> <li>- Quality of communication materials produced.</li> </ul>	<p>Annually                  Ongoing</p>



## **BUSINESS PAPERS**

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### **8.4 ADOPTION OF BRAND STRATEGY**

<b>Attachments:</b>	8.4.1. Brand Strategy <a href="#">↓</a>
<b>Author:</b>	Mark Crawley - Chief Executive Officer
<b>Date:</b>	9 January 2024
<b>Key Outcome:</b>	A well governed, responsive Council, providing effective leadership and management, and respecting community values
<b>Key Strategy:</b>	Maintain a focus on integrity, Accountability and Transparency in all that we do

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#### **Executive Summary:**

Identified in the Workforce Strategy and Workforce Plan, the creation of a brand strategy was recommended as one of the actions to move to our desired future state as a Council. The attached draft is provided for consideration by Council.

#### **RECOMMENDATION:**

That Council adopts the Brand Strategy attached to the Chief Executive Officer's report and provides a copy on the Council website.

#### **Background:**

As identified in the Workforce Plan 2022-2025, one of the actions was to create an internal and external branding strategy, including communications plan for community, employees, enabling priorities and opportunities – linked to talent mapping, under the heading of Proactive and planned community engagement.

As identified in the Future State statement within the Workforce Strategy *“Building strategic partnerships and advocating for community needs is a critical skill required to implement future priorities and opportunities. Working together with the community and creating ambassadorship through internal and external branding strategies is another key enabler.”*

To ensure consistent messaging and look and feel for the documentation and marketing material of Carpentaria Shire Council we have consistently utilized the templates and information contained in the Style Guide. This also ensures that we have a professional approach to communications when dealing with the community locally, the wider community and when looking to attract talent to the Region.

The draft Brand Strategy will ensure that we continue to remain on Brand and protect the brand that we are developing as an organization.

A Communications Strategy and Communications Action Plan are also being developed and are included under a separate report for consideration and adoption by Council.

#### **Consultation (Internal/External):**

- Julianne Meier – Director Corporate Services
  - Anne Andrews – Director Community Development, Tourism and Regional Prosperity
  - Michael Wanrooy – Director of Engineering
  - Jacinda Sceresini – Governance, Projects, and Communications Officer
-

## **BUSINESS PAPERS**

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**Legal Implications:**

- Not applicable

**Financial and Resource Implications:**

- No implications

**Risk Management Implications:**

- Work Health and Safety Risk is assessed as low
- Financial Risk is assessed as low
- Public Perception and Reputation Risk is assessed as low



## **Brand Strategy**

*December 2023*

*It's a great place to work,  
live and play*





[www.carpentaria.qld.gov.au](http://www.carpentaria.qld.gov.au)

### **Enquiries:**

**Email:** [council@carpentaria.qld.gov.au](mailto:council@carpentaria.qld.gov.au)  
**Telephone:** 07 4745 2200  
**Fax:** 07 4745 1340  
**Street Address:** 29 – 33 Haig Street Normanton  
**Postal Address:** PO Box 31 Normanton QLD 4890

Carpentaria Shire Council would like to respectfully acknowledge the Gkuthaarn, Kukatj and Kurtijar peoples as the traditional owners of the lands and waters that form the Region. Council pays its respect to elders' past, present and emerging and welcomes the ongoing role that indigenous people play within the Carpentaria community.



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## Introduction

Carpentaria Shire is located on the Savannah Way in North Western Queensland in the south eastern region of the Gulf of Carpentaria. The region is uniquely placed to offer residents and visitors opportunities and experiences in lifestyle, holidays, employment, and investment opportunities. Carpentaria Shire has a friendly, laid-back lifestyle and is a place where children still ride their bikes down to the river to go fishing after school without parents having to worry as they would in larger towns and cities.

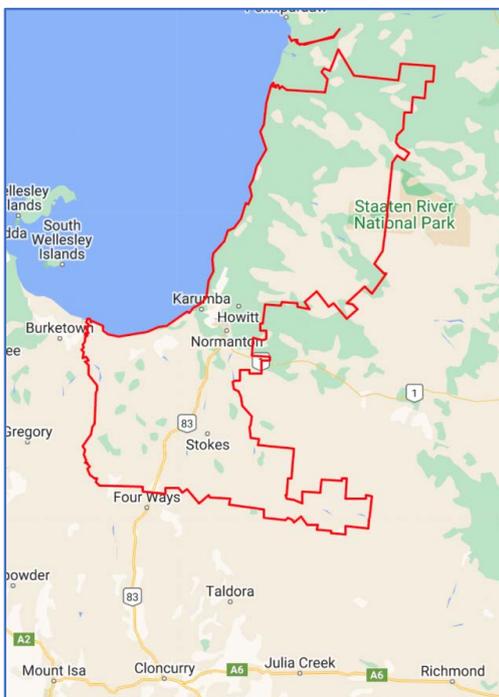
Carpentaria Shire is the traditional country of many Indigenous groups, and the townships of Normanton and Karumba are the traditional land of the Gkuthaarn, Kukatj and Kurtijar people.

The Shire covers an area of approximately 65,000 square kilometres and has a population of 1,974. The countryside ranges from vast inland plains to mangrove forests, deltas, and salt pans along the coastal areas of the Gulf.

Carpentaria Shire has a diverse industry base with agriculture, fishing, mining, tourism, and government administration providing most of the Shire's income. Normanton is the region's government and administrative centre.

Much of the Shire's commercial activity comes through Karumba, which has an active port based around export of zinc and lead. It also has a substantial fishing industry that targets prawns, barramundi, Spanish mackerel, salmon, and mud crabs.

The region offers good infrastructure and facilities, with sealed access roads, well-serviced airports, developed freight routes, primary and secondary schools, medical services, recreational and sporting facilities, and the standard infrastructure expected in a modern community.



## Corporate Values

Corporate Values are the set of guiding principles and fundamental beliefs that help people work together as a team and toward a common goal. The following are the Corporate Values adopted for the Carpentaria Shire Council.

### C.R.I.S.P.

The first letters of each of our values spell CRISP. This provides an easy recall for staff when recalling the values of the organisation, if we are to be a truly values based organisation it is important that we can all recall what our values are and why we aspire to live these every day.

### Community

Service provision for the community, for it is why we are here.

### Respect

We respect one another's views, not all of us have the same view and we respect that.

### Integrity

We always act with integrity of local government.

### Safety First

Safety is for everyone, staff, residents, visitors, and the general community.

### Professionalism

We remain professional in all that we do.



## Trademark

Carpentaria Shire Council has a registered trademark for our Outback by the Sea ®



# CARPENTARIA SHIRE

*Outback by the Sea* ®

We also promote the Region as: -

*It's a great place to work,  
live and play*

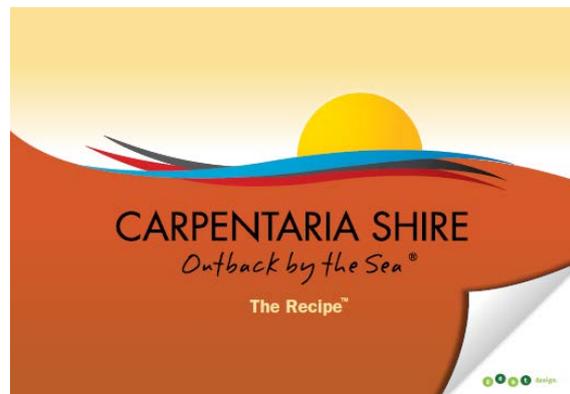
This is now appearing on all our Corporate Documents as they are released.

## Style Guide

Council has a style guide ("The Recipe") which has been in use for some time now and is just as relevant today as it was when introduced in 2013.

The style guide assists those who produce material on behalf of the Council to remain on brand when providing artwork, printing, signwriting, advertising, and promotional items.

A copy of the guide will be made available on request, or supplied when requests are made.

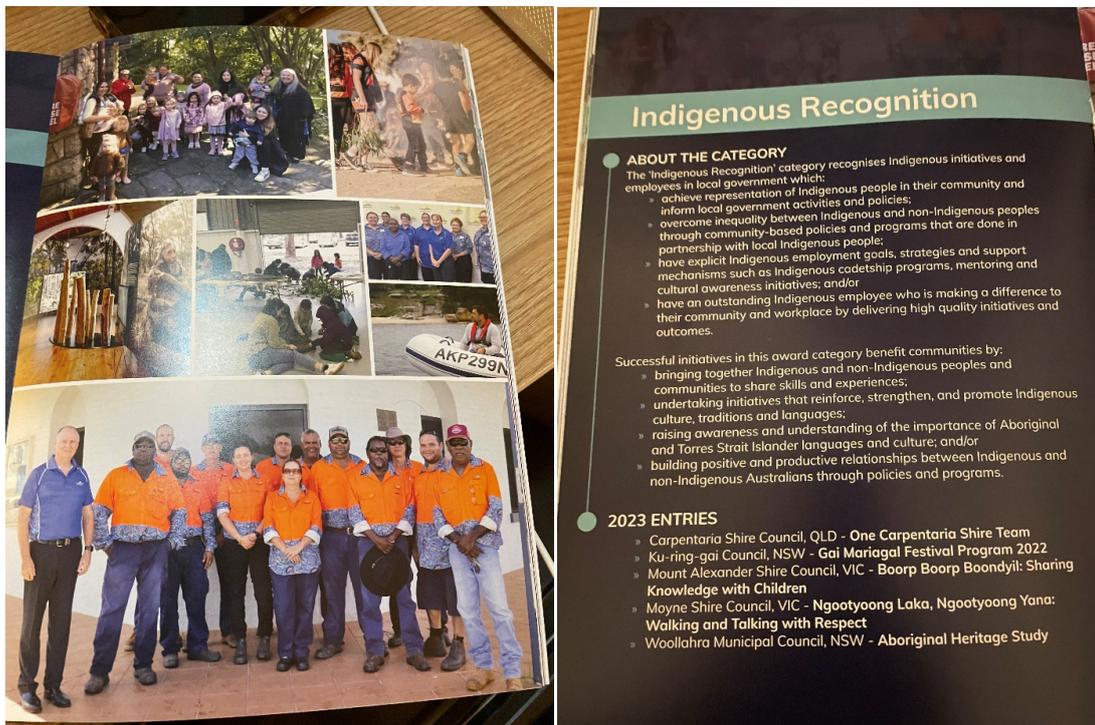


## A Sense of Team at Carpentaria Shire Council

An opportunity presented itself in late 2022 to introduce a uniform that provided for those working indoors and those staff who work within the open spaces with a design that provided connection for all staff.

Carpentaria Shire Council has partnered with Trademutt to develop a Uniform for staff at the Carpentaria Shire Council. This will be the first uniform where staff from the indoors and those staff working in the open spaces will have a similar uniform and become part of a one Carpentaria Shire Team. The print to be used for the fabric behind the design has been developed from a painting by local artist Margaret Sailor. Margaret's work was also used for the development of logos for the Coastal Hazard Adaptation Strategy. We think this will be a great opportunity to showcase & celebrate our Region while also creating a sense of Team at Council.

Carpentaria Shire Council chose Trademutt as the supplier for our uniforms and ensured the messaging was included on our garments to continue the story and discussion about suicide and mental health, in the interests of the wellbeing of our staff, and our wider community. TradeMutt shirts are 'Conversation Starters', encouraging team members to have Authentic conversations with one another about mental health and wellbeing, and in doing so, create a greater level of trust and companionship. Each shirt comes with a QR code sewn into the left breast pocket, linking directly to TIACS, the Not-for-profit Mental health service, funded by TradeMutt - This allows free access to same-day call and text counselling, meaning it's easier than ever to find and share help, when it's needed.



We submitted a nomination for an award in the National Local Government Awards in the Indigenous Recognition Category, the image above is from the document that was released during the National General Assembly in Canberra in June 2023.



2023 has seen the long-awaited delivery of the custom design uniforms, and the community are just as excited; with multiple requests having been made for private purchases. We are proud of the significant financial investment Council has made, their commitment to mental health and wellbeing and **our Carpentaria Shire Team.**

Our new uniforms are our new staff brand and everywhere we go people comment on the uniforms and the sense of team that it creates, people also ask how they can get a shirt, our response is the only way to get a shirt is to join team - Carpentaria Shire.



### Accountability

The best measure of our brand will be *“when we do what we say we will do”*, and this is evidenced in the reduction of complaints received about not doing what we said we would do.



## Strategic Documents

In recent years the Council has prepared and released several strategic documents which are all available on the Council Website, while every attempt was made to capture and report the relevant and current facts at the time of publication, they will remain open to be updated and modified as circumstances change. They were never intended to just be a static document; they will remain agile to reflect and incorporate new opportunities as they arise.

Some of the documents include: -

- Advocacy Action Plan
- Corporate Plan (and Annual Operational Plans)
- Economic Development Strategy
- Regional Priorities and Opportunities
- Tourism Strategy
- Youth Strategy
- Housing Strategy – Carpentaria Shire Council
- Local Housing Action Plan
- Shire Road Network



Templates have been established to assist staff with using the correct templates when developing strategic documents for endorsement and adoption by the Council for release, this ensures that the branding for corporate documents remains relevant and members of the public can easily identify with documents produced and adopted by the Carpentaria Shire Council.



## Communications Strategy

### Community

Carpentaria Shire Council will be preparing a Communications Strategy and Implementation Action Plan setting out the framework for how Council will engage with its key stakeholders to maintain effective relationships with the community.

Council is committed to maintaining open, honest, and transparent communication and being accountable to the community. Engaging in two-way communication to understand and meet the community's diverse needs plays an important role in this commitment.

The aim of this strategy is to outline how Council will deliver accurate, timely, and consistent information through the most effective channels to deliver its communication objectives for the next four years. The associated Communication Action Plan provides clear detail on how the strategy will be implemented to achieve this.

A monthly Newsletter, including a forward from the Mayor, is provided to the community, usually towards the end of each month and contains information that is relevant for community member interest regarding council operations and events that are coming up.

### Have Your Say

The Council has a dedicated area on the website that is available for members of the public to comment on matters that the Council seeks feedback and input on.

From time to time the Carpentaria Shire Council will engage with the community through the "Have your say" section of our website.

Legislation requires that Council consult with the community on a variety of topics, and this is one means of being able to obtain community feedback on issues.

Please keep an eye on this section of the website for future engagements

<https://www.carpentaria.qld.gov.au/council/have-your-say>

### Staff – Internal and External

#### Staff Survey

Each year the staff are encouraged to provide feedback of a variety of questions and comments in relation to their employment with the Carpentaria Shire Council, information provided through this survey assists management with implementing change within the workplace and pick up the areas where we are starting to fall behind.

#### Staff Newsletter from CEO

The Chief Executive Officer introduced a monthly Staff Newsletter in January of 2022, and this has continued to be released monthly since its introduction in January 2022 providing information from the Office of the CEO to employees monthly.

#### New Innovation, Suggestions and Questions – Box collected monthly

The Chief Executive Officer introduced a New Innovation, Suggestions and Questions box at the Depot, Administration Building, Normanton Child Care, Karumba Depot and the Les Wilson Barramundi Discovery Centre. This allows staff to anonymously place an innovative idea, suggestion, or questions for the CEO to provide a response. The boxes are checked monthly to ascertain if any notes have been included during the month.



## Community Events

Council has a range of events that are scheduled each year, some are regular events and are run for the benefit of the community, like Day for Daniel, and some are annual civic events such as Australia Day, Anzac Day and Remembrance Day, while other events are special events for a specific celebration like the N150 celebration for the 150<sup>th</sup> year for Normanton in 2018 and K150 celebration for the 150<sup>th</sup> year for Karumba in 2023.

It is when Council run and sponsor these events that our brand is on display for one and all. In the past 5 or 6 years we have been very fortunate to receive many positive comments and feedback on the events, the preparations, the programs and overall general appearance and cleanliness of the communities when Carpentaria Shire Council has run these celebrations. This is something we should be very proud of and ensure that we don't drop the ball and start to impact our civic pride for providing good experiences for locals and visitors alike.

## Signature Events

Council also runs a couple of signature events, usually annually, and for one and all to enjoy. These events are designed to be built up over time and grow in popularity and attendance.

### Charity Ball

The Charity Ball held in Normanton in August is becoming a must attend event on the annual Carpentaria Calendar. Funds raised, through sponsorship and an auction held during the ball are provided by the Council to a cause that assists the Normanton Community. In 2022 the Royal Flying Doctor Service was the beneficiary of funds raised through the charity event while 2023 saw funds donated to Ronald MacDonald House Charities.

### Outback by the Sea Festival

Commencing in 2019 to coincide with the official opening of the Les Wilson Barramundi Discovery Centre and branded as the Barra and Blues Festival, the festival kicked off this initiative and was to become an annual signature event to increase visitation to the Shire.



The festival was renamed the Outback by the Sea Festival is run as a signature event for the Shire, encouraging program events in both Normanton and Karumba. The festival has been impacted a couple of times with COVID restrictions one year and funding impacts in 2023. The plans are well underway for the return of the festival in 2024 to be run in the September school holidays.



## Community Engagement

Council utilises the IAP2 (International Association of Public Participation) spectrum for community engagement, it is designed to assist with the level of participation that defines the public's role in any community engagement program.

The spectrum includes five levels of public participation: Inform, Consult, Involve, Collaborate and Empower.

### Advisory Committee Meetings

Carpentaria Shire Council has several Advisory Committees that have been established to enable members of the community to participate on a range of matters that Council will be seeking recommendations and community input on. Some of the Advisory Committees established by Council include: -

- Australia Day Advisory Committee
- Heritage Advisory Committee
- K150 Advisory Committee
- Local Housing Action Plan Advisory Committee
- Mutton Hole Wetlands Advisory Committee
- Plant Advisory Committee
- RADF Advisory Committee
- Road Safety Advisory Committee
- Tourism Advisory Committee

### Town Meetings

Council will implement a series of Community Meetings during each year to hear from community members, allowing them an opportunity to hear from the Councillors on proposed projects and for the Councillors to listen to community concerns on matters that require attention.

Feedback from the community meetings will be made available on the website as soon as possible following the meetings.

From time to time the Council will also seek valuable input from the Community during consultation on a particular item or matter. This may be done using the Have Your Say section of the Website (mentioned previously). A link to that section of the website is available here - <https://www.carpentaria.qld.gov.au/council/have-your-say>

### Normanton

Meetings with the Normanton Community will be usually held at the Normanton Shire Hall in the late afternoon, commencing around 5:30pm to allow members of the community who run small businesses to attend.

### Karumba

Meetings with the Karumba Community will be usually held at the Karumba Civic Centre in the late afternoon, commencing around 5:30pm to allow members of the community who run small businesses to attend.



## Road Trips

To provide access to the elected members and senior executives it is envisaged that once per year the Councillors and Executive Leadership Team will travel to the rural properties to meet with the landowners.

This is generally arranged over the weekend to allow attendance at properties when the owners are more likely to be home, overnight accommodation may be required if planning to visit each of the stations in the North and South.

### Properties located in the Northern part of the Shire

- Rutland
- Koolatah
- Dixie
- Dunbar
- Inkerman
- Dinah Island
- Miranda Downs
- Glencoe
- Dorunda
- Stirling
- Vanrook
- Delta Downs

### Properties located in the Southern part of the Shire

- Broadwater
- Iffley
- Glenore
- Mundjuro
- Talawanta
- Wernadinga
- Inverleigh
- Inverleigh West
- Yappar River
- Wondoola
- Doners Hill
- Cowan Downs
- Neumeyer Valley
- Lorraine
- Augustus Downs
- Magowra





## **BUSINESS PAPERS**

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### **8.5 SOCIAL MEDIA POLICY**

<b>Attachments:</b>	8.5.1. Social Media Policy <a href="#">↓</a> 8.5.2. Social Media Community Guidelines <a href="#">↓</a>
<b>Author:</b>	Mark Crawley - Chief Executive Officer
<b>Date:</b>	9 January 2024
<b>Key Outcome:</b>	A well governed, responsive Council, providing effective leadership and management, and respecting community values
<b>Key Strategy:</b>	Maintain a focus on integrity, Accountability and Transparency in all that we do

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#### **Executive Summary:**

Work has concluded on the drafting of the Social Media Policy and associated Social Media Community Guidelines and are presented for consideration and adoption by Council.

#### **RECOMMENDATION:**

That Council adopts the Social Media Policy and associated Social Media Community Guidelines and lists same on the Council website.

#### **Background:**

Council officers have been working on preparing a Policy and associated Community Guidelines for our social media platforms. The attached documents are provided for consideration and adoption by Council.

During the Candidate Information sessions ran by the Department recently the development and adoption of the Social Media Policy was mentioned. We advised candidates that attended the training that a Social Media Policy was to be adopted at the January Meeting of Council.

#### **Consultation (Internal/External):**

- Mark Crawley – Chief Executive Officer
- Jacinda Sceresini – Executive Officer, Governance, Projects, and Communications
- Liza Perrett - Governance Advisor – LGMA QLD

#### **Legal Implications:**

- As listed in Policy Document

#### **Financial and Resource Implications:**

- Not applicable

#### **Risk Management Implications:**

- Work Health and Safety Risk is assessed as low
  - Financial Risk is assessed as low
  - Public Perception and Reputation Risk is assessed as low
-



# Social Media Policy

## Policy Details

<b>Policy Category</b>	Council Policy
<b>Date Adopted</b>	.....
<b>Resolution Number</b>	TBC
<b>Approval Authority</b>	Council
<b>Effective Date</b>	.....
<b>Policy Version Number</b>	1
<b>Policy Owner</b>	Executive Services
<b>Contact Officer</b>	Chief Executive Officer

## Supporting documentation

<b>Legislation</b>	<ul style="list-style-type: none"> <li>Local Government Act 2009</li> <li>Local Government Regulation 2012</li> <li>Public Records Act 2002</li> <li>Information Privacy Act 2009</li> </ul>
<b>Policies</b>	<ul style="list-style-type: none"> <li>Code of Conduct for Councillors</li> <li>Code of Conduct for Employees</li> <li>Code of Conduct for Contractors</li> <li>Media Policy</li> <li>Caretaker Period Policy</li> </ul>
<b>Delegations</b>	NA
<b>Forms</b>	NA
<b>Supporting Documents</b>	<ul style="list-style-type: none"> <li>Social Media Community Guidelines</li> <li>Carpentaria Shire Council – Brand Identity Recipe</li> </ul>

## Version History:

Version	Adopted	Comment	eDRMS #
1	.....	Council Resolution ..../.....	



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## Purpose

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This policy sets out the standards of behaviour expected in relation to professional use of social media platforms on behalf of Carpentaria Shire Council and personal use of social media by Council employees and Elected Members.

The objectives of this policy are:

- develop a culture of openness, trust and integrity in Council through appropriate use of social media;
- provide direction on the responsibilities and expectations for:
  - the professional use of social media on behalf of Council;
  - the personal use of social media by employees and Elected Members; and
  - standards of behaviour by any parties wishing to interact on social media platforms administered by council, including elected members.

This Policy should be read in conjunction with Councils Social Media Community Guidelines.

## Scope

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This policy applies to all employees of Council and Elected Members who use social media platforms either professionally or privately. Social media encompasses platforms like Facebook, LinkedIn, Instagram, TikTok, Twitter, and more, including blogs, forums, and podcasts.

## Policy Statement

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Council employs various social media platforms to provide information on Council initiatives, public notices, activities, facilities, services, events, and programs. Social media should be used where the purposes of Council or the benefit to the community is advanced. There may be exceptions to this rule under the discretion of the Chief Executive Officer.

Social media is considered an important tool for Council to actively engage with our community and provides a platform for active discussion and the exchange of ideas, promoting the Carpentaria Shire as a place to live, work, play, visit and invest.

Carpentaria Shire Council Social Media will be maintained by CEO, Executive Officer – Communications and Community Development Director and/or their nominees.

Les Wilson Barramundi Discover Centre will be maintained by Manager of the Les Wilson Barramundi Discovery Centre and/or their nominees.

Social media platforms include:

Carpentaria Shire Council

- Facebook, Instagram, YouTube, Twitter

Discover Carpentaria (Community tourism and events)

- Facebook, Instagram

Les Wilson Barramundi Discovery Centre

- Facebook, TikTok



## Guiding Principles

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### Acceptable use of social media channels

Council's social media assets are managed by Social Media Editors/Moderators and are used for engaging with the community, advertise matters required by legislation, advise the public of decisions made by council at its meetings, council announcements, conducting community consultation, promoting the region, promoting careers at Council, promoting Tender and grant opportunities, pre and post event promotion of regional events and community activities, emergency and disaster communication, promoting economic development and increasing Council's brand awareness.

### Authorities and responsibilities

The primary responsibility for Council's social media is the CEO and is generally responsible for all Council social media accounts across all platforms.

All social media accounts are to be set up and transacted in the name of Carpentaria Shire Council.

All content published and/or shared on Council's social media platforms is to be prepared, edited and issued through either the CEO, Executive Officer – Governance, Projects, and Communications, Director Community Development, Tourism and Regional Prosperity and/or delegated Social Media Editors using an official Council account, to ensure adherence to the Social Media Policy, messaging and consistency in branding. The Social Media Editors will ensure they consult and receive approval of content by the subject matter expert and their relevant supervisor.

Moderation of social media content on Council's platforms, consistent with Council's Terms of Use, will be undertaken by the CEO and Executive Officer – Governance, Projects and Communications (Social Media Editors/Moderators).

The CEO and Executive Officer – Governance, Projects, and Communications reserve the right to remain an administrator of any accounts created to ensure risk management measures to protect Council's reputation are satisfied.

Employees may not have access to Council's social media accounts and comment on behalf of Council unless they are authorised by the CEO.

Access will be based upon the duties of each position with relevant officers only having access to relevant platforms.

### Communication Tool

Social media facilitates the creation and sharing of information and ideas via virtual communities and online networks. It invites communication, collaboration, discussion, and debate. It also enables the development of social and professional networks, groups, followers, and contacts.

Social media communication by Council falls broadly into three categories:

1. Proactive communication – predominantly used on official social media accounts to promote Council programs, services, and campaigns.
2. Reactive communication – when Council responds to incoming enquiries and comments via our Official social media accounts or when Council reacts to emerging issues with



outgoing messages.

3. Crisis communication – for use during emergencies such as significant weather events that may impact community safety, includes messaging from Council as well as the sharing of messaging from trusted authorities/agencies e.g., Queensland Police, Bureau of Meteorology, SES etc.

## Comments and Replies

Any commentary by councillors, staff or contractors on Council's social media platforms and other forums from private or third-party accounts, which could reasonably be interpreted as relating to the Council, must adhere to the organisation's relevant Codes of Conduct.

Service requests, requests for information or complaints must be submitted through Council's official correspondence channels via phone, email, in writing or in person.

This is to ensure they are genuine and captured via the appropriate customer service and records systems and responded to accordingly.

Should Council deem it appropriate to respond to a comment or post, these will be responded to generally within normal business hours. Comments received outside of normal business hours will be responded to on the following business day where possible.

## Election/Caretaker Period

Council's social media channels may continue to provide regular communication with residents, including Council run event information, program initiatives and general day-to-day Council business that is of public interest during the caretaker period.

Council will not respond to any political comments made or posted during the caretaker period and Council retains the right to remove messages which contravene caretaker conventions, whether from Councillors or members of the public.

Social media undertaken during the caretaker period can continue in accordance with the Social Media Policy.

Section 90D of the Local Government Act 2009 prohibits the publication or distribution of election material during the caretaker period.

## Creation of new accounts

A full list of Council's official social media accounts can be obtained from the Executive Officer – Communications. The creation of new social media accounts is at the discretion of the CEO.

## Access Control

Access controls are of critical importance to managing risks in the use of social media platforms because they are often the first line of defence in protecting Council information and reputation.

Council requirements include but are not limited to:

- Changing of and/or removal of access of social media representatives that leave Council or change roles.
- Periodic (annual) review of social media representatives who have access to official social media accounts.



- Systems in place to ensure access removed when staff movements occur in the Social Media Representative role.
- Must use Multi Factor Authentication (MFA), sometimes called two-factor authentication, to control all Council access to and use of social media platforms and social media management tools where supported by the social media platform or tool. This is to manage the prevailing threats and risks of password-only access (e.g. phishing emails).

## Obligations when using Social Media

When using social media, the following obligations apply:

- only publish content that is classified as public information. No comment will be made on social media sites regarding confidential, personal, private or legal matters;
- only use corporate imagery such as logos and official Council photographs with the permission of the CEO (or nominee);
- all content posted is accurate and has been approved by the CEO, a director, or a manager.
- comments will be respectful of the community and portray the Council in a positive way;
- all content will be impartial, apolitical and will not promote Elected Members or specific projects and announcements that have not received approval from Council;
- users must adhere to the terms of use and guidance associated with the relevant social media platform/website;
- ensure that no copyrighted or trademarked material is published without permission;
- ensure that information posted online is not illegal, libellous, discriminatory, defamatory, abusive, or obscene; and
- ensure capture of information/records and information privacy meet all legislative obligations.

## Following External Social Channels

The term 'following' is a function of social media. It refers to publicly showing you have an interest in an individual or organisation and is a form of endorsement via your social channel. For this reason Council must choose carefully who it follows and endorses.

These social channels can be seen as the source of truth and can also be referenced in social media content when required. A business organisation or person that has a formal relationship with Council through sponsorship or a partnership.

## Moderation and Terms of Use for third parties

Council's social media platforms generally will only be monitored within business hours.

An open dialogue on social media is encouraged, however, comments and materials published on Council's social media platforms must adhere to appropriate standards of behaviour.

Council will not tolerate the following, and will remove any posts/messages that meet this unacceptable behaviour, including:

- Content considered defamatory, prejudicial, racist, inflammatory, repetitive, vexatious, offensive, cyberbullying, trolling or otherwise inappropriate;
- Comments or remarks which are off-topic to the source subject;
- Swearing, foul language or profanity;
- Harassment of, or personal attacks against, other users, council, councillors or council staff;
- Disclose of personal or sensitive information about others;



- Material that could be considered spam, including links to other sites, such as commercial, non-government or off-topic pages; and
- If something is not in the public interest, Council may or may not remove and/or recall the article.

Any comments deemed to fit under these definitions will be subject to immediate removal. Users who engage in the above behaviours may be permanently banned or blocked from Council's social media sites. Determinations regarding breaches of the above will be made by an authorised council staff member.

The above actions will acknowledge record keeping procedures.

## Personal Social Media Use

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### Guidelines for Elected Members

The Mayor and Councillors will act in accordance with this policy, Council's Media Policy, Code of Conduct for Councillors in Queensland, and all other related council policies and procedures.

Elected Members will manage their own social media and Council has no role in the creation or management of these platforms.

This policy does not preclude Elected Members from making their own statements or comments which may conflict with Council's position, or on matters that are not current Council programs or initiatives. In these scenarios, Elected Members must be aware of their Code of Conduct obligations by ensuring that their comments are not portrayed by them as the official view of Council.

Elected Members are to take reasonable steps to ensure that any comment they make will be understood as representing their personal views, not those of Council.

### Guidelines for Employees

Council recognises that social media is a part of everyone's daily life. This policy does not limit the usage of social media for personal use, but reminds employees, you may be viewed as representatives of Council by the public. Any information that is shared, must only be what is available publicly.

All employees are reminded to act in accordance with this policy, the Code of Conduct (staff), the Media Policy and all other related council policies and procedures.

## Record-Keeping

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A public record includes any form of recorded information, created or received by, or created on behalf of a Queensland public authority in the transaction of government business.

Social Media postings, messages, attachments and polls are digital public records under the *Public Records Act 2002* and must be recorded and stored according to Council's records management policy and procedures.

## Non-Compliance

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Non-compliance with the provisions of this policy may result in disciplinary action being taken in accordance with Council's policies and procedures or relevant legislative requirements (the latter in respect to elected members).



## Review Triggers

This policy will be reviewed for applicability, effectiveness, and consistency with relevant legislation, Council resolutions, and other Council documents. Reviews of this policy will occur as required.

## Definitions

TERM	DEFINITION
CEO	Chief Executive Officer (of Council)
Council	Carpentaria Shire Council
Councillors / Elected Member	All elected representatives who hold (current) office with Council, including the Mayor and all Councillors.
Employee/s	includes a person who carries out work in any capacity for Council (i.e. temporary or permanent employee, contractor, sub-contractor, employee of a labour hire company, outworker, trainee, apprentice, volunteer, work experience student).
Public Record	Has the meaning provided in the Public Records Act 2009.
(Social Media) Moderator	Designated Council employee who monitors online communications. The moderator may also answer general questions via the channel and respond to complaints or provide basic Council information or clarifications. A moderator may also be a Social Media Editor.
Social Media	Computer-based technology that facilitates the sharing of ideas, thoughts, and information through the building of virtual networks and communities.  These technologies include, but not limited to: - messaging technologies (e.g. email, SMS, WhatsApp, Chat, Facebook Messenger); - social networking sites (e.g. Facebook, Yammer, LinkedIn); - mass communication platforms (e.g. Twitter, Reddit, Viber); and video and image sharing platforms (e.g. YouTube, Snapchat, Instagram).
Social Media Accounts	All social media accounts, platforms and pages that Council support and manage, that have been created and approved by the CEO.
Social Media Editor	A Council staff member who has the authority, in accordance with their delegations, to represent Council on social media.  Includes CEO and other delegated officers, as set out in the Social Media Community Guidelines

Adopted by Council on "Date" by Resolution "Number".

**Mark Crawley**  
**Chief Executive Officer**

# SOCIAL MEDIA COMMUNITY



## GUIDELINES

Carpentaria Shire Council administers social media accounts across several platforms as part of a suite of communication tools used to engage with the community, respond to enquiries, provide updates on Council-related matters, and promote Council initiatives.

Comments and posts will be responded to, when possible, between the hours of 9am – 5pm.

All Carpentaria Shire Councils channels are managed by the Carpentaria Shire Councils CEO and Communication Team and support the Terms of Use for each respective platform.

This is a supportive online community that is built on respect. Everyone is encouraged to participate in an open and constructive conversation about relevant topics.

We support the Facebook Statement of Rights and Responsibilities and related Facebook policies and we request that visitors to our page do the same (<https://www.facebook.com/terms>).

### Moderation of public posts and comments

We welcome comments and do not discriminate against any views, however, Council will moderate comments in order to ensure our channels are friendly and welcoming for all visitors.

Social media posts and comment must adhere to that platforms' own community guidelines, user agreements and policies.

Council reserves the right to remove or otherwise hide posts and comments on our social media channels if they contain:

- Violent, obscene, profane, hateful, derogatory, offensive or vulgar language, links or images;
- Insults, threats or harassment of other users;
- Comments or posts that defame any person or organisation or infringe any person or organisation's copyright or intellectual property rights;
- Misleading information or off-topic discussion;
- Any discussion or promotion of behaviour that is unlawful;



- Commercial interests, solicitations, advertisements, endorsements or spam;
- Images or personal information as defined under the Information Privacy Act 2009 (Qld), including but not limited to phone numbers which may compromise a person's privacy;
- Information that may compromise the safety or security of the public, or a member of the public;
- Repetitive or duplicated comments;
- Any other inappropriate content or comments as determined at the sole discretion of Carpentaria Shire Council.
- Harass, abuse or threaten other visitors to the site, Carpentaria Shire Council or its employees or any other person or entity.
- Offend others, particularly about an individual's physicality, race, age, gender, sexuality, political leaning, religion, or disability.
- Constitute spam, are vexatious or solicit business.
- All other posts that do not meet the Terms of Use as per Council's Social Media Policy.

We reserve the right to hide, delete or remove comments that offend these Community Guidelines at the absolute discretion of Carpentaria Shire Council. Consistent violation of the Community Guidelines may result in a user being blocked. Posts may also be deleted at the absolute discretion of Carpentaria Shire Council.

Any comments unrelated to subject matter published by Carpentaria Shire Council on its social media page that impact the experience of other users following and interacting with our social platforms may be removed at the absolute discretion of Carpentaria Shire Council.

Comments that negatively impact the experience of other community members on this page may also be removed and those posting such comments will receive a warning. If members of the public continue to post such comments after receiving two warnings, they may be blocked from the page.

During caretaker periods ahead of local, state or federal elections, Council will not respond to any political comments and maintains the right to remove any message of a political nature.



## **BUSINESS PAPERS**

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### **9 REPORTS FROM DIRECTOR OF CORPORATE SERVICES**

#### **9.1 MONTHLY FINANCIAL REPORT - DECEMBER 2023**

**Attachments:** 9.1.1. [Monthly Financial Statements - December 2023](#)  
9.1.2. [Cash December 2023](#)  
9.1.3. [Rates and Service Charges Receivables](#)

**Author:** Jade Nacario - Manager Finance and Administration

**Date:** 9 January 2024

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**Key Outcome:** A well governed, responsive Council, providing effective leadership and management, and respecting community values

**Key Strategy:** Maintain a focus on integrity, Accountability and Transparency in all that we do

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#### **Executive Summary:**

Presentation of the financial report for 31 December 2023 as required under section 204 of the *Local Government Regulation 2012*. The report is presented for noting and indicates whether Council is progressing satisfactorily against its current budget.

#### **RECOMMENDATION:**

That Council accepts the Monthly Financial Report, as required under section 204 of the *Local Government Regulation 2012* for the period ended 31 December 2023.

#### **FINANCIAL REPORT**

The Monthly Finance Reports are prepared in accordance with the reporting requirements of the *Local Government Act 2009* and *Local Government Regulation 2012 s204*.

The following reports for 31 December 2023 are attached for Council's information.

- Statement of Comprehensive Income
- Statement of Comprehensive Income by Category
- Statement of Financial Position
- Cashflow Statement

## BUSINESS PAPERS

### Sustainability Ratios

Indicator	Target	Formula	31 December 2023	Comment
<b>Current Ratio</b> Is Council able to pay off its short-term liabilities with its current assets?	1.5-3.0	Current Assets/Current Liabilities	1.94	Council has 1.94 more current assets than current liabilities
<b>Operating Surplus Ratio</b> Does Council have sufficient operating revenue to meet Council operating costs?	Between 0 & 10%	Surplus/(Deficit) from Operations / Recurrent Revenue	(19.12%)	The budget projection is at -9.4%.
<b>Cash Expense Ratio</b> Has Council properly planned for when payments associated with Council activities are due? Indicates the number of months council can continue paying its immediate expenses without additional cash flows	3 to 6 months	Cash at Bank / Expected cash operating costs for one month	2.94	Indicates Council can pay its operating expenses on the next three months with current cash balance. <b>Note:</b> Based on 23.24 budget and using Council total cash at bank less cash reserves
<b>EBITDA Ratio</b> (Earnings Before Income Tax, Depreciation and Amortisation)	Breakeven	Operating Result + Depreciation + QTC Finance Costs / Operating Revenue	\$(999,451)	The EBIDA Ratio indicates Council's revenue is lower than operating expenses by \$(999,451).

### Statement of Comprehensive Income

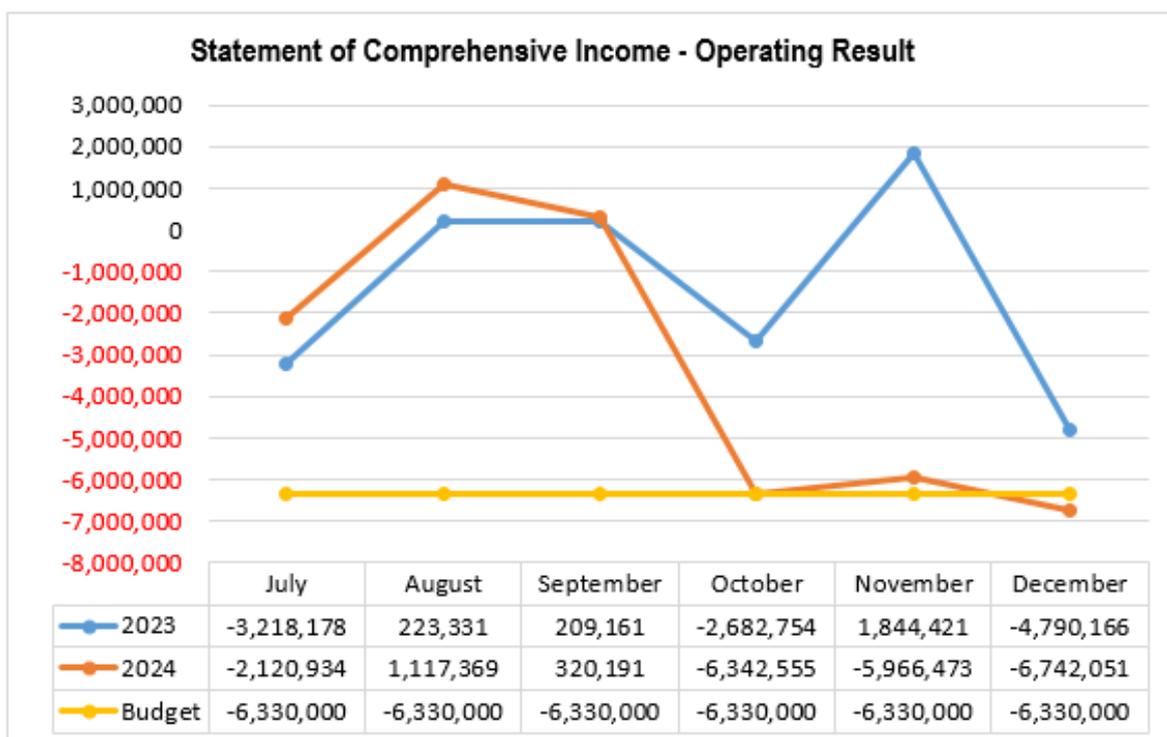
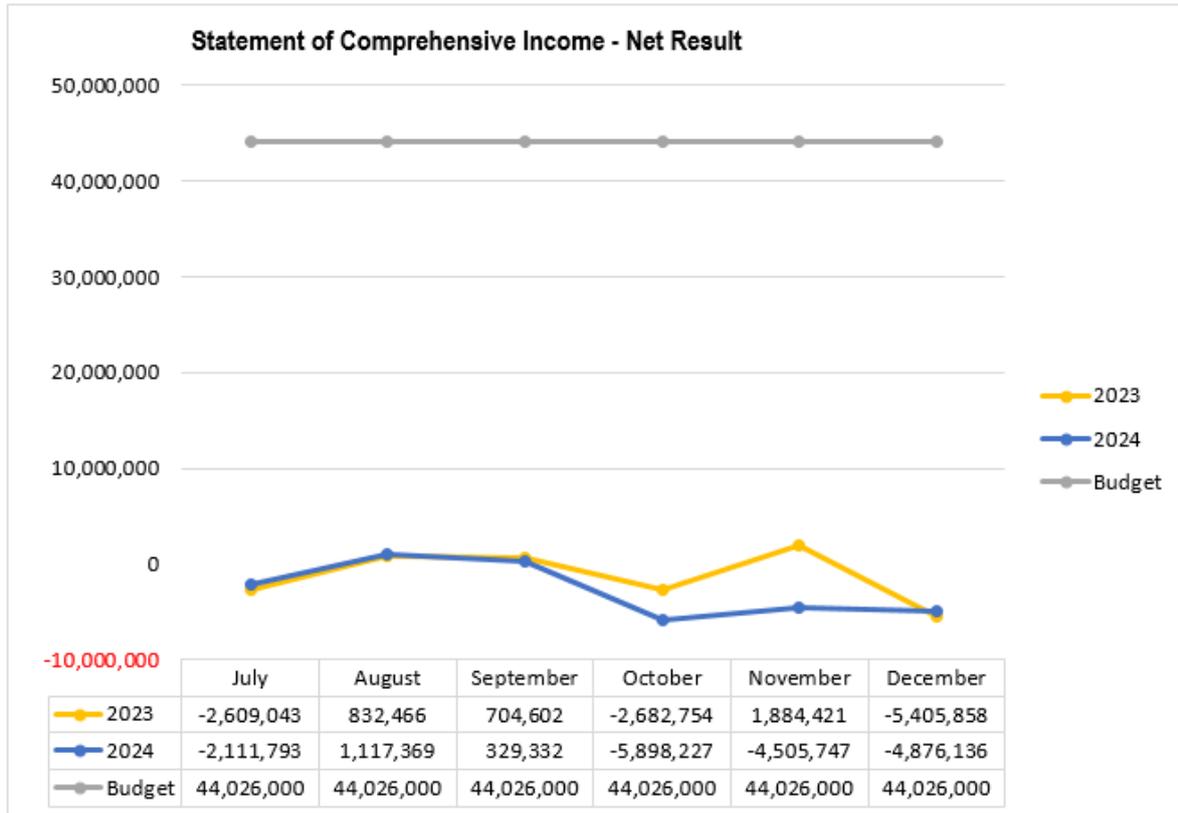
For the Sixth month of the financial year 2023/2024, the comprehensive income statement net result indicated a deficit of \$4,876,136. This is the sum of \$35,257,086 in recurrent revenue, \$41,999,137 in recurrent expenditure and \$1,865,915 in capital revenue.

	Actual (1 July 2023 to 31 December 2023)	Budget (1 July 2023 to 30 June 2024)
Recurrent Revenue	35,257,086	67,539,000
Recurrent Expenses	41,999,137	73,689,000
<b>Net Operating</b>	<b>(6,742,051)</b>	<b>(6,150,000)</b>
Capital Revenue	1,856,915	50,356,000
Capital Expense	0	0
<b>Net Result</b>	<b>(4,876,136)</b>	<b>44,026,000</b>

\*Please see attached Comprehensive Income Statement for details.

## BUSINESS PAPERS

The graph below shows the Net Result for the period, with prior year comparatives, against the budget.



### Operational Budget Analysis

## BUSINESS PAPERS

The Statement of Comprehensive Income shows a variance column which is only an indicator of where Council's operational budget is.

Item	Actual	Budget	%	Analysis																										
Rates	4,087,041	8,918,000	45.83%	<p>↑ Actual is higher than budgeted amount.</p> <p>Council levies rates and service charges twice yearly, in August (covering the period 1 July to 31 December) and February (covering the period 1 January to 30 June). The actual amount is the revenue for the first levy issued in August 23, excluding water consumption charges. As the water consumption charges levied in August are applicable to the prior accounting period (1 January to 30 June 2023) the accounting treatment requires water consumption charges be posted back to the previous financial year to which they relate. This is partly why the first levy is less than half of the budgeted amount.</p>																										
Interest Income	888,012	300,000	296.00%	<p>↑ Actual is significantly higher than budgeted amount.</p> <p>The favourable variance is a result of conservative budgeting, the increase interest rates this financial year and due to Council maintaining higher cash balance on its QTC Investment account.</p>																										
Income from Operations and Sales	6,157,595	14,665,000	41.99%	<p>↓ Actual is significantly lower than budgeted amount.</p> <p>The variance is mainly due to Main Roads Projects.</p> <table border="1"> <thead> <tr> <th></th> <th>Actuals</th> <th>Budget</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>TMR Recoverable</td> <td>4,821,632</td> <td>12,500,000</td> <td>34% ●</td> </tr> </tbody> </table> <p><b>Main Roads Income and Expenditures Statement</b></p> <table border="1"> <tbody> <tr> <td colspan="2">Income (Claims made to TMR)</td> </tr> <tr> <td>RMPC</td> <td>1,750,065</td> </tr> <tr> <td>TMR Recoverable Works</td> <td>4,281,632</td> </tr> <tr> <td><b>Total Income Received from TMR</b></td> <td><b>6,031,697</b></td> </tr> <tr> <td colspan="2">Expenditures (Funds Spent by Council)</td> </tr> <tr> <td>RMPC</td> <td>2,509,288</td> </tr> <tr> <td>TMR Recoverable Works</td> <td>5,894,720</td> </tr> <tr> <td><b>Total Expenditures</b></td> <td><b>8,404,008</b></td> </tr> <tr> <td><b>Unclaimed Expenditures</b></td> <td><b>2,372,311</b></td> </tr> </tbody> </table> <p>More information about TMR projects will be provided in the Director of Engineering report.</p>		Actuals	Budget	%	TMR Recoverable	4,821,632	12,500,000	34% ●	Income (Claims made to TMR)		RMPC	1,750,065	TMR Recoverable Works	4,281,632	<b>Total Income Received from TMR</b>	<b>6,031,697</b>	Expenditures (Funds Spent by Council)		RMPC	2,509,288	TMR Recoverable Works	5,894,720	<b>Total Expenditures</b>	<b>8,404,008</b>	<b>Unclaimed Expenditures</b>	<b>2,372,311</b>
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Operating Grants	23,477,424	42,450,000	55.31%	<p>↑ Actual is higher than budgeted amount.</p> <p>Operating grants are mostly made up of Disaster Recovery</p>																										

## BUSINESS PAPERS

Item	Actual	Budget	%	Analysis																				
				<p>Funding Arrangements (DRFA) received for restoration of road assets. Other operating grants include financial assistance grants and other program grants.</p> <p>Council received an early payment of its financial assistance grant, and this was recognized in 2023. The payment for 2024 is paid later in the financial year.</p>																				
Non-Operating Grants	1,865,915	50,356,000	3.71%	<p>↓ Actual is significantly lower than budgeted amount.</p> <p>Non-operating grants are funding received for the purpose of constructing roads, buildings, and other infrastructure assets, and purchasing equipment. Due to the nature of this income, the timing of the funding receipt depends on project approval or progress claims and project completion.</p> <p>At the time the budget was prepared several projects had been approved, however the logistics of progressing these may include extensions of time due to the complexity of projects and accessibility during the wet seasons.</p> <p>There are two capital jobs that amount to almost \$40m, and one of these is most likely to be extended, and the other is a multi-year project, not likely to commence until after the wet season in 2024.</p> <p>The project team meets regularly to discuss the progress of capital jobs to monitor any risk such as project overruns.</p>																				
Employee Costs	3,792,549	11,283,000	33.61%	<p>↓ Actual is Lower than budgeted amount. Council is carrying several vacant positions which accounts for some of the budgetary shortfall. Sometimes depending on the position, it may be filled with contractors and/or labour hire. Where this occurs the expense is costed to the Materials and Services line item, not Employee Costs.</p> <p>A review of the organizational structure and budget is currently in progress as of time of writing.</p>																				
Materials and Services Expenses	32,463,989	51,825,000	53.22%	<p>↑ Actual is higher than budgeted amount.</p> <p>The unfavorable variance on Materials and Services operating expenses is due to the works completed in DRFA Road Programs and TMR Works Program.</p> <table border="1"> <thead> <tr> <th></th> <th>Actuals</th> <th>Budget</th> <th>%</th> <th></th> </tr> </thead> <tbody> <tr> <td>DRFA</td> <td>21,855,403</td> <td>33,917,458</td> <td>64%</td> <td>●</td> </tr> <tr> <td>RMPC</td> <td>2,393,163</td> <td>1,306,897</td> <td>183%</td> <td>●</td> </tr> <tr> <td>TMR Recoverable</td> <td>5,813,942</td> <td>8,807,633</td> <td>66%</td> <td>●</td> </tr> </tbody> </table> <p><b>TMR Recoverable Works</b> – the material expenditure has exceeded the budget to date, however there is no sufficient information available to date, to assess if the TMR recoverable works are on track or if it will be delivered within the agreed contract amount.</p>		Actuals	Budget	%		DRFA	21,855,403	33,917,458	64%	●	RMPC	2,393,163	1,306,897	183%	●	TMR Recoverable	5,813,942	8,807,633	66%	●
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## BUSINESS PAPERS

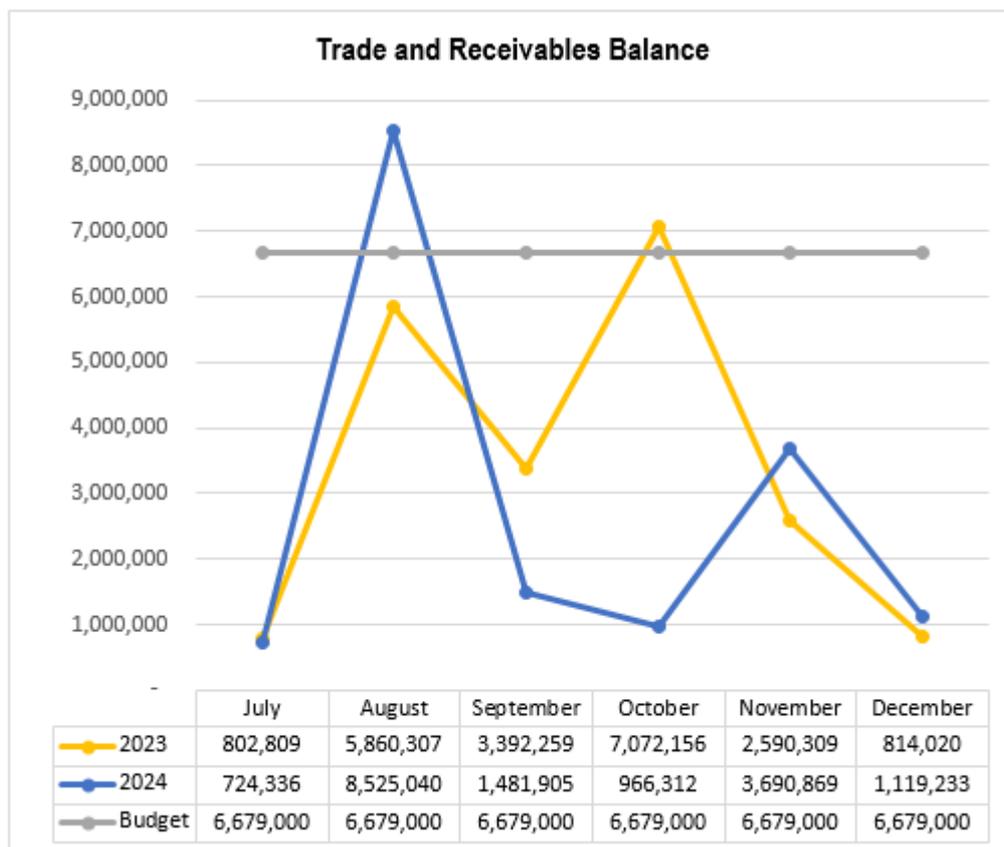
Item	Actual	Budget	%	Analysis																																																																												
				<p><b>RMPC</b> expenditure budget has been used up in the first six months of the financial year. The Engineering team has advised that the actual budget of RMPC contract was from \$2,040,000 to \$2,655,500 However, as of time of writing this report, Council Engineers are still working on the changes of RMPC expenditure budget.</p> <p><b>DRFA</b> – the actual is expected to be higher than the budget on the first six months of the financial year. As per review DRFA expenditures is on track as per budget. The review considered the number of months of actual work per financial year with DRFA projects based on historical data.</p> <p>Other variances in Materials and Services are the following:</p> <p><b>Favorable significant variances</b></p> <table border="1"> <thead> <tr> <th></th> <th>Actuals</th> <th>Budget</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>Fleet and Plant</td> <td>4,022,513</td> <td>4,222,955</td> <td>95%</td> </tr> <tr> <td>Asset Management</td> <td>10,419</td> <td>95,000</td> <td>11%</td> </tr> <tr> <td>Building Services</td> <td>12,192</td> <td>127,449</td> <td>10%</td> </tr> <tr> <td>Coastal Management</td> <td>3,604</td> <td>200,000</td> <td>2%</td> </tr> <tr> <td>Communications</td> <td>500</td> <td>55,000</td> <td>1%</td> </tr> <tr> <td>Human Resources</td> <td>52,102</td> <td>216,900</td> <td>24%</td> </tr> <tr> <td>Learning &amp; Development</td> <td>40,349</td> <td>208,800</td> <td>19%</td> </tr> <tr> <td>Recreational Sports Centre</td> <td>86,525</td> <td>356,600</td> <td>24%</td> </tr> <tr> <td>Sewerage</td> <td>233,397</td> <td>630,589</td> <td>37%</td> </tr> <tr> <td>Water</td> <td>436,293</td> <td>1,326,844</td> <td>33%</td> </tr> <tr> <td>Weed Control</td> <td>35,260</td> <td>298,390</td> <td>12%</td> </tr> </tbody> </table> <p><b>Unfavorable significant variances</b></p> <table border="1"> <thead> <tr> <th></th> <th>Actuals</th> <th>Budget</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>Airports</td> <td>198,538</td> <td>243,000</td> <td>82%</td> </tr> <tr> <td>Child Care</td> <td>122,185</td> <td>146,400</td> <td>83%</td> </tr> <tr> <td>Disaster Events</td> <td>38,998</td> <td>4,500</td> <td>867%</td> </tr> <tr> <td>Disaster Preparedness</td> <td>62,716</td> <td>74,000</td> <td>85%</td> </tr> <tr> <td>Governance</td> <td>396,038</td> <td>415,939</td> <td>95%</td> </tr> <tr> <td>Information Technology</td> <td>387,183</td> <td>562,400</td> <td>69%</td> </tr> </tbody> </table>		Actuals	Budget	%	Fleet and Plant	4,022,513	4,222,955	95%	Asset Management	10,419	95,000	11%	Building Services	12,192	127,449	10%	Coastal Management	3,604	200,000	2%	Communications	500	55,000	1%	Human Resources	52,102	216,900	24%	Learning & Development	40,349	208,800	19%	Recreational Sports Centre	86,525	356,600	24%	Sewerage	233,397	630,589	37%	Water	436,293	1,326,844	33%	Weed Control	35,260	298,390	12%		Actuals	Budget	%	Airports	198,538	243,000	82%	Child Care	122,185	146,400	83%	Disaster Events	38,998	4,500	867%	Disaster Preparedness	62,716	74,000	85%	Governance	396,038	415,939	95%	Information Technology	387,183	562,400	69%
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## BUSINESS PAPERS

Item	Actual	Budget	%	Analysis
				Parks and Gardens 444,791 352,714 126%
				Public Conveniences 39,003 27,800 140%
				Road 536,906 130,104 413%
				Staff Housing 289,052 375,000 77%
				Swimming Pools 277,805 459,400 60%

### Financial Position Reports

The graph below shows the Council's *Trade and Receivables* balance of \$1,119,233, against a budget of \$6,679,000.



### Rates and Service Charges

Please see attached detailed Rates and Service Charges Receivables Report showing outstanding rates and charges of \$711,371. Council had received an excess rate receipt of \$93,943. Some long outstanding rates and charges have been recovered from recent payment arrangements, and payments in full of outstanding amounts.

### Investments

## BUSINESS PAPERS

As per Council Investment Policy, available funds were invested in Queensland Treasury Corporation – Cash Fund, including the cash back of all Council reserves. The table below shows the month of December 2023 investment performance.

Investment Accounts	Financial Institutions	Funds Available Balance*	December 2023 Interest Earned	YTD Interest Earned
QTC General Fund	QTC	13,043,737	64,572	620,746
QTC Reserves Fund	QTC	8,056,338	33,584	186,194
<b>TOTAL</b>		<b>21,100,075</b>	<b>98,156</b>	<b>806,194</b>

\*The funds available balance excludes accrued interest and accrued administration charges.

Gross Earnings Rate	July	Aug	Sept	Oct	Nov	Dec
Annual Rate Payable Monthly	4.98%	4.92%	4.70%	4.40%	5.13%	5.05%
Annual Effective Rate*	5.10%	5.04%	4.80%	4.49%	5.26%	5.17%

\*To allow comparison to industry benchmarks, Council monthly earnings rate has been converted to an annual effective rate.

### QTC Loans

Council has no planned borrowings over the next ten years and is committed to paying down existing debt. Council currently has three loans with Queensland Treasury Corporation (QTC), the details are shown below:

Loan Purpose	Quarterly Repayments	Balance	Maturity Date
Glenore Weir	110,412.17	3,983,932	15 March 2035
Karumba Sewerage	66,099.08	1,401,682	15 June 2030
Normanton Water	34,031.88	791,115	15 March 2031
<b>TOTAL</b>	<b>210,543.13</b>	<b>6,176,729</b>	

### Consultation (Internal/External):

- Mark Crawley – Chief Executive Officer
- Erscon – Consulting Engineers
- Executive Leadership Team
- Managers and relevant officers

## **BUSINESS PAPERS**

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### **Legal Implications:**

- *Local Government Regulation 2012, section 204:*
  1. The local government must prepare a financial report.
  2. The chief executive officer must present the financial report –
    - a. if the local government meets less frequently than monthly—at each meeting of the local government; or
    - b. otherwise — at a meeting of the local government once a month.
  3. The financial report must state the progress that has been made in relation to the local government's budget for the period of the financial year up to a day as near as practicable to the end of the month before the meeting is held.
  
- *Local Government Act 2009*

### **Financial and Resource Implications:**

- The report identifies how Council is tracking against the adopted operational and capital budgets for the financial year.

### **Risk Management Implications:**

- Risk is considered low, and Council will be advised if major items deviate from the adopted budget and forecasts.

**Carpentaria Shire Council**  
**Statement of Comprehensive Income**  
 for the period ended 31 December 2023

	Actual 31-Dec-23	Budget 30-Jun-24	% Variance 50.00%
<b>Income</b>			
<b>Revenue</b>			
Operating revenue			
Net rates, levies and charges	4,087,041	8,918,000	45.83%
Fees and charges	515,660	568,000	90.79%
Rental income	128,184	450,000	28.49%
Interest received	888,012	300,000	296.00%
Sales revenue	6,157,595	14,665,000	41.99%
Other income	3,170	8,000	39.62%
Grants, subsidies, contributions and donations	23,477,424	42,450,000	55.31%
Total operating revenue	35,257,086	67,359,000	57.91%
<b>Capital revenue</b>			
Grants, subsidies, contributions and donations	1,865,915	50,356,000	3.71%
<b>Total revenue</b>	37,123,001	117,715,000	44.87%
<b>Capital income</b>			
Total Capital Income	-	-	0.00%
<b>Total income</b>	37,123,001	117,715,000	44.87%
<b>Expenses</b>			
<b>Operating expenses</b>			
Employee benefits	3,792,549	11,283,000	33.61%
Materials and services	32,463,989	51,825,000	62.64%
Finance costs	165,177	320,000	51.62%
Depreciation and amortisation	5,577,423	10,261,000	54.36%
Total operating expenses	41,999,137	73,689,000	57.00%
<b>Capital expenses</b>			
Total Capital expenses	-	-	0.00%
<b>Total expenses</b>	41,999,137	73,689,000	57.00%
<b>Net result</b>	(4,876,136)	44,026,000	-11.08%
<b>Operating result</b>			
Operating revenue	35,257,086	67,359,000	
Operating expenses	41,999,137	73,689,000	
Operating result	(6,742,051)	(6,330,000)	106.51%

## Statement of Financial Position

as at 31 December 2023

	Actual 31-Dec-23	Budget 30-Jun-24
<b>Assets</b>		
<b>Current assets</b>		
Cash and cash equivalents	23,383,469	25,221,000
Trade and other receivables	1,119,233	6,679,000
Inventories	1,232,911	1,218,000
Contract Assets	7,781,309	5,690,000
ATO Receivables	744,069	508,000
<b>Total current assets</b>	<b>34,260,991</b>	<b>39,316,000</b>
<b>Non-current assets</b>		
Trade and other receivables	25,522	91,000
Property, plant & equipment	300,778,209	349,385,000
<b>Total non-current assets</b>	<b>300,803,731</b>	<b>349,476,000</b>
<b>Total assets</b>	<b>335,064,722</b>	<b>388,792,000</b>
<b>Liabilities</b>		
<b>Current liabilities</b>		
Trade and other payables	1,279,067	2,414,000
Contract Liabilities	14,272,639	17,070,000
Borrowings	526,632	572,000
Provisions	1,500,123	1,371,000
<b>Total current liabilities</b>	<b>17,578,461</b>	<b>21,427,000</b>
<b>Non-current liabilities</b>		
Borrowings	5,861,234	5,398,000
Provisions	1,058,993	1,127,000
<b>Total non-current liabilities</b>	<b>6,920,227</b>	<b>6,525,000</b>
<b>Total liabilities</b>	<b>24,498,688</b>	<b>27,952,000</b>
<b>Net community assets</b>	<b>310,566,034</b>	<b>360,840,000</b>
<b>Community equity</b>		
Asset revaluation surplus	200,688,182	189,438,000
Retained surplus	109,877,852	171,402,000
<b>Total community equity</b>	<b>310,566,034</b>	<b>360,840,000</b>

**Statement of Cash Flows**  
 for the period ended 31 December 2023

Actual                      Budget  
 31-Dec-23                      30-Jun-24

**Statement of Cash Flows**

**Cash flows from operating activities**

Receipts from customers	13,893,420	23,708,000
Payments to suppliers and employees	(50,479,460)	(63,208,000)
Interest received	888,012	300,000
Rental income	128,184	450,000
Non-capital grants and contributions	23,477,424	42,450,000
Borrowing costs	(165,177)	(299,000)
<b>Net cash inflow from operating activities</b>	<b>(12,257,596)</b>	<b>3,401,000</b>

**Cash flows from investing activities**

Payments for property, plant and equipment	(13,586,357)	(57,307,000)
Grants, subsidies, contributions and donations	1,865,915	50,356,000
<b>Net cash inflow from investing activities</b>	<b>(11,720,443)</b>	<b>(6,951,000)</b>

**Cash flows from financing activities**

Net cash inflow from financing activities	(54,853)	(543,000)
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**Total cash flows**

Net increase in cash and cash equivalent held	(24,032,892)	(4,093,000)
Opening cash and cash equivalents	47,416,360	29,314,000
Closing cash and cash equivalents	23,383,469	25,221,000



Statement of Comprehensive Income by Category  
 for the period ended 31 December 2023

	Core \$	QRA \$	Non-Core \$	Total \$	Budget \$
<b>Income</b>					
<b>Revenue</b>					
<b>Recurrent revenue</b>					
Rates, levies and charges	4,087,041	-	-	4,087,041	8,918,000
Fees and charges	361,277	-	154,382	515,660	568,000
Rental income	7,934	-	120,250	128,184	450,000
Interest received	888,012	-	-	888,012	300,000
Sales revenue	6,046,595	-	111,000	6,157,595	14,665,000
Other income	3,170	-	-	3,170	8,000
Grants, subsidies, contributions anc	904,577	22,422,717	150,131	23,477,424	42,450,000
	12,298,605	22,422,717	535,764	35,257,086	67,359,000
<b>Capital revenue</b>					
Grants, subsidies, contributions anc	1,774,226	91,689	-	1,865,915	50,356,000
<b>Total revenue</b>	14,072,831	22,514,406	535,764	37,123,001	117,715,000
Capital income	-	-	-	-	-
<b>Total income</b>	14,072,831	22,514,406	535,764	37,123,001	117,715,000
<b>Expenses</b>					
<b>Recurrent expenses</b>					
Employee benefits	(2,843,577)	(567,314)	(381,657)	(3,792,549)	(11,283,000)
Materials and services	(9,871,620)	(21,855,403)	(736,966)	(32,463,989)	(51,825,000)
Finance costs	(165,177)	-	-	(165,177)	(320,000)
Depreciation	(5,072,860)	-	(504,563)	(5,577,423)	(10,261,000)
	(17,953,234)	(22,422,717)	(1,623,186)	(41,999,137)	(73,689,000)
<b>Capital expenses</b>	-	-	-	-	-
<b>Total expenses</b>	(17,953,234)	(22,422,717)	(1,623,186)	(41,999,137)	(73,689,000)
<b>Net result</b>	(3,880,403)	91,689	(1,087,422)	(4,876,136)	44,026,000
<b>Other comprehensive income</b>					
<b>Items that will not be reclassified to net result</b>					
Increase / (decrease) in asset revaluat	-	-	-	-	-
<b>Total other comprehensive income f</b>	-	-	-	-	-
<b>Total comprehensive income for the</b>	(3,880,403)	91,689	(1,087,422)	(4,876,136)	44,026,000

Non Core activities include Les Wilson Barra Discovery Centre, Hatchery, Barra Bites, Child Care, Gym, Staff Housing and Penisoner Housing

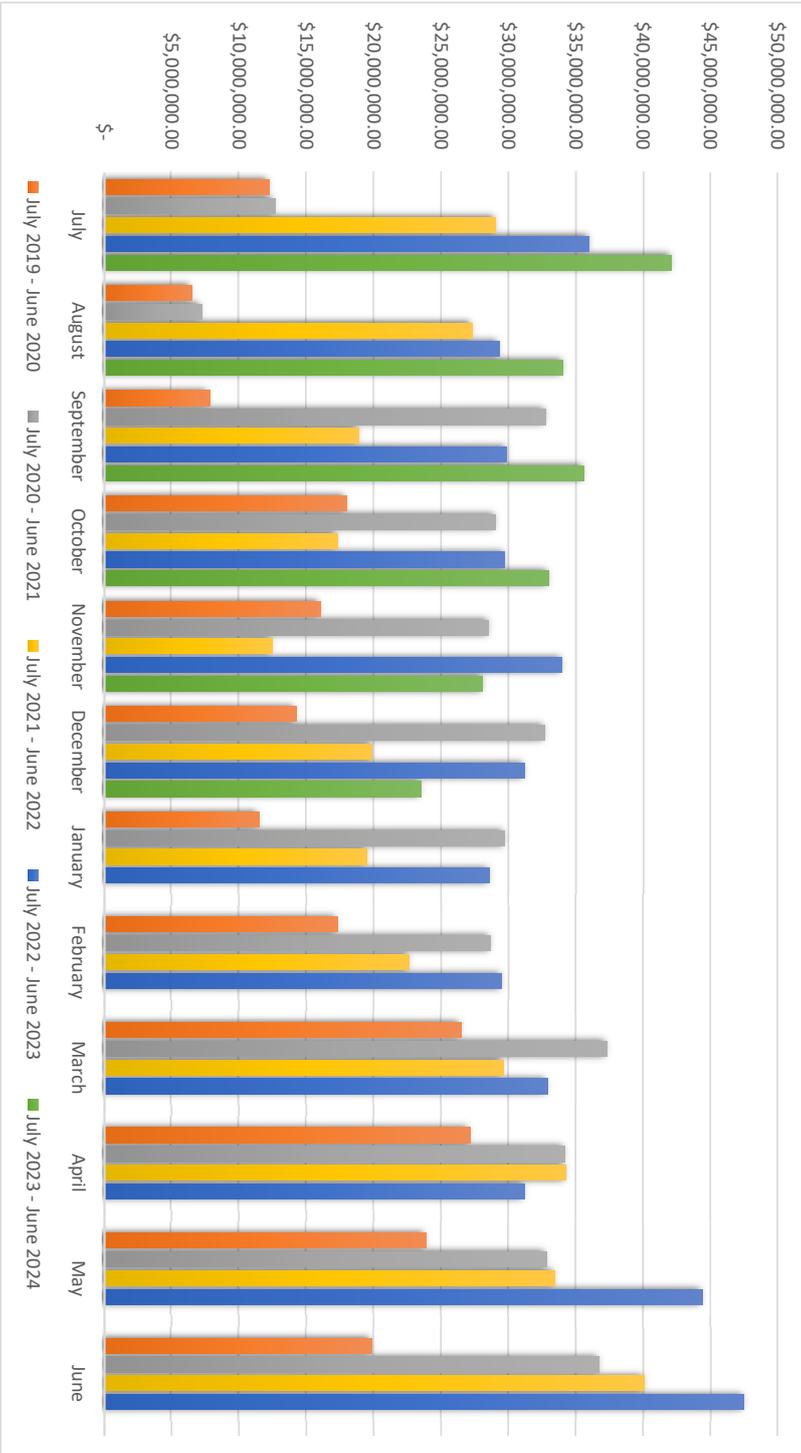


### Accounts Summary

	31 December 2023 \$	30 November 2023 \$
<b>General Accounts</b>		
Westpac General Operating Accounts	2,280,431	3,779,840
QTC General Fund	13,043,737	16,334,731
QTC Reserves Fund	8,056,338	8,000,571
<b>Total balance held in banks (excl Reserves)</b>	<b>23,380,506</b>	<b>28,115,142</b>
<b>Other Balances</b>		
QTC Reserves Fund	8,056,338	8,000,571
CSC Provisions	2,559,116	2,478,199
Net of Contract Assets and Liabilities	6,491,330	10,046,526
<b>Total balance reserves, provisions and contract liabilities</b>	<b>17,106,785</b>	<b>20,525,296</b>
<b>Net Council Position before QTC Borrowings</b>	<b>6,273,721</b>	<b>7,589,845</b>
<b>QTC Borrowings</b>		
Karumba Sewerage	1,401,682	1,460,072
Normanton Water Upgrade	791,115	820,898
Glenore Weir	3,983,932	4,080,545
<b>Total balance QTC borrowings</b>	<b>6,176,729</b>	<b>6,361,515</b>
<b>Net Council Position after Borrowings</b>	<b>96,992</b>	<b>1,228,330</b>
<b>RESERVES</b>		
<b>Cashed Back Reserves Accounts</b>		
QTC Sewerage Reserve	477,745	477,745
QTC Airport Reserve	132,275	132,275
QTC Water Supply Reserve	716,313	716,313
QTC Land Development Reserve	12,453	12,453
QTC Plant Replacement Reserve	2,693,104	3,650,508
QTC Future Capital Grants	1,389,164	1,389,164
QTC Road Reseals Reserve	2,579,517	1,150,000
QTC Disaster Relief Reserve	55,767	
<b>Total Reserves held in QTC</b>	<b>8,056,338</b>	<b>7,528,458</b>
<i>*QTC Road Reseals Reserve was previously QTC Sustainability Account of 1,150,000 as per Council Resolution</i>		
<b>TRUST</b>		
<b>Trust Accounts</b>		
Queensland Treasury Corporation	91,378	91,378
Westpac Bank	39,949	39,949
<b>Total balance held in trust</b>	<b>131,327</b>	<b>131,327</b>

CASH

Cash	July	August	September	October	November	December	January	February	March	April	May	June
2020	\$12,280,567.00	\$6,538,396.00	\$7,802,385.00	\$17,986,246.00	\$16,045,726.00	\$14,253,941.00	\$11,534,551.00	\$17,310,350.00	\$26,505,321.00	\$27,149,119.00	\$23,891,105.00	\$19,895,041.00
2021	\$12,668,763.00	\$7,267,828.00	\$32,799,197.00	\$29,061,031.00	\$28,569,461.00	\$32,701,782.00	\$29,755,429.00	\$28,656,349.42	\$37,318,356.00	\$34,226,338.00	\$32,854,549.00	\$36,769,988.00
2022	\$29,066,133.00	\$27,305,252.00	\$18,876,147.00	\$17,306,164.00	\$12,501,484.00	\$19,906,129.00	\$19,521,847.00	\$22,627,835.00	\$29,625,892.00	\$34,300,881.00	\$33,474,702.00	\$40,097,628.00
2023	\$36,016,895.12	\$29,324,952.00	\$29,916,342.00	\$29,764,622.00	\$34,019,634.00	\$31,208,774.91	\$28,614,115.00	\$29,516,827.00	\$32,925,760.00	\$31,205,087.00	\$44,404,416.00	\$47,514,968.00
2024	\$42,100,294.74	\$34,068,431.00	\$35,589,540.00	\$32,999,885.49	\$28,118,105.00	\$23,538,245.00						

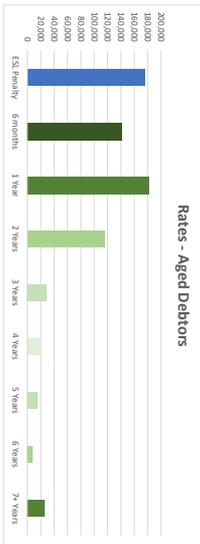


Rates and Service Charges Receivables Report  
Dec-23

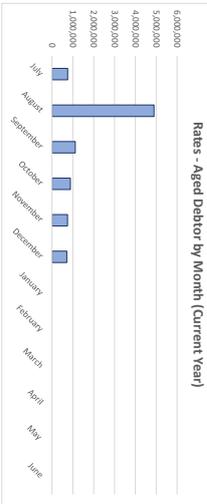
Number of Assessments 1183  
Total Active Non Valued 349  
Valued 834  
Non-Collectible, but Utility charges & ESI may still apply.  
Valuations Issued by State Valuations Office

Payment Arrangements  
No. of Assess 6  
Amount 86,047

Age Debtor Breakdown	Legal Fees	ESL Penalty	Current	6 months	1 Year	2 Years	3 Years	4 Years	5 Years	6 Years	7+ Years
TOTAL	0	175,184	0	141,890	182,686	119,789	29,182	17,724	15,121	7,514	26,285
215,971											



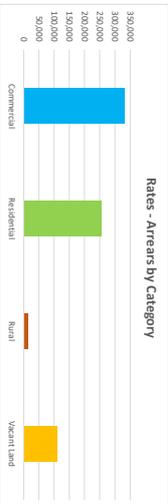
Age Debtor by Month	July	August	September	October	November	December	January	February	March	April	May	June
July	752,791	4,897,044	1,116,188	889,887	745,547	711,371						



Interest by Month	July	August	September	October	November	December	January	February	March	April	May	June
July	7,958	5,658	10,387	9,285	6,521	6,003						

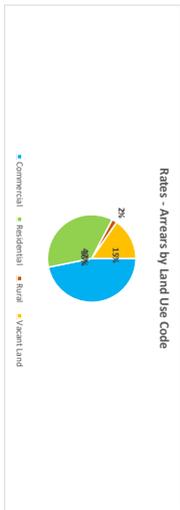
Age Debtor Breakdown by Category	Total	ESL Penalty	Current	6 months	1 Year	2 Years	3 Years	4 Years	5 Years	6 Years	7+ Years
Commercial	352,022	592,420	0	6,116	83,436	80,652	13,624	3,943	3,876	3,778	11,892
Residential	2,824,748	2,824,748	0	24,748	14,828	29,124	12,495	7,749	5,710	549	0
Rural	13,417	805	0	7,931	4,476	0	0	0	0	0	0
Vacant Land	109,634	39,218	0	8,385	16,944	9,984	5,066	6,035	6,077	3,188	14,388
<b>Totals</b>	<b>215,971</b>	<b>175,184</b>	<b>0</b>	<b>141,890</b>	<b>182,686</b>	<b>119,789</b>	<b>29,182</b>	<b>17,724</b>	<b>15,121</b>	<b>7,514</b>	<b>26,285</b>

\*\* The GL Account Balance and Outstanding Debtors Report show a difference of \$92,778.02. This is the Rates paid in Advance Total.



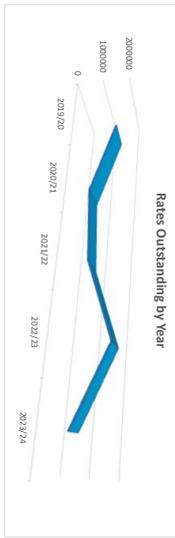
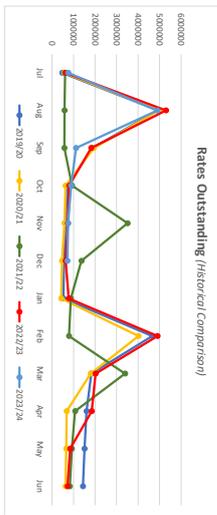
**Breakdown by Land Usage**

Land Usage	No. of Assess	Total	Percentage
Commercial	206	3,329,22	47%
Residential	645	2,552,04	36%
Rural	27	109,534	2%
Vacant Land	183	711,371	15%



**Historical Comparison by Month**

Month	2019/20	2020/21	2021/22	2022/23	2023/24
Jul	470,640.98	566,144.41	572,122.22	630,157.65	752,191.00
Aug	4,926,160.62	4,971,459.80	5,800,412.14	5,289,945.00	4,887,044.00
Sep	1,880,487.88	1,944,129.75	573,790.80	1,820,686.61	1,118,188.00
Oct	717,756.78	626,506.99	925,816.59	796,847.00	886,847.00
Nov	630,431.92	582,667.12	3,508,591.76	733,637.00	745,547.00
Dec	559,596.64	459,510.19	1,367,235.40	633,310.00	711,371.00
Jan	530,335.03	4,020,974.48	873,592.00	778,159.00	4,901,807.00
Feb	4,665,873.20	1,799,963.00	3,394,719.00	2,028,993.00	1,843,638.00
Mar	1,822,509.81	1,602,662.03	1,072,555.00	1,843,638.00	1,513,609.93
Apr	1,602,662.03	682,333.57	1,072,555.00	1,843,638.00	1,513,609.93
May	1,513,609.93	658,186.10	921,856.98	843,598.00	1,437,098.25
Jun	1,437,098.25	825,408.91	718,600.00		



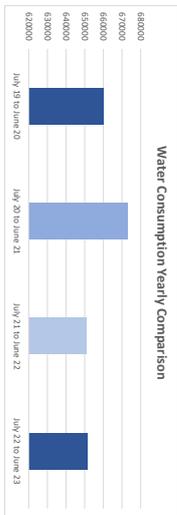
**Historical Comparison by Year**

2019/20	5	1,437,098
2020/21	5	628,928
2021/22		825,408.91
2022/23		1,848,638
2023/24		713,700.97

All water consumption started being billed from July, 2021.

**Water Consumption Comparison**

Year	Total Cons	\$ billed
July 18 to June 19	6602,49	\$ 226,536
July 19 to June 20	6731,60	\$ 384,477
July 20 to June 21	6506,86	\$ 507,595
July 21 to June 22	6512,62	\$ 662,887



## **BUSINESS PAPERS**

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### **9.2 2023/2024 OPERATIONAL PLAN 2ND QUARTER REVIEW (DECEMBER 2023)**

**Attachments:** 9.2.1. Operational Plan 2nd Quarter Review [↓](#)

**Author:** Julianne Meier - Director Corporate Services

**Date:** 9 January 2024

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**Key Outcome:** A well governed, responsive Council, providing effective leadership and management, and respecting community values

**Key Strategy:** Maintain a focus on integrity, Accountability and Transparency in all that we do

---

#### **Executive Summary:**

The *Local Government Regulation 2012* requires that a local government must for each financial year prepare and by resolution adopt an Annual Operational Plan. A report on the Operational Plan is to be prepared and presented to the Council on a regular basis outlining the progress towards implementing the key initiatives therein.

#### **RECOMMENDATION:**

That Council notes the second quarter review of the 2023 – 2024 Operational Plan to the 31<sup>st</sup> December 2023.

#### **Background:**

The Annual Operational Plan 2023/2024 was adopted at the Special Budget meeting held on the 22<sup>nd</sup> June 2023. The Operational Plan is an annual document which outlines activities and actions Council will undertake for the financial year.

Section 174 of the *Local Government Regulation 2012* states:

- (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.*

The attached report shows the progress towards implementing the Annual Operational Plan for 2023/2024 for the second quarter.

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## **BUSINESS PAPERS**

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**Consultation (Internal/External):**

- Chief Executive Officer
- Executive Leadership Team

**Legal Implications:**

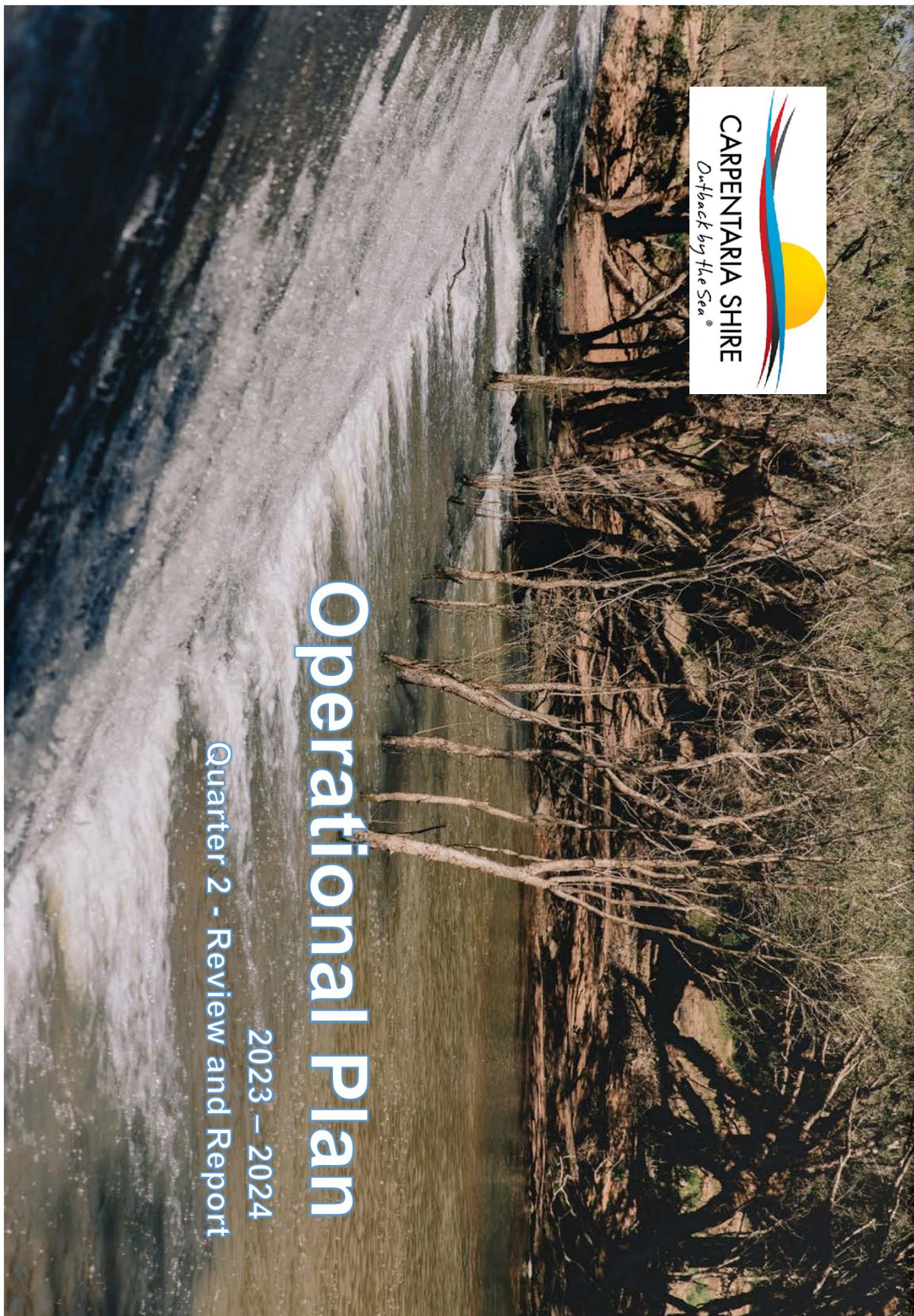
- *Local Government Act 2009*
- *Local Government Regulation 2012*

**Financial and Resource Implications:**

- The Operational Plan identifies the annual objectives as defined in Council's Corporate Plan

**Risk Management Implications:**

- Risks are within normal operational parameters.



# Operational Plan

2023 - 2024

Quarter 2 - Review and Report

Operational Plan 2023-2024

# 1 Carpentaria Community

Corporate Outcomes		2023-2024 Key Initiative	
1.1 A safe, healthy, and equitable community that celebrates diversity and enjoys a quality lifestyle.	1.2.1	Implementation of the Youth Strategy recommendations.	
	1.3.2	Load all standard leases into the Monitor Computer System and monitor the use in accordance with Agreements.	
	1.4.2	Implementation of the outstanding actions from the review of the 2010 Carpentaria Sport and Recreation Plan	
	1.5.1	Seek funding to commence development of a Community Health and Wellbeing Plan for the Shire.	
	1.7.2	Undertake an annual review of the Local Disaster Management Plan	

Program	Service	Link	Key Initiative	Performance Measure	Budget	% Complete	Status Commentary	RO
Community and Cultural Development	Community Development	1.2.1	<ul style="list-style-type: none"> <li>Implementation of the Youth Strategy recommendations</li> </ul>	<ul style="list-style-type: none"> <li>Youth Strategy recommendation implemented</li> </ul>	In-house	0%	Some work is being undertaken as part of work of the Community Development Officers work with community.	DCDTRP
		1.3.2	<ul style="list-style-type: none"> <li>Load all standard leases into the Monitor Computer System and monitor the use in accordance with Agreements.</li> </ul>	<ul style="list-style-type: none"> <li>Draft leases are presented to Council for Adoption. Once adopted record in the system</li> </ul>	In-House	0%	When final agreements are endorsed by Council these will be loaded into system.	DCDTRP DCS
		1.4.2	<ul style="list-style-type: none"> <li>Implementation of the outstanding actions from the review of the 2010 Carpentaria Sport and Recreation Plan.</li> </ul>	<ul style="list-style-type: none"> <li>Actions implemented</li> </ul>	In-house	0%	Letters to be sent to each of the sporting and community organisations to ascertain if actions are still relevant	DCDTRP

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Adopted:  
Document accurate and up to date at time of printing

## Operational Plan 2023-2024

Program	Service	Link	Key Initiative	Performance Measure	Budget	% Complete	Status Commentary	RO
	Community Wellbeing	1.5.2	<ul style="list-style-type: none"> <li>Seek funding to commence development of a Community Health and Wellbeing Plan for the Shire.</li> </ul>	<ul style="list-style-type: none"> <li>Grant application successful</li> </ul>	Operational Budget	0%	Peak Services to monitor suitable grant opportunities as part of Management Service	DCDTRP
	Disaster Management	1.7.2	<ul style="list-style-type: none"> <li>Undertake an annual review of the Local Disaster Management Plan.</li> </ul>	<ul style="list-style-type: none"> <li>Undertake a desktop review of the plan with QFES</li> </ul>	Operational Budget	0%	This will be scheduled in the final quarter of the year following any seasonal rains. Likely to be undertaken in May 2024.	CEO

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Resolution Number:

Adopted:

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## Operational Plan 2023-2024

## 2 Carpentaria Environment

Corporate Outcomes		2023-2024 Key Initiative	
2.1 The region's environmental assets including natural areas and resources, open spaces, and agricultural land, are conserved and enhanced for future generations.		2.1.1 Implementation of funded initiatives identified in the Coastal Hazard Adaptation Strategy.	
		2.2.1 Prepare a map and Fact Sheet of the Flyaway Site Network Areas along the Gulf Coastline.	
		2.3.1 Commence discussions with Bynoe CACS regarding the former Bynoe Tours to the Mutton Hole Wetlands.	
		2.6.1 Implementation of the recommendations in the Regional Biosecurity Plan.	

Program	Service	Link	Key Initiative	Performance Measure	Budget	% Complete	Status Commentary	RO
Coastal Management	Foresore Protection	2.1.1	<ul style="list-style-type: none"> <li>Implementation of funded initiatives identified in the Coastal Hazard Adaptation Strategy.</li> </ul>	<ul style="list-style-type: none"> <li>Projects funded by others are completed on time and within budget</li> </ul>	Grant Funding	20%	PACP funding approved to undertake foreshore protection works. EOT has been applied for in relation to the PACP funding. Applications being prepared for additional works identified in the CHAS	CEO
		2.2.1	<ul style="list-style-type: none"> <li>Prepare a map and Fact Sheet of the Flyaway Site Network Areas along the Gulf Coastline.</li> </ul>	<ul style="list-style-type: none"> <li>Maps available for distribution and on website</li> </ul>	In-House	0%	Will commence these in the new calendar year	EO – GPC

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Operational Plan 2023-2024

Program	Service	Link	Key Initiative	Performance Measure	Budget	% Complete	Status Commentary	RO
Natural Resource Management	Resource Management	2.3.1	<ul style="list-style-type: none"> <li>Commence discussions with Bynoe CACS regarding the former Bynoe Tours to the Mutton Hole Wetlands.</li> </ul>	<ul style="list-style-type: none"> <li>Tours are re-commenced</li> </ul>	In-House	0%	Meeting to be scheduled with Bynoe CACS in the new calendar year.	CEO
	Pest Management Operations	2.1.2	<ul style="list-style-type: none"> <li>Implementation of the recommendations in the Regional Biosecurity Plan.</li> </ul>	<ul style="list-style-type: none"> <li>Works undertaken to address the recommendation</li> </ul>	Operational Budget	20%	Regional Biosecurity Plan was adopted by Council, December 23.	DCS

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### 3 Carpentaria Economy

Corporate Outcomes		2023-2024 Key Initiative	
3.1 A dynamic and diverse economy creating industry development and employment opportunities.	3.1.2	Incorporate the outstanding initiatives from the Community Plan 2012-2022 into the Economic Development Strategy.	
	3.1.3	Update and implement initiatives contained in the Economic Development Strategy.	
	3.2.2	Continued participation in the North West Minerals Provenance and other Council and State Government Departments.	
	3.3.2	Implementation of the initiatives in the Tourism Strategy	
	3.3.3	Commence discussions with the Traditional Owner groups within the Carpentaria Shire to introduce Cultural Tourism product into the visitor experience	
3.4.1	Development of Business Cases and Project Plans for the projects identified by Council from the MIPP2 Report		

Program	Service	Link	Key Initiative	Performance Measure	Budget	% Complete	Status Commentary	RO
Economic Development	Regional Economic Development	3.1.2	<ul style="list-style-type: none"> <li>Incorporate the outstanding initiatives from the Community Plan 2012-2022 into the Economic Development Strategy.</li> </ul>	<ul style="list-style-type: none"> <li>Outstanding actions from the Community Plan are incorporated into the ED Strategy.</li> </ul>	In-House	100%	The outstanding actions from the Community Plan have been captured and are included in the ED Strategy.	DCDTRP
		3.1.3	<ul style="list-style-type: none"> <li>Update and implement initiatives contained in the Economic Development Strategy.</li> </ul>	<ul style="list-style-type: none"> <li># of initiatives completed during the reporting period</li> </ul>	In-House	25%	Work is progressing on the outstanding items contained in the ED Strategy. Committee TOR have been completed and EOI called for Committee members.	DCDTRP

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## Operational Plan 2023-2024

Program	Service	Link	Key Initiative	Performance Measure	Budget	% Complete	Status Commentary	RO
		3.2.2	<ul style="list-style-type: none"> <li>Continued participation in the North West Minerals Province with other councils and state government.</li> </ul>	<ul style="list-style-type: none"> <li>Attendance at 90% of all meetings called and held in relation to the NWMVP</li> </ul>	Operational Budget	5%	Monitoring the opportunities to attend various Regional and local meetings	CEO DCDTRP
		3.3.2	<ul style="list-style-type: none"> <li>Implementation of the initiatives in the Tourism Strategy.</li> </ul>	<ul style="list-style-type: none"> <li># of initiatives completed</li> </ul>	In-House	5%	TOR and EOI called for committee.	DCDTRP
	Business Development	3.3.3	<ul style="list-style-type: none"> <li>Commence discussions with the Traditional Owner groups within the Carpentaria Shire to introduce Cultural Tourism product into the visitor experience.</li> </ul>	<ul style="list-style-type: none"> <li># of new initiatives realised and implemented as new tourism product</li> </ul>	In-House	0%	To be arranged in the new calendar year	CEO DCDTRP Barra Hatchery Manager
		3.1.3	<ul style="list-style-type: none"> <li>Development of Business Cases and Project Plans for the projects identified by Council from the MIPP2 Report</li> </ul>	<ul style="list-style-type: none"> <li>Business Cases and Project Plans are completed to assist in attracting funding for projects identified by Council.</li> </ul>	Operational Budget	5%	.	DOE ELT

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## 4 Carpentaria Governance

Corporate Outcomes		2023-2024 Key Initiative	
4.1 A well governed, responsive Council, providing effective leadership and management, and respecting community values.	4.1.2	Complete the Local Law Review of the relevant Local Laws.	
	4.1.3	Undertake a review of the Corporate and Operational Risk Registers and update where necessary.	
	4.3.2	Implementation of the transition plan for Enterprise Finance System.	
	4.4.1	Implementation of the individual asset class management plans.	
	4.5.1	Undertake a review of the most utilised forms and implement an online version for ease of access and completion by members of the public.	
	4.6.1	Implementation of the recommendations and actions contained in the Workforce Strategy and Workforce Plan.	
	4.7.1	Adoption and Implementation of the long-term financial management plan.	
	4.8.1	Regional representation on the NWQROC and WQAC.	

Program	Service	Link	Key Initiative	Performance Measure	Budget	% Complete	Status Commentary	RO
Corporate Governance	Financial Services	4.1.2	<ul style="list-style-type: none"> <li>Complete the Local Law Review of the relevant Local Laws.</li> </ul>	<ul style="list-style-type: none"> <li># of local laws identified for review and update</li> </ul>	Operational Budget	0%	To be undertaken in the new calendar year.	DCS
		4.1.3	<ul style="list-style-type: none"> <li>Undertake a review of the Corporate and Operational Risk Registers and update where necessary.</li> </ul>	<ul style="list-style-type: none"> <li>Registers are regularly used to identify and manage risks across the organisation.</li> </ul>	In-House	100%	Workshop to be arranged with ELT in 2 <sup>nd</sup> quarter.	DCS
		4.3.2	<ul style="list-style-type: none"> <li>Implementation of the transition plan for Enterprise Finance System.</li> </ul>	<ul style="list-style-type: none"> <li>Present business case to Council for consideration</li> </ul>	In-House	10%	Presentations have been provided to staff by software providers	DCS

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## Operational Plan 2023-2024

Program	Service	Link	Key Initiative	Performance Measure	Budget	% Complete	Status Commentary	RO
Engineering	Asset Management	4.4.1	<ul style="list-style-type: none"> <li>Implementation of individual asset class management plans.</li> </ul>	<ul style="list-style-type: none"> <li>Individual Plans presented to Council for adoption.</li> </ul>	Operational Budget	50%	Contractor engaged, to conduct site visit and prepare individual AMP's. AMP for Buildings, Water and Wastewater have been reviewed, other AMP's being finalised.	CEO DOE
Corporate Governance	Financial Services	4.5.1	<ul style="list-style-type: none"> <li>Undertake a review of the most utilised forms and implement an online version for ease of access and completion by members of the public.</li> </ul>	<ul style="list-style-type: none"> <li># of forms digitised and available to the public for utilisation</li> </ul>	In-House	0%	To be undertaken in the new calendar year.	CEO EO - GPC
Corporate Governance	Human Resources	4.6.1	<ul style="list-style-type: none"> <li>Implementation of the recommendations and actions contained in the Workforce Strategy and Workforce Plan.</li> </ul>	<ul style="list-style-type: none"> <li># of actions implemented and progressed</li> </ul>	Operational Budget	45%	Work has progressed on a number of the recommendations and actions identified in the Workforce Plan.	ELT
Corporate Governance	Financial Services	4.7.1	<ul style="list-style-type: none"> <li>Adoption and implementation of the long-term financial management plan.</li> </ul>	<ul style="list-style-type: none"> <li>Plan reviewed and presented for formal adoption</li> </ul>	In-House	%		DCS
Economic Development	Business Development	4.8.1	<ul style="list-style-type: none"> <li>Regional representation on the NWQROC and WQAC.</li> </ul>	<ul style="list-style-type: none"> <li>100% attendance at all NWQROC and WQAC meetings</li> </ul>	Operational Budget	50%	CEO, Mayor and Deputy Mayor attended ROC and WQAC meetings as scheduled	CEO

Document ID:

Resolution Number:

Adopted:

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*It's a great place to work,  
live and play*

Document ID:  
Resolution Number:  
Adopted:  
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## **BUSINESS PAPERS**

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### **9.3 INVOICE FRAUD POLICY**

<b>Attachments:</b>	9.3.1. Invoice Fraud Policy <a href="#">↓</a>
<b>Author:</b>	Julianne Meier - Director Corporate Services
<b>Date:</b>	7 December 2023

---

**Key Outcome:** A well governed, responsive Council, providing effective leadership and management, and respecting community values

**Key Strategy:** Develop systems that promote continuous improvement

---

#### **Executive Summary:**

The purpose of this report is for Council to consider the adoption of an Invoice Fraud Policy.

#### **RECOMMENDATION:**

That Council adopt the Invoice Fraud Policy.

#### **Background:**

This Policy complements the Cyber Security Policy and is a finance procedure that openly explains the processes to be followed when making changes to Council's supplier database. The Invoice Fraud Policy documents a process and is the minimum requirement to be followed when there is a change of bank details. The finance team are already following this procedure and have provided updates.

#### **Consultation (Internal/External):**

- Manager of Finance and Administration – Jade Nacario

#### **Legal Implications:**

- Local Government Regulation 2012
- ISO 27000s

#### **Financial and Resource Implications:**

- The Policy documents Council's verification process and is designed to prevent fraud. In the absence of a documented process, Council Officers could be tricked.

#### **Risk Management Implications:**

- Workplace Health and Safety Risk is assessed as low
- Financial Risk is assessed as low
- Public Perception and Reputation Risk is assessed as high



# Invoice Fraud Policy

## Policy Details

<b>Policy Category</b>	Council Policy
<b>Date Adopted</b>	17 <sup>th</sup> January 2023
<b>Resolution Number</b>	
<b>Approval Authority</b>	Council
<b>Effective Date</b>	17 <sup>th</sup> January 2023
<b>Policy Version Number</b>	1.0
<b>Policy Owner</b>	Director of Corporate Services

## Supporting documentation

<b>Legislation</b>	<ul style="list-style-type: none"><li>Local Government Regulation 2012</li></ul>
<b>Policies</b>	<ul style="list-style-type: none"><li>Cyber Security Policy</li></ul>
<b>Delegations</b>	<ul style="list-style-type: none"><li></li></ul>
<b>Forms</b>	<ul style="list-style-type: none"><li>Electronic verification; or</li><li>Bank Statement</li></ul>
<b>Supporting Documents</b>	<ul style="list-style-type: none"><li></li></ul>

## Version History:

Version	Adopted	Comment	eDRMS #
1.0		Council Resolution # - Initial Implementation	



## Contents

<b>THIS POLICY IS APPLICABLE TO .....</b>	<b>3</b>
<b>INVOICE FRAUD AND HOW IT WORKS .....</b>	<b>3</b>
<b>PROCEDURES TO PROTECT COUNCIL .....</b>	<b>3</b>
1. <b>VERIFY NEW DETAILS.....</b>	<b>3</b>
2. <b>VERIFY CHANGES.....</b>	<b>3</b>
3. <b>CROSS REFERENCE MATCH .....</b>	<b>4</b>
4. <b>BE VIGILANT FOR IRREGULARITIES.....</b>	<b>4</b>
5. <b>PERMISSIONS OF LEAST PRIVILEGE .....</b>	<b>4</b>
<b>WHAT TO DO IF YOU BECOME AWARE OF FRAUD.....</b>	<b>5</b>



## **This policy is applicable to**

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All executives, accounts payable employees and contractors of Carpentaria Shire Council.

## **Invoice fraud and how it works**

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Invoice redirection fraud is as simple as it is dangerous. A scammer will pose as a legitimate supplier and then request payment to a bank account they control. In order to make the invoice look legitimate, the scammer may have hacked your or your supplier's computer systems. The invoice may even come from a supplier's email address (if that's been hacked) or more likely from some subtle variation of it. Often, you won't know there's a problem until your supplier starts chasing you for the payment they haven't received.

Council needs to be extra vigilant to avoid:

- accidentally paying a fraudulent invoice, or
- being impersonated to their clients/customers and having their clients paying the fraudster instead of them.

Invoice fraud is a financial scam where someone steals, or attempts to steal, money from the Council. This can be done by someone external to our business like a scammer, or it could be a malicious employee with knowledge of our business operations.

The main objective of the scammer is to steal money by:

- tricking our accounts payable staff to change the bank account details of one of our existing suppliers to the details of a bank account they control, or
- tricking our accounts payable staff to pay a 'fake' creditor's invoice to a bank account they control.

## **Procedures to protect Council**

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The following procedures have been implemented to equip our employees to protect the council from invoice fraud. These procedures **MUST** be adhered to at all times without variation despite what pressure tactics may be applied to employees to take actions that will lead to financial loss.

### **1. Verify new details**

If Eftsure is used to onboard new creditors, the system will independently verify business and account details.

When adding a new creditors' company details manually, specifically their bank account details, always verify the details with a known employee of the creditor.

**NEVER** use the communication instructions on a suspected fake invoice or the accompanying email or letter. **CALL**, not email, the new creditor using a phone number we have verified or a phone number we have used for them previously.

### **2. Verify changes**

If using Eftsure, no business or account detail changes are accepted via email, phone or in person.



If the changes will be made manually, when a request is made to change or update a creditor's bank account details, ALWAYS verify that:

- 1) the request to change or update the bank account details was actually requested by the creditor, and if so
- 2) the new bank account details are correct, with a known employee of the creditor, and
- 3) request a copy of the supplier bank statement showing the bank account details, account name, bsb and account number.

When verifying this information with the creditor, NEVER use the communication instructions provided on the invoice, email, or letter that requested the bank account details to be changed or updated. Look for verification of the bank details, that does not involve the party requesting the change of details.

CALL, not email, the new creditor using a phone number we have verified or a phone number we have used for them previously.

Other ways of verifying if you do not know an employee are to visit the website of the business for contact details, or if a large payment contact procurement and review contract details where the tender was submitted.

All manual verification must be double-checked by the direct supervisor (Senior Finance Officer, Manager of Finance and Admin)

### **3. Cross reference match**

If using Eftsure, before processing a creditor pay run, the ABA file is uploaded in Eftsure to verify the account details from our synergy records. Any red flags are investigated before proceeding with payment and uploading the ABA file in Westpac.

If a manual process is used, all invoices must be cross reference matched to an approved purchase order before ANY payment is made. If the invoice cannot be cross reference matched, refer the matter immediately to your direct supervisor for further investigation and guidance.

### **4. Be vigilant for irregularities**

The accounts team, when receiving requests to change bank details, are trained to look out for:

- slightly changed email addresses
- altered invoices, especially those with graphics of inferior quality
- different or mismatched fonts in the body of the email and invoice
- unusual or lower quality English in emails or on invoices.

### **5. Permissions of least privilege**

Finance will limit the number of people with permission to change supplier bank details, and employees will have permissions of least privilege, so will only have access to what they need to perform their duties.



## What to do if you become aware of fraud

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Should you become aware of or have a suspicion about any activity that may lead to fraud please refer it immediately to your Manager or Director.

Adopted by Council on "Date" by Resolution "Number".

**Mark Crawley**  
**Chief Executive Officer**

## **BUSINESS PAPERS**

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### **9.4 CYBER SECURITY POLICY**

<b>Attachments:</b>	9.4.1. Cyber Security Policy <a href="#">↓</a>
<b>Author:</b>	Julianne Meier - Director Corporate Services
<b>Date:</b>	10 January 2024
<b>Key Outcome:</b>	A well governed, responsive Council, providing effective leadership and management, and respecting community values
<b>Key Strategy:</b>	Develop systems that promote continuous improvement

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#### **Executive Summary:**

The purpose of this report is for Council to consider the adoption of a Cyber Security Policy.

#### **RECOMMENDATION:**

That Council adopt the Cyber Security Policy as presented.

#### **Background:**

Council is responsible for a significant amount of information. To ensure trust and deliver business value it is critical that this information is protected appropriately.

This policy seeks to ensure a consistent approach to the implementation for information security to maintain confidentiality, integrity and availability.

A considerable amount of consultation has been conducted between knowledgeable Council officers and Council's managed services provider RMT and external consultant Cybermetrix to ensure the policy is realistic and achievable.

This Policy is expected to be reviewed annually, as changes are made to the broad range of matters it covers.

This Policy is a new policy and has become essential to guide Council's staff and managed service provider. The risk of a cyber breach is not remote, and Council must continue to ensure its information is protected as well as it can be.

#### **Consultation (Internal/External):**

- Chief Executive Officer – Mark Crawley
- Roberts and Morrow Technologies – Managed Service Provider
- Cybermetrix – Consultant
- Manager of Water and Waste – Natasha Glaskin
- Asset Manager – Tom Loadsman
- Relevant Managers and Staff

#### **Legal Implications:**

- *Local Government Regulation 2012*
- *ISO 27000 standards*

## **BUSINESS PAPERS**

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**Financial and Resource Implications:**

- Not applicable

**Risk Management Implications:**

- Workplace Health and Safety Risk is assessed as low
- Financial Risk is assessed as low
- Public Perception and Reputation Risk is assessed as high



# Cyber Security Policy

## Policy Details

<b>Policy Category</b>	Council Policy
<b>Date Adopted</b>	12 <sup>th</sup> December 2023
<b>Resolution Number</b>	
<b>Approval Authority</b>	Council
<b>Effective Date</b>	12 <sup>th</sup> December 2023
<b>Policy Version Number</b>	1.0
<b>Policy Owner</b>	Director of Corporate Services

## Supporting documentation

<b>Legislation</b>	<ul style="list-style-type: none"><li>•</li></ul>
<b>Policies</b>	<ul style="list-style-type: none"><li>• Invoice Fraud Policy</li><li>• Code of Conduct</li><li>• The People Management Framework</li></ul>
<b>Delegations</b>	<ul style="list-style-type: none"><li>•</li></ul>
<b>Forms</b>	<ul style="list-style-type: none"><li>•</li></ul>
<b>Supporting Documents</b>	<ul style="list-style-type: none"><li>•</li></ul>

## Version History:

<b>Version</b>	<b>Adopted</b>	<b>Comment</b>	<b>eDRMS #</b>
1.0		Council Resolution # - Initial Implementation	

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## **1. Overview**

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Cyber-crime represents a very real and significant threat to Carpentaria Shire Council, herein referred to as “the Council”. In most cases, the attacks and threats will be targeted at the people who work with or for our company. For this reason, a detailed Cyber Security Policy that outlines the responsibilities and expectations of the Council’s employees and contractors is essential to ensuring we can protect the Council and its assets.

## **2. Purpose**

---

The Council’s Cyber Security Policy provides the general framework, policies, standards and guidelines required to protect the Council, its digital assets (systems and data), and sensitive information from loss, theft, alteration, disruption or destruction as a result of a cyber related incident.

The Council’s Cyber Security Policy is designed to be a ‘living’ document. It should be regularly updated to reflect the constantly evolving threats and risks the Council faces. It should also be updated when failures or improvements are identified when responding to real world incidents or when general improvements in process, awareness or understanding are identified.



### 3. Scope

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The Council's Cyber Security Policy is applicable to all stakeholders, executives, employees, and contractors of the Council and any other third parties that has custody or access to the Council's digital assets (technology) and sensitive information.

Digital assets include all digital data and digital systems. Some examples include:

- ALL data stored in a digital format
- Technology based production equipment
- Desktop workstations
- Laptop computers
- Tablets
- Smartphones
- Point of Sale (POS) terminals
- Servers
- Removable media and hard drives
- Smart TV's and other smart devices
- CCTV and surveillance systems
- Networking equipment such as routers, firewalls and switches

Examples of sensitive information include:

- Any document marked CONFIDENTIAL, SENSATIVE, or PRIVATE
- All Personally Identifiable Information (PII)
- Information deemed sensitive by Australia's Mandatory Breach Notification Laws
- Any lists containing people's names
- Client or customer lists
- Employee lists
- Financial and account information
- Supplier invoices
- Credit card information
- Contracts
- Research information and data

## **4. Acceptable Use of Technology Policy**

---

The intentions of the Acceptable Use Policy are not to impose restrictions that are contrary to the Council's established culture of openness, trust and integrity, but rather protect the Council's employees, partners, clients, customers and the Council from illegal or damaging actions by individuals, either knowingly or unknowingly.

Internet/Intranet/Extranet-related systems, including but not limited to computer equipment, software, operating systems, storage media, network accounts providing electronic mail, Internet browsing, and FTP, are the property of the Council. These systems are to be used for business purposes in serving the interests of the Council, and of our clients and customers in the course of normal operations.

Effective security is a team effort involving the participation and support of every company employee, contractor and third party who deals with company information and/or information systems. It is the responsibility of every computer user to know these guidelines, and to conduct their activities accordingly.

### **4.1 Purpose**

The purpose of this policy is to outline the acceptable use of computer equipment at the Council. These rules are in place to protect the employee and the Council. Inappropriate use exposes the Council to risks including virus attacks, compromise of network systems and services, and legal issues.

### **4.2 Scope**

This policy applies to the use of information, electronic and computing devices, and network resources used to conduct the Council business or to interact with internal networks and business systems, whether owned or leased by the Council, the employee, contractor, or a third party. All employees, contractors, consultants, temporary, and other workers at the Council and its subsidiaries are responsible for exercising good judgment regarding appropriate use of information, electronic devices, and network resources in accordance with the Council policies and standards, and local laws and regulation. Any exceptions to this policy must be approved in writing by the Chief Information Security Officer.

This policy applies to employees, contractors, consultants, temporaries, and other workers at the Council, including all personnel affiliated with third parties. This policy applies to all equipment that is owned or leased by the Council.

### **4.3 General Use and Ownership**

- 4.3.1 The Council's proprietary information stored on electronic and computing devices whether owned or leased by the Council, the employee or a third party, remains the sole property of the Council. You must ensure through legal or technical means that confidential and proprietary information is kept both private and secure.
- 4.3.2 You have a responsibility to promptly report the theft, loss or unauthorised disclosure of the Council's confidential and proprietary information to the Incident Response Team.
- 4.3.3 You may access, use or share the Council's confidential and proprietary information only to the extent it is authorised and necessary to fulfil your assigned job duties.
- 4.3.4 For security and network maintenance purposes, authorised individuals within or engaged by the Council may monitor equipment, systems and network traffic at any time, per the Employee Internet Use Monitoring and Filtering Policy.



- 4.3.5 The Council reserves the right to audit networks and systems on a periodic basis to ensure compliance with this policy.

#### 4.4 Security and Proprietary Information

- 4.4.1 All mobile and computing devices that connect to the corporate network must be secured by a password or passcode.
- 4.4.2 All devices within the SCADA and Telemetry environment should be secured by a password or passcode. These passwords can be shared with authorised SCADA team members to comply with technical requirements where needed. Remote access user accounts to SCADA systems must be unique for the individual user.
- 4.4.3 System level and user level passwords must comply with the Password Policy. Providing passwords or access to another individual, either deliberately or through failure to secure its access, is prohibited.
- 4.4.4 All computing devices must automatically activate a password protected lock (eg. screen saver or screen lock requiring a password to open) if the device is inactive for 10 minutes or more. You must lock the screen or log off when the device is unattended.
- 4.4.5 Employees should only use Council email account for business purposes only.
- 4.4.6 Employees must use extreme caution when opening e-mail attachments received from unknown senders, which may contain malware.

#### 4.5 Unacceptable Use

The following activities are, in general, prohibited. Employees and contractors may be exempted from these restrictions during the course of their legitimate job responsibilities (eg. Systems administration staff may have a need to disable the network access of a host if that host is disrupting production services).

Under no circumstances is an employee or contractor of the Council authorised to engage in any activity that is illegal under local, state, federal or international law while utilising company owned or leased resources.

The lists below are by no means exhaustive, but attempt to provide a framework for activities which fall into the category of unacceptable use.

##### 4.5.1 System and Network Activities

The following activities are strictly prohibited, with no exceptions:

- (a) Violations of the rights of any person or company protected by copyright, trade secret, patent or other intellectual property, or similar laws or regulations, including, but not limited to, the installation or distribution of "pirated" or other software products that are not appropriately licensed for use by the Council.
- (b) Unauthorised copying of copyrighted material including, but not limited to, digitisation and distribution of photographs from magazines, books or other copyrighted sources, copyrighted music, and the installation of any copyrighted software for which the Council or the end user does not have an active license is strictly prohibited.
- (c) Accessing data, a server, systems or an account for any purpose other than conducting the Council business, even if you have authorised access, is prohibited.
- (d) Exporting software, technical information, encryption software or technology, in violation of international or regional export control laws, is illegal. The appropriate management should be consulted prior to export of any material that is in question.

- (e) Introduction of malicious programs into the network or server (eg. viruses, worms, Trojan horses, e-mail bombs, etc).
- (f) Subject to 4.4.2 revealing your account password to others or allowing use of your account by others. This includes family and other household members when work is being done at home.
- (g) Using a company computing asset to actively engage in procuring or transmitting material that is in violation of sexual harassment or hostile workplace laws in the user's local jurisdiction.
- (h) Making fraudulent offers of products, items, or services originating from any company account.
- (i) Making statements about warranty, expressly or implied, unless it is a part of normal job duties.
- (j) Effecting security breaches or disruptions of network communication. Security breaches include, but are not limited to, accessing data of which the employee is not an intended recipient or logging into a server or account that the employee is not expressly authorised to access, unless these duties are within the scope of regular duties. For purposes of this section, "disruption" includes, but is not limited to, network sniffing, pinged floods, packet spoofing, denial of service, and forged routing information for malicious purposes.
- (k) Port scanning or security scanning is expressly prohibited unless prior notification to IT officer is made and written approval received.
- (l) Executing any form of network monitoring which will intercept data not intended for the employee's host, unless this activity is a part of the employee's normal job/duty.
- (m) Circumventing user authentication or security of any host, network or account.
- (n) Interfering with or denying service to any user other than the employee's host (for example, denial of service attack).
- (o) Using any program/script/command, or sending messages of any kind, with the intent to interfere with, or disable, a user's terminal session, via any means, locally or via the Internet/Intranet/Extranet.
- (p) Providing information about, or lists of, company employees to parties outside the Council unless required for Council-related duties.

#### 4.5.2 Email and Communication Activities

When using company resources to access and use the Internet, users must realise they represent the Council. Whenever employees state an affiliation to the Council, they must also clearly indicate that "the opinions expressed are my own and not necessarily those of the Council.

Email accounts should only be used for business purposes. This excludes:

- (a) Sending unsolicited email messages, including the sending of "junk mail" or other advertising material to individuals who did not specifically request such material (email spam).
- (b) Any form of harassment via email, telephone or paging, whether through language, frequency, or size of messages.
- (c) Unauthorised use, or forging, of email header information.
- (d) Solicitation of email for any other email address, other than that of the poster's account, with the intent to harass or to collect replies.
- (e) Creating or forwarding "chain letters", "Ponzi" or other "pyramid" schemes of any type.
- (f) Use of unsolicited email originating from within the Council's networks of other Internet/Intranet/Extranet service providers on behalf of, or to advertise, any service hosted by the Council or connected via the Council's network.



- (g) Posting the same or similar non-business-related messages to large numbers of Usenet newsgroups (newsgroup spam).

#### 4.5.3 Blogging and Social Media

The following blogging and social media activities are strictly prohibited:

- (a) Blogging and/or posting to social media by employees, using the Council's property and systems is prohibited, unless the employee is authorised to do so as part of their role. Blogging and/or posting to social media by employees, using personal computer systems, is subject to the terms and restrictions set forth in this Policy.
- (b) Employees are prohibited from revealing any confidential or proprietary information, trade secrets or any other material when engaged in blogging or posting to social media.
- (c) Employees shall not engage in any blogging or social media posting that may harm or tarnish the image, reputation and/or goodwill of the Council and/or any of its employees. Employees are also prohibited from making any discriminatory, disparaging, defamatory or harassing comments when blogging, posting to social media, or otherwise engaging in any conduct prohibited by the Council's Non-Discrimination and Anti-Harassment policy if applicable.
- (d) Employees may also not attribute personal statements, opinions or beliefs to the Council when engaged in blogging or posting to social media. If an employee is expressing his or her beliefs and/or opinions in blogs or social media posts, the employee may not, expressly or implicitly, represent themselves as an employee or representative of the Council. Employees assume any and all risk associated with blogging and posting to social media.
- (e) Apart from following all laws pertaining to the handling and disclosure of copyrighted or export controlled materials, the Council's trademarks, logos and any other intellectual property may also not be used in connection with any blogging or social media posting activity. For further guidance on the use of social media refer to Council's Social Media Policy.

## 5. Password Construction Guidelines

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Passwords are a critical component of information security. Passwords serve to protect user accounts; however, a poorly constructed password may result in the compromise of individual systems, data, or the network.

This guideline provides best practices for creating secure passwords and applies to employees, contractors, consultants, temporary and other workers, including all personnel affiliated with third parties. This guideline applies to all passwords including but not limited to user-level accounts, system-level accounts, web accounts, e-mail accounts, screen saver protection, voicemail, and local router logins.

Strong passwords should be long and complex, ideally with a minimum of 14 characters, which should include a mix of numbers and special characters. The use of passphrases, passwords made up of multiple words is good practice. Examples include *"It's time for vacation"* or *"block-curious-sunny-leaves"*. Passphrases are both easy to remember and type, yet meet the strength requirements. Poor, or weak, passwords have the following characteristics:

- Contain eight characters or less.
- Contain personal information such as birthdates, addresses, phone numbers, or names of family members, pets, friends, and fantasy characters.
- Contain number patterns such as aaabbb, qwerty, zyxwvuts, or 123321.
- Are some version of "Welcome123" "Password123" "Changeme123"

In addition, every work account should have a different, unique password. To help support users maintain multiple passwords, use 'password manager' software that is authorised and provided by the Council.

Whenever possible, enable the use of multi-factor authentication.



## 6. Authentication Policy

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Strong credential management and authentication is a critical component of information security. A poorly chosen password may result in unauthorised access and/or exploitation of our resources. All staff, including contractors and vendors with access to company systems, are responsible for taking the appropriate steps, as outlined below, to select and secure their passwords.

The scope of this policy includes all personnel who have or are responsible for an account (or any form of access that supports or requires a password) on any system that resides at any company facility, has access to the Council network, or stores any non-public company information.

### 6.1 Password Creation

- 6.1.1 All user-level and system-level passwords must conform to '5. Password Construction Guidelines'.
- 6.1.2 Users must use a separate, unique password for each of their work related accounts. Users may not use any work related passwords for their own, personal accounts.
- 6.1.2 User accounts that have system-level privileges granted through group memberships or programs must have a unique password from all other accounts held by that user to access system-level privileges. In addition, it is highly recommended that some form of multi-factor authentication is used for any privileged accounts.

### 6.2 Password Policy

- 6.2.1 Subject to 4.4.2 passwords must not be shared with anyone, including supervisors and co-workers. All passwords are to be treated as sensitive, confidential company information. Exclusion for local PC SCADA user accounts is excepted.
- 6.2.2 Passwords must not be inserted into email messages, or other forms of electronic communication, nor revealed over the phone to anyone.
- 6.2.3 Passwords may be stored only in "password managers" authorised by the Council.
- 6.2.4 Do not use the "Remember Password" feature of applications (for example, web browsers) unless the computer or device is secured by your password.
- 6.2.5 Any user suspecting that his/her password may have been compromised must report the incident to the Incident Response Team, which includes the ICT Support Officer (contact Ali Hassan - [ali.hassan@carpentaria.qld](mailto:ali.hassan@carpentaria.qld) or 07 4745 2202). Further guidance and contact information is provided in the Incident Response Plan.

### 6.3 Multi-Factor Authentication

- 6.3.1 Multi-factor authentication must be enabled on all cloud based accounts with administrator privileges.
- 6.3.2 Multi-factor authentication should be required for all remote access connections to the corporate network.
- 6.3.3 Whenever available, multi-factor authentication must be enabled on all email and cloud services accounts. Exceptions are permitted when connecting from a Trusted Location, such as the council network.

- 6.3.4 Multi-factor authentication should be implemented for accounts with remote access to SCADA or Telemetry systems.
- 6.3.5 Wherever possible, the multi-factor authentication methods used should be U2F or authenticator apps for authentication and should avoid the use of SMS and email for delivery of one time passcodes, where possible. There is a current exception for some SCADA systems with SMS and or certificate based 2FA only possible.



## **7. Clean Desktop Policy**

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Maintaining a clean desk is an important practice that ensures all sensitive/confidential materials are removed from an end user workspace and locked away when the items are not in use or an employee leaves his/her workstation. It is one of the top strategies to utilise when trying to reduce the risk of security breaches within the workplace.

The purpose of this policy is to establish the minimum requirements for maintaining a “clean desk” – where sensitive/critical information about our employees, our intellectual property, our customers and our vendors is secure in locked areas and out of site.

This policy applies to all employees and contractors either working on premise or remotely when performing work related activities for the Council.

### **7.1 Clean Desktop Policy requirements**

- 7.1.1 Employees and contractors are required to ensure that all sensitive/confidential information in hardcopy is secure in their work area at the end of the day and when they are expected to be gone for an extended period.
- 7.1.2 Computer workstations and laptops must be locked when workspace is unoccupied.
- 7.1.3 Any Restricted, Confidential or Sensitive information must be removed from the desk and locked in a drawer when the desk is unoccupied and at the end of the work day.
- 7.1.4 File cabinets containing Restricted, Confidential or Sensitive information must be kept closed and locked when not in use or when not attended.
- 7.1.5 Keys used for access to Restricted, Confidential or Sensitive information must not be left at an unattended desk.
- 7.1.6 Laptops and devices not in use must be either locked with a locking cable or locked away in a drawer / cabinet when not in use.
- 7.1.7 Passwords may not be left on sticky notes posted on or under a computer, nor may they be left written down in an accessible location.
- 7.1.8 Printouts containing Restricted, Confidential or Sensitive information should be immediately removed from the printer.
- 7.1.9 Upon disposal Restricted, Confidential and/or Sensitive documents should be shredded or placed in the locked confidential disposal bins if available.
- 7.1.10 Whiteboards containing Restricted, Confidential and/or Sensitive information should be erased.
- 7.1.11 Authorised devices that form part of SCADA or Telemetry systems should be marked with unique anti-tamper stickers/devices.

## **8. Employee Internet Use Monitoring and Filtering Policy**

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The purpose of this policy is to define standards for systems that monitor and limit web use from any host within the Council's network. This policy is designed to ensure employees use the Internet in a safe and responsible manner, and ensure that employee web use can be monitored or researched during an incident.

This policy applies to all company employees, contractors, vendors and agents with a company-owned or personally-owned computer or workstation connected to the Council network.

This policy applies to all end user initiated communications between the Council's network and the Internet, including web browsing, email, instant messaging, file transfer, file sharing, and other standard and proprietary protocols. Server to Server communications, such as SMTP traffic, backups, automated data transfers or database communications are excluded from this policy.

### **8.1 Web Site Monitoring**

The IT department or an approved external IT provider shall monitor Internet use from all computers and devices connected to the corporate network. For all traffic the monitoring system must record the source IP Address, the date, the time, the protocol, and the destination site or server. Where possible, the system should record the User ID of the person or account initiating the traffic. Internet Use records must be preserved for 180 days.

### **8.2 Access to Web Site Monitoring Reports**

General trending and activity reports will be made available to senior management or the Incident Response Team as needed upon request to the IT department or external IT provider. Senior management or the Incident Response Team may access all reports and data if necessary to respond to a security incident. Internet Use reports that identify specific users, sites, teams, or devices will only be made available to associates outside the senior management or the Incident Response Team upon written or email request to the IT department or external IT provider from a Human Resources Representative that has been approved by senior management.

### **8.3 Internet Use Filtering System**

The IT department or external IT provider shall block access to Internet websites and protocols that are deemed inappropriate for the Council's corporate environment. The following protocols and categories of websites should be blocked:

- Adult/Sexually Explicit Material
- Advertisements & Pop-Ups
- Chat and Instant Messaging
- Gambling
- Hacking
- Illegal Drugs
- Intimate Apparel and Swimwear
- Peer to Peer File Sharing
- Personals and Dating
- Social Network Services
- SPAM, Phishing and Fraud
- Spyware
- Tasteless and Offensive Content
- Violence, Intolerance and Hate
- Web Based Email



#### 8.4 Internet Use Filtering Rule Changes

The IT department or external IT provider shall periodically review and recommend changes to web and protocol filtering rules. Human Resources shall review these recommendations and decide if any changes are to be made. Changes to web and protocol filtering rules will be recorded in the Internet Use Monitoring and Filtering Policy.

#### 8.5 Internet Use Filtering Exceptions

If a site is mis-categorised, employees may request the site be un-blocked by submitting a ticket to the IT department or external IT provider's help desk. An IT department employee or external IT provider will review the request and un-block the site if it is mis-categorised.

Employees may access blocked sites with permission if appropriate and necessary for business purposes. If an employee needs access to a site that is blocked and appropriately categorised, they must submit a request to their Human Resources representative. HR will present all approved exception requests to the IT department or external IT provider in writing or by email. The IT department or external IT provider will unblock that site or category for that associate only. The IT department or external IT provider will track approved exceptions and report on them upon request.

## 9. Email Policy

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Electronic email is the primary communication and awareness method in use within the Council. Misuse of email can post many legal, privacy and security risks, thus it's important for users to understand the appropriate use of electronic communications.

The purpose of this email policy is to ensure the proper use of the Council email system and make users aware of what the Council deems as acceptable and unacceptable use of its email system. This policy outlines the minimum requirements for use of email within the Council Network.

This policy covers appropriate use of any email sent from a company email address and applies to all employees, contractors, vendors, agents and third parties operating on behalf of the Council.

### 9.1 Email Policy Requirements

- 9.1.1 All use of email must be consistent with company policies and procedures of ethical conduct, safety, compliance with applicable laws and proper business practices.
- 9.1.2 Council email accounts should only be used for company business-related purposes. Personal use and Non-company related commercial uses are prohibited.
- 9.1.3 Email should be retained only if it qualifies as a company record i.e. if there exists a legitimate and ongoing business reason to preserve the information contained in the email.
- 9.1.4 Email that is identified as a company record shall be retained according to the Council's Record Retention Schedule if applicable.
- 9.1.5 The Council email system shall not be used for the creation or distribution of any disruptive or offensive messages, including offensive comments about race, gender, hair colour, disabilities, age, sexual orientation, pornography, religious beliefs and practice, political beliefs, or national origin. Employees who receive any emails with this content from any company employee should report the matter to their supervisor immediately.
- 9.1.6 Users are prohibited from automatically forwarding company email to a third party email system (noted in 9.1.8 below). Individual messages which are forwarded by the user must not contain company restricted, confidential or sensitive information.
- 9.1.7 Users are prohibited from using third-party email systems and storage servers such as Google, Yahoo, and MSN Hotmail etc. to conduct company business, to create or memorialise any binding transactions, or to store or retain email on behalf of the Council. Such communications and transactions should be conducted through proper channels using company-approved documentation. Personal usage of these systems is not prohibited as long as company business is not conducted using these systems.
- 9.1.8 Company employees shall have no expectation of privacy in anything they store, send or receive on the Council's email system.
- 9.1.9 The Council may monitor messages without prior notice. The Council is not obliged to monitor email messages.



## 10. Social Media Policy and Guidelines

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Social media and networking is increasingly becoming a standard component of work and personal life. While companies are increasingly embracing social media technologies as a way of promoting products and services and improving employee retention, the potential for confidential data leakage or employee abuse is ever present.

The purpose of this policy and accompanying guidelines is to outline to all employees, contractors and other individuals performing work for the Council, acceptable use of social media networking applications both on the job and in personal usage situations.

### 10.1 Speaking on Behalf of the Council

Some employees and individuals performing work on behalf of the Council will, by the nature of their position, be knowledgeable about certain aspects of the Council and may be authorised to speak on the behalf of the Council.

- 10.1.1 You must not speak on behalf of the Council unless you are authoritative on the subject and have been authorised, in writing, to speak on behalf of the Council by your manager or responsible company executive.
- 10.1.2 You must not share information that is confidential or proprietary. Only public available information or information which you have been authorised to share may be disseminated.
- 10.1.3 Be transparent. Clearly identify yourself, that you work for the Council, and what your role is.
- 10.1.4 Be professional. This includes being honest, respectful and factual at all times.
- 10.1.5 Do not refer to the products or services of vendors, clients, customers or partners without obtaining their consent.
- 10.1.6 Do not use content, images or any other form of copyrighted material without the appropriate permission and credit referencing.

### 10.2 Personal Use of Social Media Activities

It is understood that some employees and individuals performing work on behalf of the Council will be active on social media.

- 10.2.1 If you are discussing products or services provided by the Council, then you must identify yourself as an employee and make it clear that the views are yours and do not represent the views of the Council.
- 10.2.2 You must not speak disparagingly about the Council, its employees or officers, or any product or service provided by the Council.
- 10.2.3 You may not sell or endorse any product or service which would compete with products or services sold by the Council.
- 10.2.4 No personal views should be presented when representing the Council.

## **11. Removable Media Policy**

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Removable media is a well-known source of malware infections and has been directly tied to the loss of sensitive information. The purpose of this policy is to minimise the risk of loss or exposure of sensitive information maintained by the Council and to reduce the risk of acquiring malware infections on computers operated by the Council.

This policy applies to all the Council employees and contractors, and all computers and servers operating in the Council.

Company staff may only use the Council's removable media in their work computers. The Council's removable media may not be connected to or used in computers that are not owned or leased by the Council without explicit permission from the Council's IT department, Incident Response Team or external IT provider.

Ideally, contractors should not be using removable devices, except Council's removable media, when using Council equipment. USB scanners can be used if need be. Otherwise, contractors should email or share relevant files with Council staff.

Sensitive information should be stored on removable media only when required in the performance of your assigned duties or when providing information required by other state or federal agencies. When sensitive information is stored on removable media, it should be stored in an encrypted state.

Exceptions to this policy may be requested on a case-by-case basis by the Council -exception procedures.



## 12. Remote Access Policy

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Remote access to the Council's corporate network is essential to maintain access and productivity, but in many cases this remote access originates from networks that may already be compromised or are at a significantly lower security posture than our corporate network. While these remote networks are beyond the control of the Council, we must mitigate these external risks to the best of our ability.

The purpose of this policy is to define rules and requirements for connecting to the Council's network from any host. These rules and requirements are designed to minimize the potential exposure to the Council from damage which may result from unauthorised use of the Council's resources. Such damage includes the loss of sensitive or confidential data, intellectual property, damage to public image, damage to critical company internal systems, and fines or other financial liabilities incurred as a result of those losses.

This policy applies to all company employees or contractors with a company-owned or personally-owned computer or workstation used to connect to the Council's network. This policy applies to remote access connections used to do work on behalf of the Council, including reading or sending email, operating production systems, and viewing intranet web resources. This policy covers any and all technical implementations of remote access used to connect to the Council's networks.

### 12.1 Remote Access Policy Requirements

It is the responsibility of company employees, contractors, vendors, agents and third parties with remote access privileges to the Council's corporate network to ensure that their remote access connection is given the same consideration as the user's on-site connection to the Council.

General access to the Internet through the Council network is strictly limited to company employees and contractors (hereafter referred to as "Authorised Users"). When accessing the Council network from a personal computer, Authorised Users are responsible for preventing access to any company computer resources or data by non-Authorised Users. Performance of illegal activities through the Council network by any user (Authorised or otherwise) is prohibited. The Authorised User bears responsibility for and consequences of misuse of the Authorised User's access. For further information and definitions refer to Acceptable Use of Technology Policy and the Employee Internet Use Monitoring and Filtering Policy.

Authorised Users will not use the Council's networks to access the Internet for outside business interests.

- 12.1.1 Secure remote access must be strictly controlled with encryption (ie. Application Proxy Services, Virtual Private Networks (VPNs)), strong pass-phrases, and multi-factor authentication.
- 12.1.2 Where relevant, network segmentation and segregation should be implemented (i.e. Virtual Local Area Networks (VLANs), internal NAT firewall to prevent access to sensitive systems (eg: SCADA)) to separate traffic belonging to the same security domain. The VLANs should not be used to separate network traffic between networks belonging to different security domains, nor separate traffic between the company's networks and public network infrastructure. VLANs should not share VLAN trunks.
- 12.1.3 If VLANs are implemented, network devices managing VLANs should be administered from the most trusted security domain.
- 12.1.4 Remote access to SCADA or telemetry systems should be secured as per 12.1.1.
- 12.1.5 Authorised Users shall protect their login and password, even from family members.

- 12.1.6 While using a company-owned computer to remotely connect to the Council's corporate network, Authorised Users shall ensure the remote host is not connected to any other network at the same time, with the exception of personal networks that are under their complete control (eg. the users home network, their mobile hotspot and not publicly accessible Wi-Fi hotspots in cafes or airport lounges for example) or under the complete control of an Authorised User or Third Party.
- 12.1.7 All hosts that are connected to the Council's corporate networks via remote access technologies must use the most up-to-date anti-virus software, this includes personal computers.
- 12.1.8 Personal equipment used to connect to the Council's networks must meet the requirements of the Council-owned equipment for remote access.
- 12.1.9 Multi-factor authentication is required for any user account with Remote Access privileges and is to be implemented in line with the Authentication Policy.



### 13. Social Engineering Policy

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Social Engineering is the activity of manipulating someone to take an action they ordinarily wouldn't do if they knew the consequences. This includes actions like handing over passwords, confidential information or opening infected and malicious files that can enable access to computers or networks. It can also include manipulation and impersonation tactics to pressure or trick employees to pay invoices that aren't real or to make payments to different bank accounts.

These types of attacks are rapidly becoming the method of choice for bad actors looking to access computer systems and steal data or money. The Council acknowledges the high exposure its employees and contractors are subjected to by these attacks. The Council is committed to developing a security culture that supports its employees in identifying these types of attacks and providing them with the resources and guidance they need to effectively respond and report.

This policy has 2 purposes:

- 1) To make employees aware that (a) fraudulent social engineering attacks occur, and (b) there are procedures that employees can use to detect these attacks. In particular:
  - a. Employees are made aware of techniques used for such attacks, and they are given standard procedures to respond to attacks.
  - b. Employees know who to contact in these circumstances.
  - c. Employees recognise they are an important part of the Council's security. The integrity and awareness of an employee is one of the best lines of defence for protecting sensitive information and unauthorised access regarding The Council's resources.
- 2) To create specific procedures for employees to follow to help them identify the situation and make the best choice when:
  - a. Someone is contacting the employee - via phone, in person, email, fax or online - and elusively trying to collect the Council's sensitive information.
  - b. The employee is being "pressured" or "encouraged" or "tricked" into sharing sensitive data or taking an action that is against the interest of the Council.

This policy is applicable to all employees and contractors of the Council.

#### 13.1 Identifying Social Engineering Techniques and Attacks

Sensitive information of the Council should not be shared with an Unauthorised individual (this includes people attempting to impersonate Authorised individuals such as CEO's and CFO's) if he/she uses words and/ or techniques such as the following:

- a) An "urgent matter"
- b) A "forgotten password"
- c) A "computer virus emergency"
- d) Any form of intimidation from "higher level management"
- e) Any "name dropping" by the individual which gives the appearance that it is coming from legitimate and authorised personnel.
- f) The requester requires release of information that will reveal passwords, model, serial number, or brand or quantity of company resources.
- g) The techniques are used by an unknown (not promptly verifiable) individual via phone, email, online, fax, or in person.
- h) The techniques are used by a person that declares to be "affiliated" with the Council such as a sub-contractor.
- i) The techniques are used by an individual that says he/she is a reporter for a well-known press editor or TV or radio company.
- j) The requester is using ego and vanity seducing methods, for example, rewarding the front desk employee with compliments about his/her intelligence, capabilities, or making inappropriate greetings (coming from a stranger).

### 13.2 Defending Against Social Engineering Techniques and Attacks

- a) All employees and contractors must attend and complete security awareness training within 30 days from the date of employment and every 12 months thereafter.
- b) All finance, human resources, and helpdesk employees or contractors must attend and complete specialty security awareness training pertaining to their roles within 30 days from the date of employment and every 6 months thereafter in addition to the general security awareness training undertaken by all employees.
- c) If one or more circumstances described in section 13.1 is detected by an employee or contractor, then the identity of the requester MUST be verified before continuing the conversation or replying to email, fax, or online.
- d) If the identity of the requester CANNOT be promptly verified, the person MUST immediately contact his/her supervisor or direct manager.
- e) If the supervisor or manager is not available, that person MUST contact the Incident Response Team.
- f) If a member of the Incident Response Team is not available, the person described in section 13.1 MUST immediately drop the conversation, email, online chat with the requester, and report the episode to his/her supervisor before the end of the business day.

### 13.3 Invoice Approvals and Payment Policy

Business Email Compromise (BEC) and Invoice Email Fraud is an increasing financial fraud attack where a bad actor intercepts or duplicates invoices from suppliers and attempts to have the accounts payable employee of the business change the bank details, diverting the funds to the bank accounts controlled by the bad actor.

The Council has developed specific guidelines and procedures on how invoices should be processed and what steps need to be taken when bank account details are requested to be changed.

The Council's Invoice Approvals and Payment Protocol is included in the Invoice Fraud Policy and should be reviewed and familiarised by all accounts payable employees, contractors and administrative managers.



## **14. Security Awareness Training Policy**

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Historically, cyber security has been viewed largely as an IT issue but as IT controls have gotten better, bad actors have found that targeting people (the human factor) provides a much easier and faster way to achieve their outcomes.

Employees are on the front line of these attacks and equipping them with key knowledge and skills is essential to ensuring the overall cyber security of the organisation.

The Council wants all of its employees to be safe at work and at home when using technology and the Internet. The Council recognises that regular education, awareness training, and a strong “top-down” security culture is the best way to achieve this.

This policy applies to all company employees and contractors.

### **14.1 Security Awareness Training Policy Requirements**

- 14.1.1 All senior executives, leadership team, and board members should undertake awareness training to better understand cyber risk, how it affects the organisation and what their roles and responsibilities are in developing and leading a strong security culture.
- 14.1.2 All employees and contractors shall receive training on what their roles and responsibilities are as outlined in this Cyber Security Policy as part of their initial employee/contractor induction and then periodically throughout each year.
- 14.1.3 All employees and contractors shall receive general cyber security awareness training and participate in cyber security awareness training and assessment exercises at least once per year or when related incidents occur.
- 14.1.4 All human resources, finance, and accounts payable employees and contractors shall receive speciality cyber security training on threats specific to their roles and responsibilities at least once per year and reinforced periodically throughout the year or when related incidents occur.

## **15. Administrative Privileges Policy**

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Gaining access to user accounts with administrative privileges is one of the primary objectives of bad actors looking to breach computers and corporate networks. They provide almost unlimited access to install software, create accounts, steal or destroy data, and pivot to other networks. For this reason, user accounts with administrative privileges should be kept to an absolute minimum and protected with strong credentials.

This policy applies to all company employee and contractor user accounts that are used to authenticate company-owned or personally-owned computers, workstations, or servers that connect to the Council network or Internet.

### **15.1 Administrative Privileges Policy Requirements**

- 15.1.1 Employee and contractor user accounts, including all members of the IT department, senior executives, leadership teams and board members, should not have administrative privileges that allow them to administer workstations, laptops or the Council's corporate networks.
- 15.1.2 Dedicated user accounts with administrative privileges should be created and used specifically for administrative tasks either by the IT department or within specific groups/units for day-to-day administration tasks of user workstations.
- 15.1.3 User accounts with administrative privileges should have the highest level of password criteria requirements e.g. changing administrator passwords regularly and with staff changeover, and having long unique passphrases.
- 15.1.4 User accounts with administrative privileges that are used to access the Council servers, cloud services, networking devices or other critical infrastructure must be secured with multi-factor authentication wherever it is possible to do so.
- 15.1.5 User accounts with administrative privileges should never be used for day-to-day user access.
- 15.1.6 User accounts with administrative privileges should not have associated email accounts.
- 15.1.7 User accounts with administrative privileges should always be logged out immediately after administration tasks have been completed.
- 15.1.8 User accounts with administrative privileges should always be kept to a minimum.



## 16. Digital Asset Inventory Policy

With the increasing up take and integration by business of technology platforms, digital systems and storage of digital data, it is increasingly important to have and maintain an up to date inventory of where these digital assets are, who has access to them, and how important they are in terms of value, privacy, and day to day operations.

The Council acknowledges that technology plays an important part in the organisation's day to day operations and value, and that maintaining a comprehensive and up to date digital asset inventory is essential to ensuring the high value assets are being identified so that they can be protected from attack and recovered in the event of an incident or disaster.

This policy applies to all company-owned or leased hardware devices, digital data storage repositories and cloud services accounts.

### 16.1 Digital Asset Inventory Policy Requirements

- 16.1.1 A Digital Asset Register is to be created that can be kept both secure and private, with password protection as mandatory and ideally re-enforced with multi-factor authentication if available.
- 16.1.2 A company employee will be identified at all times as the Digital Asset Register Manager who will be responsible for ensuring the register is kept up to date and maintained. Currently, the Digital Asset Register Manager is the IT Officer.
- 16.1.3 The Digital Asset Register Manager should be notified within 14 days of the implementation or decommissioning of any relevant company digital asset so that the register can be kept up to date.
- 16.1.4 Access to the register should be limited to the Digital Asset Register Manager, the Incident Response Team, and the team responsible for the Council's backup and recovery management.
- 16.1.5 The register should include the following asset categories at a minimum:
  - a) **Name:** Name of the asset
  - b) **Type:** Digital data or digital system
  - c) **Description:** A brief description of the digital asset
  - d) **Location:** Where the digital asset is located. (eg. office location, cloud provider, etc)
  - e) **Implement date:** Date that the digital asset was installed, commissioned or created
  - f) **Decommission date:** Date that the digital asset was decommissioned, removed or deleted.
  - g) **Security level:** Identification of the security level priority of the digital asset in the following ranges:
    - **High** (contains personally identifiable data, trade secrets, intellectual property, financial data, core networking or security devices with high sensitivity that if exposed or lost could cause large, material damage or loss)
    - **Moderate** (working papers and files, finance workstations / laptops, production workstations / laptops or other confidential documents with moderate sensitivity that if exposed or lost could cause significant damage or loss)
    - **Low** (publicly available information or information with low sensitivity that if exposed or lost would cause no or low impact to the organisation.)

- h) **Operational priority:** Identification of the operational priority of the digital asset in the following ranges:
- **High** (a critical asset that must be available within 4-8 hours from loss of access or interruption.)
  - **Moderate** (an important asset that must be available within 2-5 days from loss of access or interruption.)
  - **Low** (an asset that must be available within 1-2 weeks from loss of access or interruption.)
- i) **Value:** Identification of the value of the digital asset in the following ranges:
- **High** (a high value asset that would cause extreme loss to the organisation if lost or destroyed.)
  - **Moderate** (a moderate value asset that would cause substantial loss to the organisation if lost or destroyed.)
  - **Low** (a low value asset that would cause minimal loss to the organisation if lost or destroyed.)
- j) **Users with access:** a list of employees, contractors or users that have access to the asset. This can include groups like, all employees, or finance employees.
- 16.1.6 The Digital Asset Register Manager should notify the Incident Response Team and the team responsible for the Council's backup and recovery management of any changes to the register in a timely manner. Examples of notification response times include:
- a) Ideally, notification of the addition or removal of any digital asset to the register should be made to the relevant team/s within 7 days of the change but should never exceed;
  - b) 14 days for any digital asset with a security categorisation and / or operational priority of High,
  - c) 30 days for any digital asset with a security categorisation and / or operational priority of Moderate, or
  - d) 60 days for any digital asset with a security categorisation and / or operational priority of Moderate.
- 16.1.7 The Digital Asset Register Manager shall conduct an audit and review of the Digital Asset Register at least once per year to ensure it is correct and up to date.



## 17. Backup and Recovery Policy

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With the increasing reliance on technology, being able to recover key digital assets to an operational state in a timely manner, in the event of an incident, can be critical to the ability of the organisation to continue to operate. Digital assets include employee data, citizen data and system configurations of SCADA/Telemetry systems.

Having a structured and tested backup and recovery strategy is a key component of the Council's ability to defend itself from cyber related incidents as well as other general disasters.

It is unlikely that the Council will be able to defend all of its digital assets. For this reason it will be essential to develop a backup and recovery strategy that is based on defending the digital assets with the highest value and operational importance.

This policy applies to all company-owned or leased hardware devices, digital data storage repositories and cloud services accounts and to the team and/or provider responsible for the Council's backup and recovery strategy.

### 17.1 Backup and Recovery Policy Requirements

- 17.1.1 The digital assets to be included in the Council's backup and recovery strategy must be based off a Digital Assets Register that is regularly updated and maintained, and that categorises digital assets by Security Level, Operational Priority and Value.
- 17.1.2 The Council's management and leadership in consultation with expert advice and guidance will be responsible for defining the desired recovery time and history retention requirements for the Council's digital assets based on their Operational Priority and Value.
- 17.1.3 Digital assets with a Security Level of High must be encrypted in transit and at rest and should be stored in a secure offsite location with access to the backup store repository secured with multi-factor authentication.
- 17.1.4 Digital assets with a Security Level of Moderate should be encrypted at rest and should be stored in a secure offsite location with access to the backup store repository secured with multi-factor authentication.
- 17.1.5 Backups of digital assets with a Value of High should be encrypted in transit and at rest and must be stored in a secure offsite location with access to the backup store repository secured with multi-factor authentication.
- 17.1.6 Backups of digital assets with a Value of Moderate should be encrypted at rest and should be stored in a secure offsite location with access to the backup store repository secured with multi-factor authentication.
- 17.1.7 All backups of digital assets that have a categorisation of High must be tested for full operational recovery at least once within 30 days of creation and then periodically once per year.
- 17.1.8 All backups of digital assets that have a categorisation of High must be tested for full operational recovery at least once within 14 days of creation and then once per year.
- 17.1.9 All backups of digital assets that have a categorisation of Moderate must be tested for full operational recovery at least once within 30 days of creation.
- 17.1.10 All backups of digital assets that have a categorisation of Low should be tested for full operational recovery at least once within 60 days of creation.

- 17.1.11 Backup schedules for digital assets that have been decommissioned should be removed and backup files should be deleted/removed in line with the Council's history retention policy.
- 17.1.12 The Council's backup and recovery strategy should be reviewed annually alongside the Digital Asset Register to ensure all digital assets are accounted for and are being protected in line with their categorisations.



## **18. Update and Patching Policy**

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Bad actors use malware to exploit vulnerabilities in operating systems and applications to take control of computers and other connected devices. Implementing an update and patching programme to address and rectify these vulnerabilities is an essential step in protecting the organisation's digital assets from exploitation.

The Council is committed to ensuring all digital systems, operating systems, devices and applications are kept up to date and have all available security patches applied in a timely manner.

This policy applies to all company-owned or leased hardware devices, and any external devices that are used by employees that connect to the Council's corporate network.

### **18.1 Update and Patching Policy Requirements**

- 18.1.1 All workstations, laptops and devices should be set to automatically install operating system and application updates and patches with the user not being able to cancel the process
- 18.1.2 All company server operating systems and installed applications should be updated in a managed state by the IT department or an external IT provider on a monthly basis or sooner.
- 18.1.3 All company devices including but not limited to routers, firewalls, switches, modems, printers, photocopiers, TV's, network attached storage devices (NAS), CCTV, WiFi, and security systems should have firmware updates set to automatically install wherever possible or be manually installed by the IT department or an external IT provider on a 6 monthly basis or sooner.
- 18.1.4 All SCADA and Telemetry systems should have all updates installed manually to avoid the risk of unplanned outages due to failed automatic updates. Update installation is to be performed by the IT department/ managed providers/SCADA technicians on a periodic basis, i.e. 6 months or sooner.
- 18.1.5 A process should be developed for SCADA and Telemetry systems to safely introduce vendor-supported software updates and patches. Only vendor-supported applications and operating systems should be introduced.
- 18.1.6 Employees or contractors that use personal devices to connect to the Council's corporate network must verify that their device is set to automatically install operating system and application updates and patches without requiring their intervention.
- 18.1.7 Wherever relevant, any web servers used by the Council to host publicly available content should have firmware, operating systems and application updates and patches set to automatically install. If automatic installation is not possible, installation should be managed by the Webserver administrator on monthly basis or within 7 days of being notified by a vendor of critical updates and 30 days of notification of important or lower rated updates.

## 19. Anti-Virus Policy

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Anti-virus software should be a foundational element of any cyber risk management plan. Whilst it cannot be and should not be relied on as a silver bullet, it provides valuable protection against a wide range of malware.

The Council recognises that a next-generation, up to date anti-virus solution is a good way to both detect and prevent malware installation that can lead to further exploitation, loss of control, or damage to the organisation's digital assets.

This policy applies to all company-owned or leased hardware devices, and any external devices that are used by employees that connect to the Council's corporate network.

### 19.1 Anti-Virus Policy Requirements

- 19.1.1 All workstations, laptops and servers operating within the Council's corporate network that use the Microsoft Windows or Apple iOS and Android operating systems must have anti-virus software installed that is set to automatically update on a daily basis.
- 19.1.2 All workstations or laptops used by employees or contractors to remotely connect to the Council's corporate network that use the Microsoft Windows or Apple iOS and Android operating systems must have anti-virus software installed that is set to automatically update on a daily basis.
- 19.1.3 Anti-virus software must be installed on any Windows based SCADA or Telemetry system.
- 19.1.4 If available, and if deemed necessary by either senior management or the Incident Response Team, anti-virus software should be installed on any mobile device or tablet that connects to the Council's corporate network.
- 19.1.5 Users should not be able to disable the anti-virus software from operating or updating.
- 19.1.6 All notifications or alarms triggered by the anti-virus software must be reported immediately to the Incident Response Team.



## 20. Firewall Policy

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Connecting corporate networks and employees to the Internet is an essential part of many aspects of modern business. Whilst Internet connectivity provides enormous benefits, it also introduces serious security risks.

Being able to control access through the point where corporate networks meet public networks, commonly referred to as the "gateway", is essential to securing the digital assets of the business. An open, uncontrolled Internet gateway can be compared to a business operating with no front door.

The Council recognises that protecting the corporate network and the Council's digital assets with an appropriately configured and managed firewall is essential to reducing the impact and likelihood of malicious activity occurring over and through the Internet gateway.

This policy applies to the IT department or external IT provider responsible for maintaining the Council's IT infrastructure and all the Council's employees and contractors.

### 20.1 Firewall Policy Requirements

- 20.1.1 The Council shall install and maintain a software or hardware firewall at any point where the corporate network connects to the public Internet.
- 20.1.2 The Council shall install and maintain a software or hardware firewall for any SCADA or Telemetry systems, where possible and appropriate.
- 20.1.3 The firewall firmware / software should be kept up to date by the IT department or an external IT provider on a regular basis or within 7 days of being notified by a vendor of critical updates and 30 days of notification of important or lower rated updates.
- 20.1.4 All firewalls should be configured to provide the minimum amount of access required to perform the business operations of the Council.
- 20.1.5 The firewall configuration / configuration file should be reviewed by an external IT provider / expert that was not responsible for the initial configuration to ensure that the configuration is correct and performing the desired and expected level of control.
- 20.1.6 All public facing firewalls should receive vulnerability and penetration testing at least once per year or after any significant reconfiguration.
- 20.1.7 All servers should activate software firewalls whenever they are available, subject to technical dependencies.
- 20.1.8 Wherever possible and available, software firewalls should be activated on workstations, laptops and other devices that are used by employees and contractors that are connected to the corporate network or directly to the Internet, subject to technical dependencies.

## **21. Incident Response Policy**

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Being able to respond to an incident in a timely and co-ordinated manner is essential to ensuring the organisation can remain operational and that potential and actual losses can be minimised.

The Council recognises that being prepared to respond to a cyber incident or disaster takes planning, coordination, clear guidance, timely access to information, the necessary resources and a team approach.

The Council's Incident Response Policy is intended to address the key elements that are required in the Council's Incident Response Plan and the responsibilities of the Incident Response Team and the Council's employees and contractors.

### **21.1 Incident Response Policy Requirements**

- 21.1.1 The Council is to develop, implement and maintain an Incident Response Plan that will act as the central source of guidance on how to identify, manage and respond to all cyber related incidents and disasters.
- 21.1.2 An Incident Response Team must be identified and documented within the Incident Response Plan along with their role, responsibilities, and contact details.
- 21.1.3 The Incident Response Plan must include guidance on how to comply with any local laws relating to breach notifications.
- 21.1.4 All company employees and contractors should be educated in the Incident Response Plan and what their roles and responsibilities are in relation to identification, reporting and managing suspected cyber incidents or disasters.
- 21.1.5 The Incident Response plan should be reviewed on an annual basis to ensure all contact details are up to date and that any other required changes or updates can be made.
- 21.1.6 It is highly desirable that the Incident Response Plan be tested once per year by the Incident Response Team and any other relevant employees or contractors.
- 21.1.7 To support the Incident Response Team, logging should be enabled for SCADA and Telemetry systems with logs stored in a centralised location.



## 22. Policy Compliance

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### 22.1 Compliance Measurement

The Chief Information Security Officer and Incident Response Team will verify compliance to this policy and the policies contained within through various methods, including but not limited to, periodic walk-thrus, video monitoring, business tool reports, internal and external audits, and feedback to the policy owner.

### 22.2 Exceptions

Any exception to the policy must be approved by the Chief Information Security Officer in advance and in writing.

### 22.3 Non-Compliance

An employee, contractor or external provider found to have violated this policy may be subject to disciplinary action, up to and including termination of employment or contract.

Adopted by Council on "Date" by Resolution "Number".

**Mark Crawley**  
**Chief Executive Officer**

## BUSINESS PAPERS

### 10 REPORTS FROM DIRECTOR COMMUNITY DEVELOPMENT, TOURISM & REGIONAL

#### 10.1 CDTRP MONTHLY REPORT

<b>Attachments:</b>	NIL
<b>Author:</b>	Anne Andrews - Director Community Development, Tourism & Regional Prosperity
<b>Date:</b>	9 January 2024
<b>Key Outcome:</b>	Day to day management of activities within the Economic and Community Development Department
<b>Key Strategy:</b>	As per the Departmental Plan for Economic and Community Development

#### Executive Summary:

This report provides and updates Council on various activities and programs that are facilitated within the Community Development, Tourism and Regional Prosperity portfolio of Council.

#### RECOMMENDATION:

That Council:

1. notes the Community Development, Tourism and Regional Prosperity report; and
2. that those matters not covered by resolution be noted.

#### Background:

##### 1. Actions Outstanding from Previous Meetings

DATE	Ref:	Action	Status	Comment
November 15, 2024	9.2 9.4	Council resolved to repeal Resolution No. 0823/012 made at its Ordinary Council Meeting on Wednesday, 16 <sup>th</sup> August 2023 to authorise the Chief Executive Officer establish a Company Limited by Guarantee as an overarching Company for the Normanton Child Care and the Les Wilson Barramundi Discovery Centre and resolved to establish the new Company Limited by Shares.	In progress.	Jan 2024: Draft Constitution and next steps have been provided by King and Company Solicitors to CEO.
November 15, 2023	GB	Director CDTRP to obtain quotes for the reprint of the Outback By The Sea tourism brochure and distribute to other VICs.	In progress.	Plan to advertise early in 2024.
October 11, 2023	GB	Tourism Advisory Committee. The Director CDTRP to arrange EOIs from interested persons to form the	In progress	Terms of Reference endorsed at November meeting.

		Tourism Advisory Committee.		Dec 2023 update: Expressions of Interest are open and close on January 31, 2024.  Jan 2024 update: Advertising ongoing: Application close January 31, 2024.
<b>October 11, 2023</b>	GB	Town Walk Maps: The Director CDTRP to ascertain if maps are still available for the Normanton and Karumba Walks.	In progress	Business consultation completed and new town maps have been approved. Internal review finalised. Director CDTRP has approved maps to be forwarded to designer and printer for printing. To be reviewed every six months.
<b>October 11, 2023</b>	GB	Souvenir sales at the Normanton Visitor Information Centre. The Director CDTRP to work with the local businesses on this matter and develop local souvenir policy.	In progress	Jan 2024 update: Draft Souvenir Policy in progress.

**Recommendation:** For Information.

## 2. **Financial Report**

Community Development, Tourism and Regional Prosperity Income and Expenditure to December 2023.

## BUSINESS PAPERS

Row Labels	Sum of Current B	Sum of YTD Actual	Sum of Order Value	Sum of Total Actual
Operating Expenditure	5,716,163.08	2,361,350.12	205,381.42	2,566,731.54
Arts & Culture	29,500.00	2,830.91	909.09	3,740.00
Barra Bites Café	173,307.76	66,709.21	614.29	67,323.50
Business Development	-	4,268.18	-	4,268.18
Child Care	819,280.53	312,618.03	21,104.54	333,722.57
Community Development	306,226.75	46,169.62	-	46,169.62
Community Donations	96,000.00	39,823.17	-	39,823.17
Community Events	116,000.00	61,407.50	20,475.62	81,883.12
Community Sponsorship	-	254.14	-	254.14
Cultural & Natural Heritage	129,000.00	44,911.27	-	44,911.27
Gym	57,000.00	25,720.39	20,686.67	46,407.06
Halls	244,300.00	108,268.56	433.73	108,702.29
Hatchery	340,747.76	137,012.18	4,128.80	141,140.98
Les Wilson Barramundi Discovery Centre	735,816.05	407,556.85	6,841.27	414,398.12
Libraries	140,777.03	67,809.37	400.00	68,209.37
Recreational Sports Centre	727,400.00	263,542.85	3,510.91	267,053.76
Regional Economic Development	4,000.00	3,500.00	-	3,500.00
Rodeo Grounds	147,000.00	61,373.81	-	61,373.81
Sports & Recreation	160,400.00	137,737.14	4,320.00	142,057.14
Swimming Pools	685,800.00	379,222.40	118,629.16	497,851.56
Tourism Events	500,209.71	62,712.35	2,595.10	65,307.45
Visitor Information	303,397.49	127,902.19	732.24	128,634.43
Operating Income	- 796,500.00	- 754,837.58	-	- 754,837.58
Arts & Culture	- 24,500.00	- 1,500.00	-	- 1,500.00
Barra Bites Café	- 50,000.00	- 60,878.80	-	- 60,878.80
Child Care	- 137,500.00	- 197,721.46	-	- 197,721.46
Community Events	- 52,000.00	- 54,052.32	-	- 54,052.32
Gym	- 30,000.00	- 24,771.57	-	- 24,771.57
Halls	- 21,500.00	- 39,432.78	-	- 39,432.78
Hatchery	- 20,000.00	-	-	-
Les Wilson Barramundi Discovery Centre	- 320,000.00	- 244,267.07	-	- 244,267.07
Libraries	- 8,000.00	- 935.19	-	- 935.19
Sports & Recreation	-	- 4,713.63	-	- 4,713.63
Swimming Pools	-	0.01	-	0.01
Tourism Events	- 118,000.00	- 300.00	-	- 300.00
Visitor Information	- 15,000.00	- 17,173.86	-	- 17,173.86
Youth Services	-	- 109,090.91	-	- 109,090.91
<b>Grand Total</b>	<b>4,919,663.08</b>	<b>1,606,512.54</b>	<b>205,381.42</b>	<b>1,811,893.96</b>

**Recommendation:** For Information.

### 3. Monthly Report for Normanton and Karumba Pools – December 2023.

#### General Update

##### Swimmers

Normanton: 85 adults and 835 children.

Karumba: 55 adults 45 children.

Normanton pool has been very busy compared to last year and there have been several new families come to town with young children which has increased adult attendance.

The extreme weather damaged the Normanton shade cover and it has been removed and sent to Cairns for quote for repair. Council is still waiting on the quote for the bucket at the splash park and confirmation on when the contractors will return to complete the final repairs but the new timer system is working well.

**Recommendation:** For Information.

#### 4. Visitation Report for Normanton and Karumba Libraries – December 2023.

<u>Statistics</u>	Normanton			Karumba		
	Dec-20	Dec-21	Dec-22	Dec-21	Dec-22	Dec-23
Monthly Walk-Ins	76	49	28	37	39	26
Number of library loans	110	76	64	180	148	24
Number of people using the internet	32	13	5	32	8	15
Number of new members	2	3	1	0	0	0
Total Hours Public Internet Usage	12	9	2.5	11	6	2
Total hours open to the public	42	39	36	52	28	40

Normanton:

- First 5 Forever: No attendances for the three (3) sessions organised for the three Friday's the library was open before the end-of-year holiday break.
- Book Club: (1) attendance during the three weeks in December but it continued to be a good morning with good discussions.

Karumba:

- First 5 Forever: There were three sessions for the month of November with a total 16 children and 9 adults in attendance. Numbers were down in December due to families being away (3 attendees for one session). Local indigenous author Sylvia Hammann visited and read her book Gobble Gobble Go which was a great surprise for the kids.
- In December a lot of enjoyment was had with making a Christmas Tree, singing Christmas Carols. We also had a few Boarding School kids coming in to help out.



**Recommendation:** For Information.

## **BUSINESS PAPERS**

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### **Department Consultation (Internal/External):**

- Chief Executive Officer
- Mayor
- Director Corporate Services
- Tourism and Events Officer
- Manager Les Wilson Barramundi Discovery Centre
- Carpentaria Shire Pool Manager
- Library Coordinators
- Astute Early Years Specialist Pty Ltd ATF The Comerford Family Trust
- Childcare Centre Director
- Bynoe CACS Ltd

### **Department Meetings / Conference Attendance**

- Meeting with Peak Services to discuss funding opportunities and grant applications for Outback by The Sea Festival.

### **Legal Implications:**

- Local Government Regulation 2012
- Local Government Act 2009

### **Financial and Resource Implications:**

- Within allocated budget.

### **Risk Management Implications:**

- Risk is considered low, to ordinary operations of Council.

## BUSINESS PAPERS

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### 10.2 COMMUNITY DONATIONS AND SPONSORSHIP REPORT

<b>Attachments:</b>	NIL
<b>Author:</b>	Anne Andrews - Director Community Development, Tourism & Regional Prosperity
<b>Date:</b>	5 January 2024
<b>Key Outcome:</b>	Day to day management of activities within the Economic and Community Development Department
<b>Key Strategy:</b>	As per the Departmental Plan for Economic and Community Development

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#### Executive Summary:

During the period since the December 2023 meeting of Council, the requests listed in this report have been received for consideration in the Carpentaria Shire Council Community Donations and Support program.

#### RECOMMENDATION:

That Council notes the fee waivers approved under the delegations of the Chief Executive Officer since the December 2023 meeting of Council which include:

1. Normanton State School fee waiver of \$560.00 for hire of the Golf Club Oval, amenities and bins on April 4, 2024, for the school's cross-country event.
2. Normanton State School fee waiver of \$390.00 for the hire of the Normanton Shire Hall on 25 November 2024 for the end of year awards ceremony.
3. Gulf Christian College fee waiver of \$390.00 for the hire of the Normanton Shire Hall for on 5 December 2024 for the annual awards night.
4. Gulf Christian College fee waiver for \$580.00 for the hire of the table and chair trailer for the Year 6 graduation to be held on 2 December 2024.

#### Background:

Council has a Community Donations and Support program for events held in the Carpentaria Shire. There has been an expenditure of \$39,123.17 against the budget of \$96,000 related to local non-profit groups for the financial YTD which are displayed in the table. \$56,876.83 remains in the 2023/2034 budget.

<b>IK1000</b>	<b>In Kind - Bynoe</b>	<b>4772.72</b>
<b>IK1010</b>	In Kind - Carpentaria Kindergarten	527.27
<b>IK1040</b>	In Kind - Gulf Christian College	1345.44
<b>IK1070</b>	In Kind - Karumba Recreation Club	2746.49
<b>IK1120</b>	In Kind - Normanton Rodeo	4742.32
<b>IK1130</b>	In Kind - Normanton State School	3610.83

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<b>IK1140</b>	In Kind - Normanton Stingers	2367.93
<b>IK1200</b>	In Kind - Normanton Cricket Club	704.55
<b>IK1230</b>	In Kind - Kurtijar Aboriginal Corporation	181.81
<b>IK1256</b>	In Kind - Carpentaria Kindergarten Association	580.00
<b>IK1265</b>	In Kind - Normanton Christian Centre	354.55
<b>IK1557</b>	In Kind - Centacare NQ	3900.00
<b>IK1722</b>	In Kind - Aspire Cairns Community	960.18
<b>IK1723</b>	In Kind - Deadly Choices	10590.90
<b>IK1724</b>	In Kind - NAIDOC Dinner/Ball	799.99
<b>IK1728</b>	In Kind - Doomadgee State School	709.10
<b>IK1729</b>	In Kind - Lynette Russell	229.09
	<b>TOTAL</b>	<b>39123.17</b>

### Donations and Fee Waivers for Council Consideration

- There are no donations or fee-waivers for Council consideration above \$1,000.

### Donations approved under the delegation of the Chief Executive Officer

- Normanton State School has requested a fee waiver for the use of the Normanton Golf Club for a cross country event on 4 April 2024.

<b>Normanton Golf Club Oval Hire</b>	<b>\$560.00</b>
<b>Amenities</b>	<b>\$150.00</b>
<b>4 x bins @\$65.00</b>	<b>\$260.00</b>
<b>TOTAL</b>	<b>\$560.00</b>

- Normanton State School has requested a fee waiver for the use of the Normanton Shire Hall for the End of School Year Awards night to be held on 25 November 2024. This will be receipted in the 2024/2025 budget.

<b>Normanton Shire Hall Hire</b>	<b>\$390.00</b>
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- Gulf Christian College has requested a fee waiver for the school's 2024 Celebration Awards night to be held on 5 December 2024. This will be receipted in the 2024/2025 budget.

<b>Normanton Shire Hall Hire</b>	<b>\$390.00</b>
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- Gulf Christian College has requested a fee waiver for the use of the table and chairs trailer for the Year 6 Graduation to be held on 2 December 2024. This will be receipted in the 2024/2025 budget.

<b>Table and chair trailer hire</b>	<b>\$580.00</b>
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### Consultation (Internal/External):

- Chief Executive Officer
- Tourism and Events Officer
- Customer Service Officer
- External stakeholders (applicants)

## **BUSINESS PAPERS**

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**Legal Implications:**

- Community Donations and Support Policy.

**Financial and Resource Implications:**

- Within budget.

**Risk Management Implications:**

- Risks are within the normal operations parameters.

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### 10.3 LES WILSON BARRAMUNDI DISCOVERY CENTRE, KARUMBA AND NORMANTON VISITOR INFORMATION CENTRES

<b>Attachments:</b>	NIL
<b>Author:</b>	Amanda O'Malley - Centre Manager - LWBDC
<b>Date:</b>	11 January 2024
<b>Key Outcome:</b>	A dynamic and diverse economy creating industry development and employment opportunities
<b>Key Strategy:</b>	Provision of support for a sustainable Tourism sector

#### Executive Summary:

This report provides a summary of the operational and promotional activities surrounding the Les Wilson Barramundi Discovery Centre, as well as activities in relation to the Visitor Information Centres.

#### RECOMMENDATION:

That Council:

1. receive the report and;
2. that those matters not covered by resolution be noted.

#### ACTIONS OUTSTANDING FROM PREVIOUS MEETINGS

Date:	Ref:	Action	Status	Comment
<b>LWBDC - Hatchery</b>				
September 20	002	Cannulation of broodstock	Ongoing	Sperm quality is excellent with 100% motility, egg quality is good with 0.40mm average size. Re-cannulation will be performed as required.
November 15	018	Hormone, supplement & water treatment trials	Ongoing	New hormone has been identified and trialed. Other supplements will also be trialed within the coming months based on availability.
<b>LWBDC - Merchandise &amp; Tours</b>				
September 20	004	Develop new merchandise	Hold	Local artwork has been sourced for custom lanyards. Impacts are

## BUSINESS PAPERS

				expected on revenue in 2024 due to 3-4 month minimum lead time for fulfilment of orders.
November 15	021	Secure additional funding for purchase of an outdoor projector and initiate stargazing experience.	Ongoing	'Carpentaria Champions' Queensland Day Series funding submitted awaiting outcome (January 2024 expected).
<b>LWBDC – Interpretive Centre</b>				
September 20	006	Create new broilga display for the bird hut	Ongoing	Concept finalized and animation work underway.
November 15	020	Algae-free ultrasound trial in pond	Ongoing	Trial has concluded. Recommend purchase at \$20,000 for a new unit, negotiations are underway for determining the price of the secondhand unit we are currently trialing.
November 15	023	Create new display 'Ode to the originals'	Ongoing	Gathering contact details and reaching out to persons of interest.
<b>LWBDC – Karumba Art Gallery</b>				
September 20	007	Flooded with Art project delivery	Ongoing	Formalizing all quotes from EOIs.
<b>Visitor Information Centers</b>				
September 20	009	Crocodile warning stencil to be used across Normanton and Karumba	Ongoing	Trial complete. Final sites to be selected in coordination with LLO and community.
September 20	012	Release EOI for QR code content on Karumba Town Walk	Complete	Content being gathered.
October 7	015	Normanton town map to be revised due to missing signs, misprinted sign outside Krys the croc, and inaccurate portrayal of streets	Ongoing	Revisions complete, small print run required, as Heritage Committee to review recommended changes and guide design of new signs.
October 7	016	Karumba town map to be revised	Complete	To decide if printing single sided to allow

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				more space for Normanton town map to have descriptions for historic landmarks.
November 15	022	Installation of Savannah Way Art Trail signs	Ongoing	Signs have been delivered and are awaiting installation, pending proposed revisions based feedback reported to Council.
November 15	023	State Library of Queensland stock worker interviews and short film.	Ongoing	
<b>Digital marketing</b>				
September 20	013	Develop media policy and instigate enhancement plan	Ongoing	Division of duties to be refined in consultation with DCDTRP and newly appointed Tourism Officer.
September 20	014	Deliver staff training in social media	Ongoing	Scheduled for November during slack season. Project will include reintroduction of the Karumba Art Gallery Facebook page.

### VISITOR INFORMATION CENTRE STATISTICS

#### Attendance

1-31 <sup>st</sup> December 2023	
Normanton VIC	Karumba VIC
<b>45</b>	<b>106</b>
Average of 1.9 people per day (open Wed – Sun each week 9am to 12pm for a total of 23 days)	Average of 5.04 people per day (open Fri – Tues each week 9am to 12pm for a total of 21 days)
(November average was 2.3 people per day open 7 days per week 9am to 12pm)	(November was 9.3 people per day open 7 days per week 9am to 12pm)

	2022-2023			TOURS		
	Visitors	Tours #	Sales (POS)	RTBS (API – Online payment)	Sunlover/ Invoice	Total Sales
<b>JULY 22</b>	6489	1588	\$100,705.00	\$13,701.00	\$2,551.00	\$116,957.00

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AUG 22	4308	1373	\$ 104,104.74	\$15,133.00	\$1,726.50	\$120,964.24
SEP 22	2875	1083	\$77,977.89	\$8,122.00	\$738.00	\$86,837.89
OCT 22	1189	233	\$19,397.60	\$804.00	\$652.50	\$20,854.10
NOV 22	168	0	\$2,421.90	\$0	\$0	\$2,421.90
DEC 22	93	0	\$2,933.95	\$0	\$0	\$2,933.95
JAN 23	4	0	\$178.00	\$0	\$0	\$178.00
FEB 23	0	0	\$28.00	\$0	\$0	\$0
MAR 23	150	15	\$1,943.00	\$1,290	\$0	\$3,233
APR 23	972	394	\$29,088.90	\$3,000	\$130.50	\$32,219.40
MAY 23	1494	682	\$51,279.10	\$1,950	\$217.50	\$53,446.60
JUN 23	3806	950	\$80,147.36	\$4,405	\$217.50	\$84,769.86
JUL 23	4115	1346	\$117,000.90	\$9,979	\$3171.25	\$126,979.90
AUG 23	3245	1207	\$105,651.70	\$6,457	\$1,773.00	\$113,881.70
SEP 23	1925	845	\$50,230.18	\$4,387	\$5,411.50	\$60,028.68
OCT 23	782	336	\$16,460.20	\$2,359	\$445.50	\$19,264.70
NOV 23	279	62	\$7,273.85	\$196.00	\$0.00	\$7,469.85
DEC 23	106	27	\$2,916.65	\$0.00	\$0.00	\$2,916.65

### KARUMBA

- Visitation has dropped 25.8% compared to December last year (i.e., a drop of an average of 4.26 people per day).
- Hours of operation are proposed to be modified in response to attendance:
  - The LWBDC is currently operating 5 days per week from 9-12noon (closed every Wednesday and Thursday). Totaling 15 hours per week open to the public.

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- 93.4% of visitors attended on Fridays, Saturdays and Sundays during December (an average of 3.2 people per day on Fridays, 11.4 people on Saturdays, 5.2 people on Sundays, 1 person on Mondays and 1.3 people on Tuesdays).
- We propose to open Friday, Saturdays and Sundays from 9:00am to 2:00pm (15 hours open to the public targeted on peak visitation days).

### NORMANTON VIC

- Accurate comparative statistics will be available from June 2023.
- Hours of operation are proposed to be modified in response to attendance:
  - The NVIC is currently operating 5 days per week from 9-12noon (closed every Monday and Tuesday). Totalling 15 hours per week open to the public.
  - 83% of visitors attended on Thursday, Fridays and Sundays during December (an average of 0.4 people on Wednesdays, 3.5 people per day on Thursdays, 2.2 per day on Fridays, 1 person on Saturdays, 2.2 people on Sundays).
  - We propose to open Thursdays, Fridays and Sundays from 9:00am to 2:00pm (15 hours open to the public targeted on peak visitation days).

### NORMANTON LIBRARY (for comparison)

- 55% of patronage to Burns Philp Building is for VIC services and 45% is for library services.
- Library visitation is high on workshop/program/session days although no participation in workshops has been recorded, despite holding 8 programs in the month of December. This may be attributed to lack of recording statistics by library staff or due to inaccurate advertisement of closure.

1-31 <sup>st</sup> December 2023		
	<b>37</b>	
Date	Adult	Child
<b>Friday – 01/12/23</b>	<b>1</b>	<b>4</b>
<b>Saturday - 02/12/23</b>	<b>2</b>	<b>1</b>
<b>Wednesday – 06/12/23</b>	<b>3</b>	<b>3</b>
<b>Thursday – 07/12/23</b>	<b>2</b>	<b>2</b>
<b>Friday - 08/12/23</b>	<b>3</b>	<b>0</b>
<b>Saturday - 09/12/23</b>	<b>5</b>	<b>8</b>
<b>Wednesday - 13/12/23</b>	<b>1</b>	<b>2</b>
<b>TOTAL</b>	<b>17</b>	<b>20</b>

### NORMANTON CAMP STATISTICS

	<b>2022 – Nights booked</b>	<b>2023 – Nights booked</b>
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## BUSINESS PAPERS

<b>APRIL</b>	30	0 (closed due to risk of bogging)
<b>MAY</b>	117	61
<b>JUNE</b>	474	360
<b>JULY</b>	667	461 (closed 2-11 July, due to risk of bogging)
<b>AUGUST</b>	452	469
<b>SEPTEMBER</b>	133	171
<b>OCTOBER</b>	17	22

Normanton free camp closed for the season on the 31<sup>st</sup> October 2023.

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### 11 REPORTS FROM DIRECTOR OF ENGINEERING - ROADS & SERVICES

#### 11.1 DOE REPORT

**Attachments:** NIL  
**Author:** Michael Wanrooy - Director of Engineering  
**Date:** 11 January 2024

**Key Outcome:** 5.1 - Integrated and timely provision and management of sustainable infrastructure and assets

**Key Strategy:** 5.1.3 Plan and implement urban improvement works which enhance local character and identify, conserve and improve the region's streetscapes and provide iconic parkland.

#### Executive Summary:

This report provides information and updates to Council on various activities and programs that are facilitated within the Director Engineering's portfolio.

#### RECOMMENDATION:

That Council:

1. receive and note the Director of Engineering Report as presented; and
2. that those matters not covered by resolution be noted.

#### 1. Actions Arising from Previous Meetings

Date:	Ref:	Action	Status	Comment
December Meeting		Add Premix to grooves at the Scruton River Floodway.	In Progress	➤ Arrange with Borals to bring premix to site whilst undertaking sealing nearby. They have since come back a few days ago saying they are out of stock. Michael S said he will send the RMPC Crew to undertake the works.
January Meeting		Repair copper log fencing at NTN Cemetery	In Progress	<ul style="list-style-type: none"> <li>➤ Malcolm will undertake copper log replacement starting Monday 14th. Materials in Normanton.</li> <li>➤ Heritage documents sent to Department for approval to undertake rotunda and wallaby fence construction.</li> <li>➤ Heritage documents accepted and works can</li> </ul>

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Date:	Ref:	Action	Status	Comment
				<p>proceed. Copper log fencing replacement nearly completed.</p> <ul style="list-style-type: none"> <li>➤ The rotunda construction completed.</li> <li>➤ Quotes received for wallaby proof fence</li> </ul>
March Meeting		Are there alternatives to repair scour on the footpath in Philp Street besides filling with gravel as every wet season it erodes repeatedly.	In Progress	<ul style="list-style-type: none"> <li>➤ Repairs put in works program as per plan submitted in December 2022 Meeting</li> <li>➤ In works program – took foreman out to site to show scope of works</li> <li>➤ Scouring along footpath repaired. Premix to lay at median strip to divert water is put into works program</li> </ul>
August Meeting		Shorten median island at Intersection of Landsborough and Caroline St. to tree line at Curley's end.	In Progress	<ul style="list-style-type: none"> <li>➤ In works program</li> <li>➤ Contractor has been engaged</li> <li>➤ Works 90% completed. Require kerbing only to complete shortening of island.</li> </ul>
August Meeting		Discuss with TMR for slip lane at: Right turn from 92A to Glenore Weir – Near miss incident Right turn to 89B towards Dunbar at Walkers Creek Shady Lagoon turnoff	In Progress	<ul style="list-style-type: none"> <li>➤ Discussed with TMR briefly – Getting plans drawn up to help push it along with TMR</li> <li>➤ Will look at improving site distance in the road reserve at Walkers Creek bend</li> <li>➤ Had meeting with TMR about extra slip lanes. They have tried to get funding for similar projects in the region without success. They won't be able to get funding for slip lanes here. I will try to get funding through blackspot into Glenore Weir. Will require a safety report, including near miss accident statements.</li> <li>➤ Undertaking Safety audit and collected a statement.</li> </ul>

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Date:	Ref:	Action	Status	Comment
November Meeting		Council to obtain quote to do minor repairs and possible fresh up paint job on Krys.	Not Started	Contacted the designer a few times to repaint
March Meeting		Depth gauge and flood marker would need to be erected at the boat/barge ramp (at Burns Philp Building).	In Progress	<ul style="list-style-type: none"> <li>➤ Survey of river bank level and barge channel underway.</li> <li>➤ Depth markers being arranged through Artcraft. This will be fixed to galvanised box posts.</li> </ul>
May Meeting		Street lights at Palmer Street	In Progress	<ul style="list-style-type: none"> <li>➤ Discussions with electrical designers</li> <li>➤ 2 Solar street lights ordered and delivered to Hawkins transport in Townsville.</li> </ul>
June Meeting		Look at solar lights for footpath to Rodeo Grounds	Not Started	➤ Inspected site
		Install toilet signage in median strip directing to Burns Philp public toilets	In Progress	➤ New signage have arrived and RMPC crew will install
September Meeting		Can the Savannah Art sculpture outside the Burns Philp Building can be raised to 500mm for better photo opportunity	In Progress	➤ Council will construct a concrete plinth under the sculpture to raise it by 500mm. This is being arranged. New stainless steel hold down bolts being arranged.
September Meeting		Chase up the no scooter/skating/riding signage for installation on the footpath in the vicinity of the shops in Karumba	In Progress	➤ Signage have been ordered and have arrived in Normanton. Peter Casey RMPC crew to install.
September Meeting		Burketown Road - call points at the Flinders, Bynoe & Little Bynoe Rivers and 92A - Norman River at Glenore.	In Progress	<ul style="list-style-type: none"> <li>➤ Call point signs for the Bynoe, Little Bynoe, Flinders R, Armstrong Ck, Station Ck and L Ck have arrived. RMPC crew to install.</li> <li>➤ TMR has held up the call point signs at 92A - Norman R at Glenore and 89A Flinders River until they have completed the designs.</li> </ul>

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Date:	Ref:	Action	Status	Comment
				They will also fund those signs.
December Meeting		Provide a detailed report on the Karumba Childcare structural defects		➤
December Meeting		Clean up Karumba Transfer Station		➤
December Meeting		Remove stoppers at Karumba Point Boat ramp as they are starting to degrade, and bolts are being exposed – Seek TMR’s permission as they own the infrastructure.	In Progress	➤ Had preliminary discussions with TMR. They need to refer back to their marine division.
December Meeting		Place rubbish bins and portable toilets at Critters Camp	In Progress	➤ Christmas crew to do.
December Meeting		Parking line marking in Normanton main street needs to be repainted	In Progress	Put in Works Program
December Meeting		A panel is down in the Normanton Cemetery near the water meter	In Progress	➤ Inspected panel. Works will include repainting and repairs to the copper log decorative posts
December Meeting		Southerland Street needs to be bitumen sealed	In Progress	➤ Put in Works program to be sealed when
December Meeting		Remove temporary light pole at Kids Crossing	In Progress	➤ Pole to be shortened as it is used as a sign post for the “Pedestrian Give Way” sign
December Meeting		Check lighting at the Karumba Town boat ramp to see if there is sufficient lighting	In Progress	➤ Mick Sceresini will check out the lights
				➤

## 2. Miscellaneous Projects

- 2.1. Karumba Revetment Wall and Rock Groyne – Rock are being stockpiled near the end of the Karumba Aerodrome. Bigger rocks are being made and will be delivered in January. Tenders have closed on vendor panel for the construction of the revetment wall and rock groyne. They are being assessed and the recommendations will be presented in another report.
- 2.2. ATSI TIDS - Floodway upgrade on the Dunbar - Kowanyama Road. Two raised causeways at Plains Creek and Cabbage Tree Creek have been completed prior to the Christmas break. Council has another floodway to undertake known as Days Creek from the same funding source. Days Creek is between the Scrutton River and Rutland Plains Station and near Middle Camp.

## **BUSINESS PAPERS**

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- 2.3. Mentana Creek – Council have been awarded the construction for Mentana Creek Causeway. The works will include the installation of four (4) 2700 x 1200 box culverts and the construction of concrete batter protection. Council have ordered the culverts. Council have put out a tender for the concrete construction works on vendor panel. Council will undertake earthworks and road works for the project.
- 2.4. RMPC Crew – undertaking patching / road patrols / herbicide / guideposts / signs / mowing as required. We have ordered call points signage for Leichhardt River, Alexandra River and Poingdestre Creek for the crew to install.
- 2.5. ROSI Funding – Council undertook an independent Infrastructure Investment Program (IIP) review and are hoping that the Burketown - Normanton Rd project will be confirmed. Financials and milestones have been updated with the Department of Infrastructure, Transport, Regional Development, Communications, and the Arts with a new estimated award date for March 2024 if successful. Since last week, Council have been formally notified that the funding will not be removed as part of the Federal Government review which is great news.
- 2.6. Shaun Henry's stabilising Crew have demobilised from Middle Camp for the Christmas break along the Kowanyama Road. They are working to complete 10km of new sealing works under betterment on the Kowanyama Road between the Scrutton River and Rutland Plains. The crew have completed the first 5km of stabilised pavement which was sealed by two (14/10) coat bitumen mid-November by Borals. They have completed the cement stabilisation of the gravel pavement for the second 5km. Council is planning to seal the last 5km by February 2024 weather depending.
- 2.7. Council have been awarded a contract from TMR to undertake 23-24 reconstruction works on 84A Karumba Developmental Road and 89A Burke Developmental Road valued at \$1,038,059.82
- 2.8. Emergency Supplies Request caused by flooding from the Mitchell River due to Cyclone Jasper. Council received request from Koolatah and Dunbar to assist with delivering emergency supplies as both stations were inaccessible due to major flooding.
- 2.9. Council have completed cyclone clean-up's around Karumba and Normanton prior to Christmas for Cyclone season. Normanton was hit by a freak storm causing tree uprooting around town which stretched the crews during the clean-up.
- 2.10. Flood indicators between Normanton and Karumba have been recoloured – Green on bottom to represent minor flooding, Yellow in the middle to represent moderate flooding and Red on top for major flooding. The colours are at 500mm intervals.
- 2.11. The Town Services crew and Skeleton crew have taken over the mowing around Normanton. Bynoe has requested to be released from their contract as they could not find enough staff to undertake the mowing. The crews also did a great job in mowing the Karumba Aerodrome which took 2 days to complete. The work included whipper snipping around the lights, poisoning weeds and also mowing the verge on the access road to the terminal building.

## BUSINESS PAPERS

2.12. Council have carted and placed rock on both approaches to Boredrain Creek on the Burketown Road. Rock was also placed on the downstream side of the temporary embankment to better protect it from being washed away. Four 450mm diameter blackmax pipes have been placed in the embankment to drain minor to moderate flooding.

**Table:** TMR Projects progress report for 2023 – 2024

Projects	Value	Claimed	Progress
ATSI TIDS Dunbar Kowanyama Road - EOT granted. Original budget is \$1,340,000. TMR wants remaining balance of \$891,893.13 to be claimed after June 30th	\$891,893.13	\$891,893.13	100%
ATSI TIDS Dunbar Kowanyama Road - Variation request (Cabbage Tree and Plains Creek)	\$250,000.00	\$250,000.00	100%
ATSI-TIDS Dunbar Kowanyama Road - Days Creek	\$960,000.00	\$0.00	0%
TIDS 2023-2024 - 100% completed, claims being arranged	\$835,000.00	\$835,000.00	100%
CN-21081 2023-24 RMPC	\$2,655,500.00	\$1,750,065.00	66%
CN-20676 2023 TMR Emergent Works - Working to verify estimated total with TMR. \$698,652.83 claimed prior to June	\$3,910,000.00	\$3,910,000.00	100%
CN-21599 Mentana Creek Floodway	\$1,799,265.48	\$0.00	0%
CN-21602 89B Formation	\$1,900,000.00	\$0.00	0%
CN-21603 89A and 84A REPA Works	\$1,038,059.82		0%
CN-22267 Remote Roads Upgrade Pilot program (RRUPP) Iffley Road Resheeting - gravel from Ch. 42.299km to 81.276km	\$5,258,359.00	\$1,238,821.00	24%
CN-22267 Remote Roads Upgrade Pilot program (RRUPP) Koolatah Road widening 0.007km to 30.307km	\$3,097,053.00	\$1,238,821.00	40%
<b>Total</b>	<b>\$22,595,130.43</b>	<b>\$10,114,600.13</b>	<b>45%</b>

## **BUSINESS PAPERS**

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**Photo:** Koolatah Station

## **BUSINESS PAPERS**

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**Photo:** Dunbar Station

## **BUSINESS PAPERS**

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**Diagram:** Mentana Creek

## **BUSINESS PAPERS**

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**Photo:** 89B Clark Creek

## **BUSINESS PAPERS**

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**Photo:** 89B – Staaten River

## **BUSINESS PAPERS**

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**Photo:** ATSI TIDS – Cabbage Tree Creek causeway – Kowanyama Road

## **BUSINESS PAPERS**

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**Photo:** ATSI TIDS – Plains Tree Creek causeway – Kowanyama Road

### **3. Update on Shire Flood Damage Works**

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## BUSINESS PAPERS

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- 3.1. All camps back in Depot
- 3.2. Council have applied for Activation due to flooding from Cyclone Jasper

#### 4. New Projects/Grant Applications

- 4.1. Council is working with TMR on Betterment projects and 89B REPA Works.

#### 5. Reports

- 5.1. Nil
- 5.2. Budget

Row Labels	Sum of Current Budget	Sum of YTD Actual	Sum of Order Value	Sum of Total Actual
<b>Operating Expenditure</b>	<b>18,912,338.42</b>	<b>10,049,042.80</b>	<b>1,287,743.41</b>	<b>11,336,786.21</b>
Airports	464,808.14	261,981.64	36,636.58	298,618.22
Asset Management	279,340.82	70,033.33	4,900.00	74,933.33
Building Services	1,283,495.90	97,034.39	19,175.13	116,209.52
Coastal Management	200,000.00	3,603.75	-	3,603.75
Depots & Workshop	583,328.58	273,988.58	7,268.42	281,257.00
Engineering Services	851,024.52	505,351.92	179,637.85	684,989.77
Fleet & Plant	- 2,787,712.84	- 3,527,922.49	24,315.39	- 3,503,607.10
Main Roads (RMPC and PW)	10,658,346.60	8,346,102.50	793,561.37	9,139,663.87
Parks & Gardens	924,454.73	714,504.25	78,144.26	792,648.51
Pensioner Housing	188,400.00	92,614.75	4,406.00	97,020.75
Private Works	-	2,942.24	-	2,942.24
Public Conveniences	122,162.16	75,341.68	914.55	76,256.23
Quarries				

## BUSINESS PAPERS

	52,000.00	7,674.58	-	7,674.58
Reserves	2,719.11	16,229.92	-	16,229.92
Road	5,453,470.70	2,766,971.93	137,952.04	2,904,923.97
Staff Housing	556,500.00	303,645.50	-	303,645.50
Town Planning	80,000.00	38,944.33	831.82	39,776.15
<b>Operating Income</b>	<b>16,263,612.00</b>	<b>6,331,770.93</b>	-	<b>6,331,770.93</b>
Airports	252,500.00	200,868.02	-	200,868.02
Building Services	3,660.00	13,725.00	-	13,725.00
Fleet & Plant	50,000.00	29,226.00	-	29,226.00
Main Roads (RMPC and PW)	14,540,000.00	6,031,697.31	-	6,031,697.31
Pensioner Housing	30,000.00	18,860.40	-	18,860.40
Road	1,365,452.00	33,546.50	-	33,546.50
Staff Housing	20,000.00	-	-	-
Town Planning	2,000.00	3,847.70	-	3,847.70
<b>Grand Total</b>	<b>2,648,726.42</b>	<b>3,717,271.87</b>	<b>1,287,743.41</b>	<b>5,005,015.28</b>

## **BUSINESS PAPERS**

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### **11.2 NDRRA/QDRF REPORT**

<b>Attachments:</b>	11.2.1. Appendix A - 2021 Expenditure Summary <a href="#">↓</a>
	11.2.2. Appendix B - 2021 Completed Works <a href="#">↓</a>
	11.2.3. Appendix C - 2022 Expenditure Summary <a href="#">↓</a>
	11.2.4. Appendix D - 2022 Completed Works <a href="#">↓</a>
	11.2.5. Appendix E - Betterment Projects <a href="#">↓</a>

**Author:** John Martin - Consultant Engineering

**Date:** 10 January 2024

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**Key Outcome:** 5.2 - A safe and sustainable road network

**Key Strategy:** 5.2.1 Plan and deliver a safe, sustainable and efficient road network.

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#### **Executive Summary:**

**QRA21:** The QRA21 project is approximately 98.6% complete, an extension of time has been requested on remaining scope that was not completed before the December 31, 2023, deadline. Acquittal documentation is being prepared for completed submissions.

**QRA22:** The QRA22 project is approximately 84.7% complete. The QRA22 program of work has a deadline of 30 June 2024. No construction is currently being undertaken due to the wet season shutdown.

**QRA23:** Submission 5 (Iffley Road Incl Rollover) has now been approved and Council has received prepayment. Submission 1 (Far Northern Roads) and Submission 2 (Northern Roads) have now been lodged in the QRA MARS system. QRA21 and QRA22 scope that received significant additional damage will be rolled over into the QRA23 submissions.

**RRUPP:** Two (2) Remote Roads Upgrade Pilot Program (RRUPP) projects have been approved for construction. Construction on the Iffley Road project in conjunction with QRA23 scope as per the funding agreement was partially completed before the wet season shutdown. Works on the Dixie Road and remaining works on Iffley Road will take place in the 2024 calendar year.

**MITCHELL RIVER BRIDGE:** The Mitchell River Bridge options analysis has been finalised and final costings are under review. The detailed design is currently being completed by others.

**OTHER:** Dunbar – Kowanyama (pavement stabilization and sealing) betterment project is near completion with seal works to be completed in the 2024 construction season. The Poingdestre Creek Causeway is now fully complete. Additional funding (\$880k) has been approved for the Dunbar – Kowanyama Road Betterment project.

#### **RECOMMENDATION:**

That Council:

1. accepts the NDRRA/QDRF Report as presented; and
2. that those matters not covered by resolution be noted.

#### **Background:**

##### **2021 QRA Event**

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## **BUSINESS PAPERS**

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1. All five (5) QRA21 REPA submissions have been approved with a total RV of approx. \$39.9million (construction budget of \$31.1million).
2. Approximately 98.6% of the project has been completed with an estimated Expenditure Ratio of 0.90. Refer Appendix A and B for final construction summaries.
3. An extension of time is being requested for Old Croydon Road, Dunbar – Kowanyama Road and Yappar Street.
4. Completed QRA21 submissions are being prepared for acquittal pending the finalisation of expenditure.

### **2022 QRA Event**

1. All six (6) QRA22 REPA submissions have been approved with a total RV of approx. \$66.8million (construction budget of \$46.8million).
2. Approximately 84.7% of the project has been completed with an estimated Expenditure Ratio of 1.02. Refer to Appendix C and D for construction progress summaries.
3. There is currently no Construction work being undertaken due to the wet season shutdown.
4. The QRA22 program of work has a deadline of 30 June 2024.

### **2023 QRA Event**

1. Carpentaria Shire Council was activated for REPA, Emergency Works and CDO relief measures on 6 January 2023 in response to the Northern and Central Queensland Monsoon and Flooding event.
2. Scope within QRA21 and QRA22 projects that received significant additional damage during the most recent flood event will be submitted to be rolled over into the QRA23 submissions.
3. Submission 5 (Iffley Road Incl Rollover) has been approved and Council has received the prepayment. Submission 1 (Far Northern Roads) and Submission 2 (Northern Roads) have now been lodged in the QRA MARS system.

### **Remote Roads Upgrade Pilot Program**

1. Two (2) Remote Roads Upgrade Pilot Program (RRUPP) projects have been approved for construction. The Iffley Road Gravel Upgrade project has a RV of approx. \$4.2million and Koolatah – Dixie Road Widening project has a RV of approx. \$2.5million.

## **BUSINESS PAPERS**

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2. The Iffley Road project was partially constructed before the wet season shut down, it is being built in conjunction with the QRA23 Iffley Road scope. Remaining works will be constructed in the 2024 construction season.
3. The Koolatah – Dixie Road Widening project is to be constructed in conjunction with the QRA23 Koolatah - Dixie Road scope during the 2024 construction season.

### **Mitchell River Bridge**

1. The Mitchell River Bridge (NQNDMP) options analysis has been finalised including the preliminary design of three (3) bridge and three (3) alignment options. Costs for precast items, piling and insitu construction work have been sourced and the final costings are under review.
2. The options analysis report and detailed design have a deadline of 30 June 2024. Cost estimates are to be provided to QRA for confirmation of funding quantum. The detailed design is currently being completed by others.

### **Other**

1. Construction for the Dunbar – Kowanyama (pavement and sealing) betterment project is near completion with remaining scope (seal works) being scheduled for the 2024 construction year.
2. Poingdestre Creek Causeway is now fully complete. A full list of betterment projects can be seen in Appendix E.
3. An additional approx. \$880k of funding has recently been approved for the Dunbar – Kowanyama Road Betterment project.

### **Consultation (Internal/External):**

- Mark Crawley - Chief Executive Officer
- Michael Wanrooy - Director of Engineering
- John Martin and Nick Lennon - ERSCON Consulting Engineers

### **Legal Implications:**

- Nil.

### **Financial and Resource Implications:**

- QRA 21 Trigger Point contribution - \$30,180
- QRA 22 Trigger Point contribution - \$30,015
- QRA 23 Trigger Point contribution - \$29,070

## **BUSINESS PAPERS**

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### **Risk Management Implications:**

- Low – QRA22 – All submissions have a construction deadline of 30 June 2024. There is a low risk that work will not be completed by this deadline based on the current construction program.

**CARPENTARIA SHIRE COUNCIL**

**SUMMARY OF QRA21 EXPENDITURE**

**CURRENT**

**Project Completed**

**Forecast Project Expenditure to RV Ratio**

**1/01/2024**

**98.6%**

**0.90**



Submission 1 - CSC.0052.2021E.REC					
Road Name	Construction Recommended Value	Expenditure	Complete (%)	Expected Expenditure Ratio	Notes
Pioneer Access	\$ 43,477.20	\$ 2,545.40	100%	0.06	Overlapping camp and establishment costs with simultaneously constructed Trenton Road. When assessing roads together expenditure is expected to align well with the combined RV.
Wondoola Access	\$ 145,923.99	\$ 93,239.01	100%	0.64	Overlapping camp and establishment costs with simultaneously constructed QRA20 Wondoola Access and QRA20/21 Wondoola Bypass Road. When assessing roads together expenditure is expected to align closely with the combined RV.
Wondoola Bypass Road	\$ 335,719.59	\$ 165,292.28	100%	0.49	Overlapping camp and establishment costs with simultaneously constructed QRA20 Wondoola Bypass Road and QRA20/21 Wondoola Access. When assessing roads together expenditure is expected to align closely with the combined RV.
Glenore Access	\$ 954,142.42	\$ -	100%	0.00	Road marked at 100% due to significant additional damage incurred from 2023 event. All scope is expected to rollover into QRA23 works.
Haydon Access	\$ 294,418.51	\$ 171,847.17	100%	0.58	Significant cost savings were achieved due to the construction crew working from town with no camp establishment and ongoing camp costs required during construction.
Sawtell Creek Access	\$ 46,052.54	\$ 31,371.31	100%	0.68	Significant cost savings were achieved due to the construction crew working from town with no camp establishment and ongoing camp costs required during construction.
Warrenvale Access	\$ 112,183.94	\$ 71,178.92	100%	0.63	Overlapping camp and establishment costs with simultaneously constructed QRA21 Donors Hill Access. When assessing the roads together expenditure is expected to align closely with the combined RV.
Mundjuro Access	\$ 269,163.15	\$ 917.73	100%	0.00	Road marked at 100% due to significant additional damage incurred from 2023 event. All scope is expected to rollover into QRA23 works.
Trenton Road	\$ 2,759,624.32	\$ 1,818,405.82	100%	0.66	Road partially constructed before wet season shutdown, remaining scope will be rolledover into QRA23 scope
Iffley Road	\$ 48,565.72	\$ 50,989.60	100%	1.05	Road marked at 100% due to significant additional damage incurred from 2023 event. All scope is expected to rollover into QRA23 works.
Broadwater Access	\$ 15,718.68	\$ 12.05	100%	0.00	Overlapping camp and establishment costs with simultaneously constructed Broadwater - Iffley Road and Claraville Road. When assessing roads together expenditure is expected to align closely with the combined RV.
Broadwater - Iffley Road	\$ 3,253,190.35	\$ 2,706,692.15	100%	0.83	Overlapping camp and establishment costs with simultaneously constructed Claraville Road and Broadwater Access. When assessing roads together expenditure is expected to align closely with the combined RV.
Cowan Downs Access	\$ 109,883.67	\$ 17,172.96	100%	0.16	Overlapping camp and establishment costs with simultaneously constructed QRA22 Cowan Downs Access scope. When assessing roads together expenditure is expected to align closely with the combined RV.
Claraville Road	\$ 802,925.42	\$ 41,677.43	100%	0.05	Overlapping camp and establishment costs with simultaneously constructed Broadwater - Iffley Road and Broadwater Access. When assessing roads together expenditure is expected to align closely with the combined RV.
Old Croydon Road (Unsealed)	\$ 410,198.93	\$ 148,649.42	48%	0.76	An extension of time has been requested for remaining uncompleted line items
<b>TOTAL</b>	<b>\$ 9,601,188.43</b>	<b>\$ 5,319,991.25</b>			

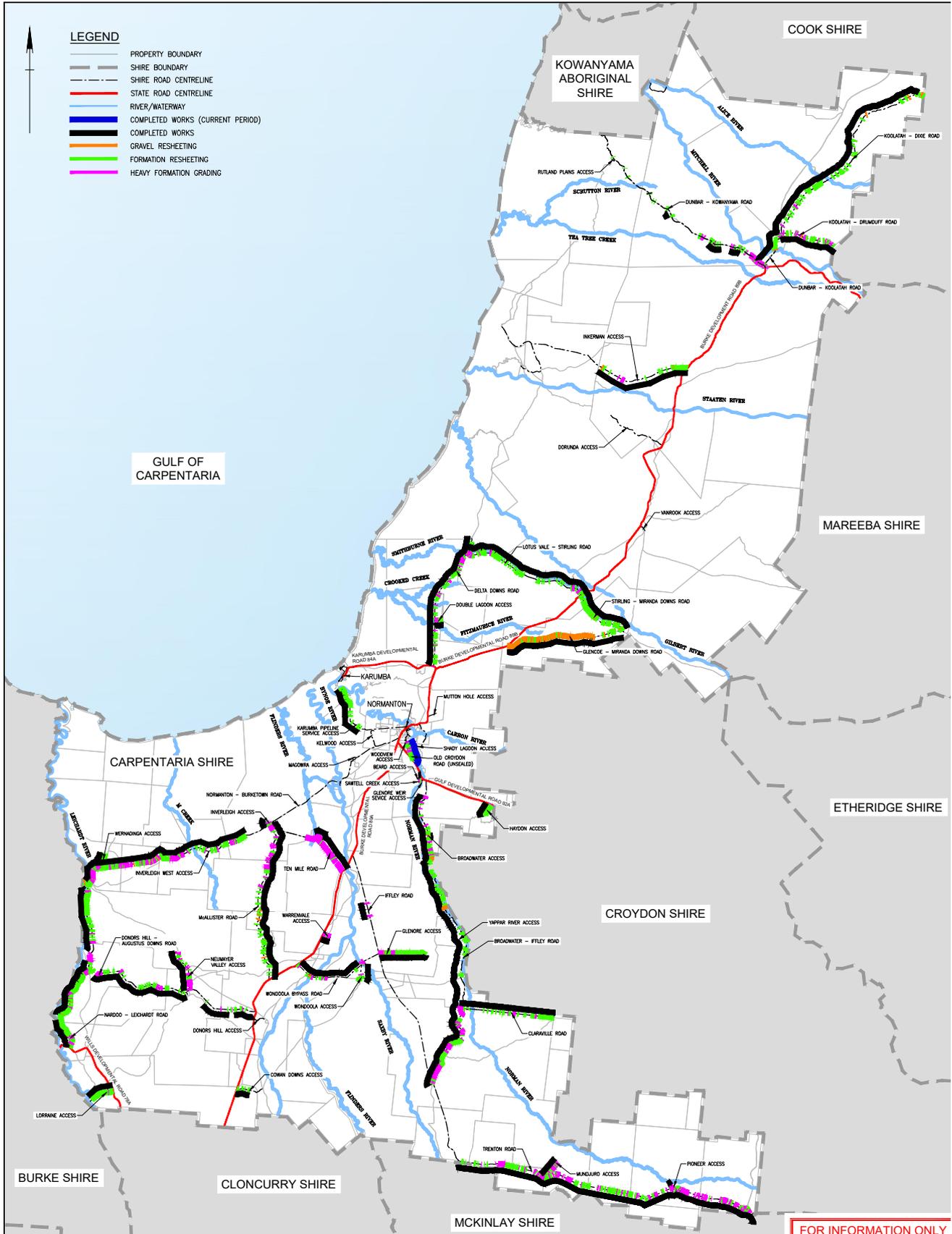
\*Expected expenditure ratio is the ratio of final expenditure divided by the recommended value. (i.e. 1.5 is 50% over budget, 0.8 is 20% under budget)

Submission 2 - CSC.0054.2021E.REC					
Road Name	Construction Recommended Value	Expenditure	Complete (%)	Expected Expenditure Ratio	Notes
Wernadinga Access	\$ 408,403.56	\$ 206,933.00	100%	0.51	Overlapping camp and establishment costs with simultaneously constructed Normanton - Burketown. When assessing roads together expenditure is expected to align well with the combined RV.
Lorraine Access	\$ 537,639.45	\$ 549,594.98	100%	1.02	
Ten Mile Road	\$ 812,165.79	\$ 577,623.55	100%	0.71	Significant cost savings were achieved due to the construction crew working from town with no camp establishment and ongoing camp costs required during construction.
Neumayer Valley Access	\$ 408,933.45	\$ 128,648.64	100%	0.31	Overlapping camp and establishment costs with simultaneously constructed QRA21 Donors Hill - Augustus Downs Access and QRA22 Neumayer Valley Access. When assessing roads together expenditure is expected to align closely with the combined RV.
Inverleigh Access	\$ 2,341.08	\$ 3,237.50	100%	1.38	Overlapping camp and establishment costs with simultaneously constructed QRA21 Inverleigh Access (Secondary Access) and QRA22 Inverleigh and Inverleigh West Access. When assessing roads together expenditure is expected to align closely with the combined RV.
Normanton - Burketown Road	\$ 3,384,537.60	\$ 2,116,898.40	100%	0.63	Road partially constructed before wet season shutdown, remaining scope will be rolledover into QRA23 scope
McAllister Road	\$ 1,111,966.62	\$ 58,503.91	100%	0.05	Road partially constructed before wet season shutdown, remaining scope will be rolledover into QRA23 scope
Inverleigh Access (Secondary Access)	\$ 6,577.32	\$ -	100%	0.00	Significant cost savings were achieved due to the construction crew working from town with no camp establishment and ongoing camp costs required during construction.
Donors Hill - Augustus Downs Road	\$ 1,141,343.18	\$ 1,647,012.23	100%	1.44	Overlapping camp and establishment costs with simultaneously constructed QRA21 and QRA22 Nardoo - Leichardt Road and Neumayer Valley Access. When assessing roads together expenditure is expected to align closely with the combined RV.
Karumba Pipeline Service Access	\$ 732,792.98	\$ 627,124.71	100%	0.86	Cost savings were achieved due to the construction crew working from town with no camp establishment and ongoing camp costs required during construction.
Nardoo - Leichardt Road	\$ 4,089,855.77	\$ 3,027,534.95	100%	0.74	Overlapping camp and establishment costs with simultaneously constructed QRA22 Nardoo - Leichardt Road, QRA21 Donors Hill - Augustus Downs Road and QRA21 and QRA22 Neumayer Valley Access. When assessing roads together expenditure is expected to align closely with the combined RV.
Yappar Street	\$ 32,194.71	\$ -	0%	1.00	An extension of time has been requested for remaining uncompleted line items
<b>TOTAL</b>	<b>\$ 12,668,751.51</b>	<b>\$ 8,943,111.87</b>			

Submission 3 - CSC.0048.2021E.REC					
Road Name	Construction Recommended Value	Expenditure	Complete (%)	Expected Expenditure Ratio	Notes
Inkerman Access	\$ 562,783.25	\$ 488,934.26	100%	0.87	Overlapping camp and establishment costs with simultaneously constructed 2020 Inkerman Access. When assessing roads together expenditure is expected to align well with the combined RV.
Glencoe - Miranda Downs Road	\$ 3,529,821.76	\$ 2,577,328.41	100%	0.73	Overlapping camp and establishment costs with simultaneously constructed Lotus Vale - Stirling Road and Stirling - Miranda Downs Road. When assessing roads together expenditure is expected to align well with the combined RV.
Stirling - Miranda Downs Road	\$ 924,687.03	\$ 231,518.96	100%	0.25	Road partially constructed before wet season shutdown, remaining scope will be rolledover into QRA23 scope
Delta Downs Road	\$ 1,121,390.34	\$ 211,719.55	100%	0.19	Road marked at 100% due to significant additional damage incurred from 2023 event. All scope is expected to rollover into QRA23 works.
Lotus Vale - Stirling Road	\$ 1,128,254.06	\$ 518,820.87	100%	0.46	Road partially constructed before wet season shutdown, remaining scope will be rolledover into QRA23 scope
Double Lagoon Access	\$ 165,580.92	\$ 68,314.46	100%	0.41	Significant cost savings were achieved due to the construction crew working from town with no camp establishment and ongoing camp costs required during construction.
<b>TOTAL</b>	<b>\$ 7,432,517.36</b>	<b>\$ 4,096,636.51</b>			

Submission 4 - CSC.0042.2021E.REC					
Road Name	Construction Recommended Value	Expenditure	Complete (%)	Expected Expenditure Ratio	Notes
Dunbar - Koolatah Road	\$ 254,319.58	\$ 378,030.27	100%	1.49	Overlapping camp and establishment costs with simultaneously constructed 2020/21 Koolatah - Drumduff Road, 2020/21 Koolatah - Dixie Road and 2021 Dunbar - Koolatah Road. When assessing roads together expenditure is expected to align well with the combined RV.
Koolatah - Drumduff Road	\$ 408,762.84	\$ 378,959.21	100%	0.93	Overlapping camp and establishment costs with simultaneously constructed 2020/21 Koolatah - Dixie Road, 2020/21 Dunbar - Koolatah Road and 2021 Koolatah - Drumduff Road. When assessing roads together expenditure is expected to align well with the combined RV.
Dunbar - Kowanyama Road	\$ 254,319.58	\$ 1,601,855.14	76%	2.25	Overlapping camp and establishment costs with simultaneously constructed QRA22 Dunbar Kowanyama Road scope. When assessing roads together expenditure is expected to align closely with the combined RV. An extension of time has been requested for remaining uncompleted line items
<b>TOTAL</b>	<b>\$ 917,402.00</b>	<b>\$ 2,358,844.62</b>			

Submission 5 - CSC.0049.2021E.REC					
Road Name	Construction Recommended Value	Expenditure	Complete (%)	Expected Expenditure Ratio	Notes
Koolatah - Dixie Road	\$ 1,359,200.81	\$ 1,847,570.85	100%	1.36	Road partially constructed before wet season shutdown, remaining scope will be rolledover into QRA23 scope
<b>TOTAL</b>	<b>\$ 1,359,200.81</b>	<b>\$ 1,847,570.85</b>			



FOR INFORMATION ONLY

NO.	DATE	DESCRIPTION	DESIGN	APPROVED
20	09/01/24	REVISED FOR JAN MEETING	AB	
19	05/12/23	REVISED FOR DEC MEETING	AB	
18	06/11/23	REVISED FOR NOV MEETING	AB	
17	03/10/23	REVISED FOR OCT MEETING	AB	
16	11/09/23	REVISED FOR SEPT MEETING	AB	
1	19/11/21	INITIAL ISSUE		



CLIENT	DESIGN	DATE	APPROVED
	DESIGN		
	DATE		

PROJECT REF	DESIGN REF	DRAWING NO	SIZE	REVISION
CARPENTARIA SHIRE COUNCIL ROADS	2021 CONSTRUCTION SEASON COMPLETED WORKS	101-021-SK703	A1	20

**CARPENTARIA SHIRE COUNCIL**

**SUMMARY OF QRA22 EXPENDITURE**

**CURRENT**

**Project Completed**

**Forecast Project Expenditure to RV Ratio**

**1/01/2024**

**84.7%**

**1.02**



Submission 5 - CSC.0059.2122D.REC					
Road Name	Construction Recommended Value	Expenditure	Complete (%)	Expected Expenditure Ratio	Notes
Mundjuro Access	\$ 63,144.41	\$ -	100%	0.00	Asset marked at 100% due to significant extra damage being identified, a rollover is expected
Pioneer Access	\$ 11,827.88	\$ -	100%	0.00	Asset marked at 100% due to significant extra damage being identified, a rollover is expected
Trenton Road	\$ 3,930,081.52	\$ -	100%	0.00	Asset marked at 100% due to significant extra damage being identified, a rollover is expected
<b>TOTAL</b>	<b>\$ 4,005,053.81</b>	<b>\$ -</b>			

\*Expected expenditure ratio is the ratio of final expenditure divided by the recommended value. (i.e. 1.5 is 50% over budget, 0.8 is 20% under budget)

Submission 1 - CSC.0060.2122D.REC					
Road Name	Construction Recommended Value	Expenditure	Complete (%)	Expected Expenditure Ratio	Notes
Yappar River Access	\$ 96,778.87	\$ 90,508.65	100%	0.94	Overlapping camp and establishment costs with simultaneously constructed Yappar River Access (Secondary Access) and QRA21 Broadwater - Iffley Road. When assessing roads together expenditure is expected to align closely with the combined RV.
Yappar River Access (Secondary Access)	\$ 39,976.45	\$ -	100%	0.00	Overlapping camp and establishment costs with simultaneously constructed Yappar River Access and QRA21 Broadwater - Iffley Road. When assessing roads together expenditure is expected to align closely with the combined RV.
Beard Access	\$ 21,971.41	\$ -	100%	0.00	Overlapping camp and establishment costs with simultaneously constructed Glenore Weir Road, Glenore Weir Secondary Access and Glenore Weir Service Access. When assessing roads together expenditure is expected to align closely with the combined RV.
Iffley Road	\$ 4,856,868.60	\$ 1,680.00	100%	0.00	Asset marked at 100% due to significant extra damage being identified, a rollover is expected
Glenore Weir Road	\$ 9,544.65	\$ 31,987.03	100%	3.35	Overlapping camp and establishment costs with simultaneously constructed Beard Access, Glenore Weir Secondary Access and Glenore Weir Service Access. When assessing roads together expenditure is expected to align closely with the combined RV.
Glenore Weir Road (Secondary Access)	\$ 5,146.14	\$ -	100%	0.00	Overlapping camp and establishment costs with simultaneously constructed Beard Access, Glenore Weir Road and Glenore Weir Secondary Access. When assessing roads together expenditure is expected to align closely with the combined RV.
Glenore Weir Service Access	\$ 63,999.36	\$ 34,877.56	100%	0.54	Overlapping camp and establishment costs with simultaneously constructed Beard Access, Glenore Weir Road and Glenore Weir Secondary Access. When assessing roads together expenditure is expected to align closely with the combined RV.
Claraville Road	\$ 1,665,824.70	\$ 1,147,373.59	100%	0.69	Overlapping camp and establishment costs with simultaneously constructed QRA21 and QRA22 Broadwater - Iffley Road. When assessing roads together expenditure is expected to align closely with the combined RV.
Broadwater - Iffley Road	\$ 4,346,661.50	\$ 2,580,479.06	54%	1.09	Accrued costs processing, road was partially constructed before wet season shutdown, remaining works will be undertaken in 2024 construction season
<b>TOTAL</b>	<b>\$ 10,970,016.36</b>	<b>\$ 3,796,397.24</b>			

Submission 3 - CSC.0061.2122D.REC					
Road Name	Construction Recommended Value	Expenditure	Complete (%)	Expected Expenditure Ratio	Notes
Mutton Hole Access	\$ 136,902.94	\$ 75,358.03	100%	0.55	Significant cost savings were achieved due to the construction crew working from town with no camp establishment and ongoing camp costs required during construction.
Shady Lagoon Access	\$ 851,206.58	\$ 399,507.93	100%	0.47	Significant cost savings were achieved due to the construction crew working from town with no camp establishment and ongoing camp costs required during construction.
Delta Downs Road	\$ 175,940.26	\$ -	100%	0.00	Asset marked at 100% due to significant extra damage being identified, a rollover is expected
Dorunda Access	\$ 51,340.15	\$ -	100%	0.00	Asset marked at 100% due to significant extra damage being identified, a rollover is expected
Dunbar - Koolatah Road	\$ 545,549.26	\$ 3,522.40	100%	0.01	Asset marked at 100% due to significant extra damage being identified, a rollover is expected
Koolatah - Dixie Road	\$ 2,773,859.17	\$ -	100%	0.00	Asset marked at 100% due to significant extra damage being identified, a rollover is expected
Maggievile Access	\$ 2,604.28	\$ 1,706.25	100%	0.66	Asset marked at 100% due to significant extra damage being identified, a rollover is expected
Rutland Plains Access	\$ 97,628.71	\$ -	0%	1.00	
<b>TOTAL</b>	<b>\$ 4,635,031.35</b>	<b>\$ 480,094.61</b>			

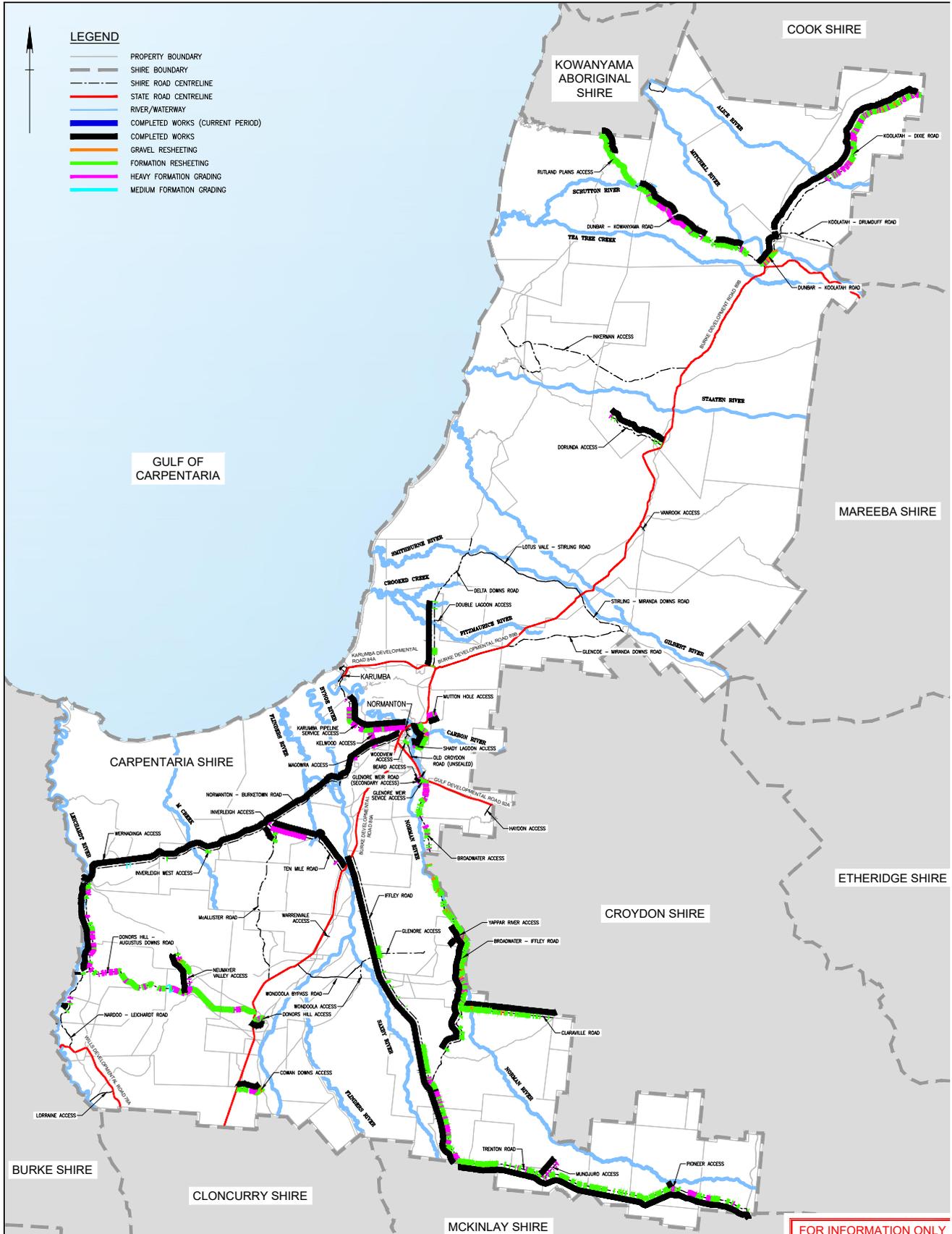
Submission 2 (CSC.0063.2122D.REC)					
Road Name	Construction Recommended Value	Expenditure	Complete (%)	Expected Expenditure Ratio	Notes
Neumayer Valley Access	\$ 432,541.55	\$ 393,490.85	100%	0.91	Overlapping camp and establishment costs with simultaneously constructed QRA21 Donors Hill - Augustus Downs Access and QRA21 Neumayer Valley Access. When assessing roads together expenditure is expected to align closely with the combined RV.
Donors Hill Access	\$ 289,892.91	\$ 149,116.83	100%	0.51	Overlapping camp and establishment costs with simultaneously constructed with QRA21 Warrenvale Access and QRA21 Donors Hill - Augustus Downs Road. When assessing roads together expenditure is expected to align closely with the combined RV.
Inverleigh Access	\$ 27,124.21	\$ 1,718.26	100%	0.06	Significant cost savings were achieved due to the construction crew working from town with no camp establishment and ongoing camp costs required during construction.
McAllister Road	\$ 146,560.60	\$ -	100%	0.00	Asset marked at 100% due to significant extra damage being identified, a rollover is expected
Normanton - Burketown Road	\$ 162,302.51	\$ 1,921.48	100%	0.01	Asset marked at 100% due to significant extra damage being identified, a rollover is expected
Ten Mile Road	\$ 537,906.53	\$ -	100%	0.00	Asset marked at 100% due to significant extra damage being identified, a rollover is expected
Cowan Downs Access	\$ 516,686.65	\$ 401,612.50	100%	0.78	Overlapping camp and establishment costs with simultaneously constructed with QRA21 Cowan Downs Access. When assessing roads together expenditure is expected to align closely with the combined RV.
Karumba Pipeline Service Access	\$ 1,125,778.01	\$ 823,063.60	100%	0.73	Significant cost savings were achieved due to the construction crew working from town with no camp establishment and ongoing camp costs required during construction.
Augustus Downs Access	\$ 31,886.54	\$ 21,528.19	100%	0.68	Overlapping camp and establishment costs with simultaneously constructed QRA21 Donors Hill - Augustus Downs Road. When assessing roads together expenditure is expected to align closely with the combined RV.
Nardoo - Leichardt Road	\$ 853,337.09	\$ 1,143,073.89	100%	1.34	Accrued costs processing, currently recently completed
Donors Hill - Augustus Downs Road	\$ 4,133,078.25	\$ 2,143,931.35	0%	1.00	Preliminary costs booked for gravel push-up, no construction has commenced. Actual start date to be updated to reflect the actual start date of construction.
Inverleigh West Access	\$ 29,980.97	\$ 57,998.50	0%	1.00	Preliminary costs booked, no construction has commenced. Actual start date to be updated to reflect the actual start date of construction.
Kelwood Access	\$ 287,341.93	\$ -	0%	1.00	
Magowra Access	\$ 55,471.26	\$ -	0%	1.00	
Woodview Access	\$ 43,891.63	\$ 917.51	0%	1.00	Preliminary costs booked, no construction has commenced. Actual start date to be updated to reflect the actual start date of construction.
<b>TOTAL</b>	<b>\$ 8,673,780.64</b>	<b>\$ 5,138,372.96</b>			

Submission 4 (CSC.0064.2122D.REC)					
Road Name	Construction Recommended Value	Expenditure	Complete (%)	Expected Expenditure Ratio	Notes
Dunbar - Kowanyama Road	\$ 3,499,367.68	\$ 7,754,775.14	65%	2.64	Overlapping camp and establishment costs with simultaneously constructed QRA21 Dunbar Kowanyama Road scope. When assessing roads together expenditure is expected to align closely with the combined RV.
<b>TOTAL</b>	<b>\$ 3,499,367.68</b>	<b>\$ 7,754,775.14</b>			

Submission 6 (CSC.0066.2122D.REC)					
Road Name	Construction Recommended Value	Expenditure	Complete (%)	Expected Expenditure Ratio	Notes
Mitchell River Crossing	\$ 15,000,000.00	\$ -	100%	0.00	Asset marked at 100% due to significant extra damage being identified, a rollover is expected
<b>TOTAL</b>	<b>\$ 15,000,000.00</b>	<b>\$ -</b>			



FOR INFORMATION ONLY

NO.	DATE	DESCRIPTION	DESIGN	APPROVED
10	09/01/24	REVISED FOR JAN MEETING	AB	
9	05/12/23	REVISED FOR DEC MEETING	AB	
8	06/11/23	REVISED FOR NOV MEETING	AB	
7	03/10/23	REVISED FOR OCT MEETING	AB	
6	11/09/23	REVISED FOR SEPT MEETING	AB	
1	08/05/23	INITIAL ISSUE		



CLIENT	APPROVED
DESIGN	APPROVED
DATE	ISSUE

PROJECT REF	CARPENTARIA SHIRE COUNCIL ROADS
DRAWING REF	2022 CONSTRUCTION SEASON COMPLETED WORKS
DRAWING NO	101-022-SK701
SIZE	A1
REVISION	10

### Appendix E - Approved Betterment Projects

Funding Source	Project Name	Total Project Value	Deadline
Recovery and Resilience Grants (RRG)	Karumba Airport Weather Station	\$87,000	01/12/2023
Recovery and Resilience Grants (RRG)	Karumba Chlorine Generator	\$180,000	01/12/2023
Recovery and Resilience Grants (RRG)	Normanton Water Treatment Plant Pipework Upgrades	\$150,000	01/12/2023
Recovery and Resilience Grants (RRG)	Normanton Water Treatment Plant Storage Upgrades	\$40,000	01/12/2023
Recovery and Resilience Grants (RRG)	Investigation into New Karumba Sewage System	\$80,000	01/12/2023
Recovery and Resilience Grants (RRG)	Glenore Weir Intake, Pipework and Valve Set Upgrades	\$320,000	01/12/2023
Queensland Resilience and Risk Reduction Fund (QRRRF)	Normanton Stormwater Upgrades	\$228,882	30/06/2023
Queensland Resilience and Risk Reduction Fund (QRRRF)	Karumba Foreshore	\$500,000	31/12/2023
Flood Mitigation Infrastructure (FMI)	Armstrong Creek Causeway	\$793,339	31/12/2023
Remote Roads Upgrade Pilot Program (RRUPP)	Iffley Road gravel upgrade	\$4,206,687	
Remote Roads Upgrade Pilot Program (RRUPP)	Koolatah – Dixie Road widening	\$2,477,642	
Queensland Resilience and Risk Reduction Fund (QRRRF)	Karumba Shoreline Protection & Revitalisation – Beach Sand Retention Project	\$1,335,604	30/06/2024
Queensland Resilience and Risk Reduction Fund (QRRRF)	Inverleigh West Causeway Upgrade	\$500,000	30/06/2024
Queensland Resilience and Risk Reduction Fund (QRRRF)	Mitchell River Crossing Upgrade Investigation	\$300,000	30/06/2024
Queensland Betterment Funding	Dunbar - Kowanyama Road (Pavement and Sealing)	\$5,255,089	30/06/2024
Community and Recreational Asset Recovery and Resilience Program	Burke and Wills Monument Access Road (Pavement and Sealing)	\$364,268	30/06/2024
Flood Risk Management Program (FRMP)	WP3 Flood studies, risk assessments, management studies and intelligence systems	\$171,785	30/06/2024

Project has been completed

## **BUSINESS PAPERS**

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### **11.3 WATER AND WASTE MONTHLY REPORT**

<b>Attachments:</b>	NIL
<b>Author:</b>	Natasha Glaskin - Manager Water and Sewerage
<b>Date:</b>	12 January 2024
<b>Key Outcome:</b>	A well governed, responsive Council, providing effective leadership and management, and respecting community values
<b>Key Strategy:</b>	Provision of safe and reliable infrastructure (roads, water and sewer, buildings and facilities, etc.)

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#### **Executive Summary:**

This report has been prepared to provide Council with an overview of actions completed and underway within the Water and Waste Department throughout December.

The following items of interest are presented in further detail within the report:

- There was a major outage on 21/12/23 which impacted operations and inhibited the ability for remote monitoring at the plant. The recent SCADA enhancements have created a backup link, however, during the outage, even the backup was not able to sustain operations as there were multiple outages in the region.
- Total treated water consumption (Normanton and Karumba) was 66.7ML for the month.
- Reservoir cleaning in December was postponed due to contractor having a major breakdown. Due to recommence early 2024.

#### **RECOMMENDATION:**

That Council:

1. receive and note the Water and Waste Monthly Report for December 2023; and
2. that those matters not covered by resolution be noted.

#### **Background:**

##### **Water Industry Update**

The next NW-QWRAP is scheduled for February date and Location TBC.

- As part of the joint procurement initiatives, the Reservoir Cleaning is scheduled to commence in Normanton and Karumba early 2024.

##### **Operations**

###### **Normanton-Karumba Water Supply Scheme**

- Wet season preparations continue and chemical supplies are being maintained.

The water level at Glenore Weir was measured at 5.40m on the last day of the month (**Error! Reference source not found.**) The Bureau of Meteorology recorded 38.0mm of rain at Normanton Airport during the month (**Error! Reference source not found.**).

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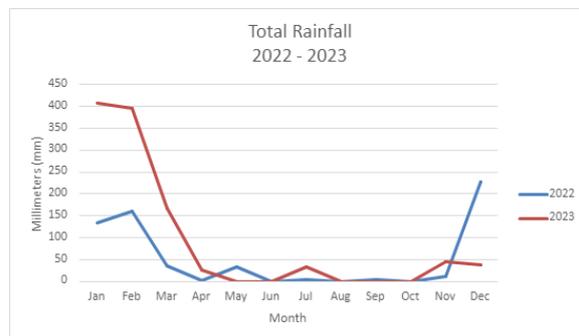
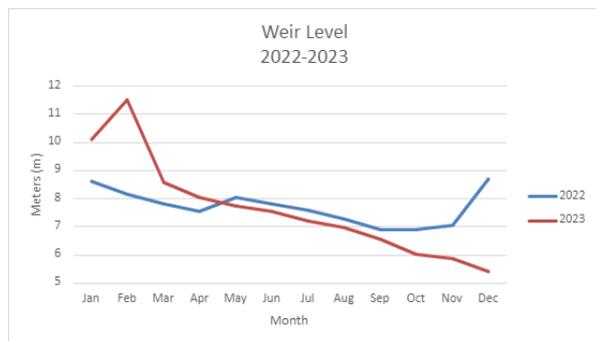


Figure 1 - Glenore Weir River Height at end of month.

Figure 2 - Monthly Rainfall

For the month of December, approximately 68.8ML was pumped from Glenore Weir and 3.6ML from the Normanton bore for a total of 72.4ML of raw water.

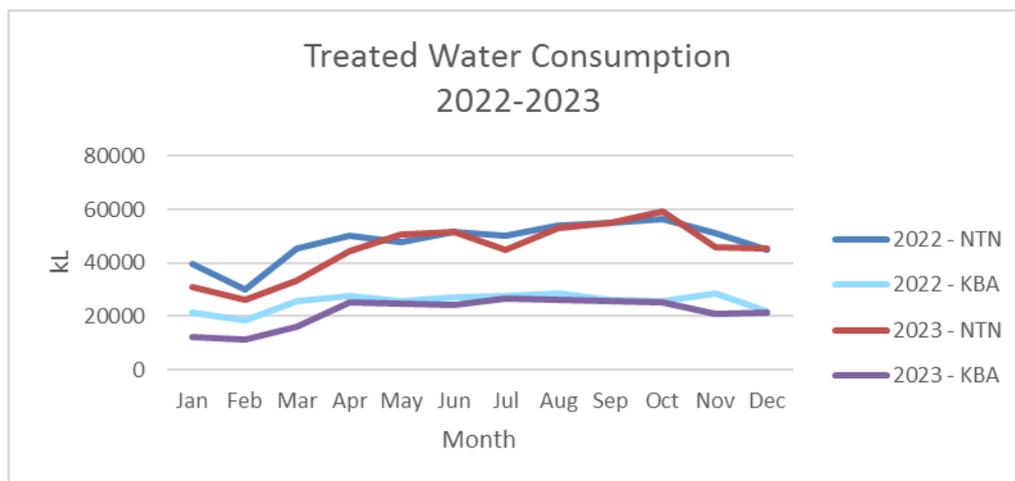


Figure 3 – Treated Water Consumption by Zone

### Normanton Sewerage Scheme

Normanton STP continues to operate effectively since the renewal works completed for the inlet in December.

### Karumba Sewerage Scheme

- During December, five (5) low pressure pumps were replaced.
- Karumba Sewage Treatment facility treated approximately 2.97ML during December (**Error! Reference source not found.**).

## BUSINESS PAPERS

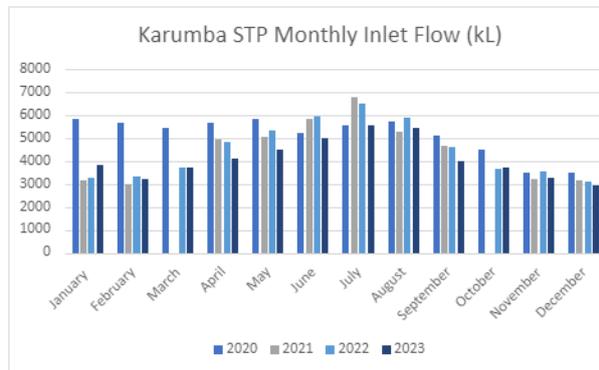


Figure 4 - Total Monthly inlet flow for Karumba STP

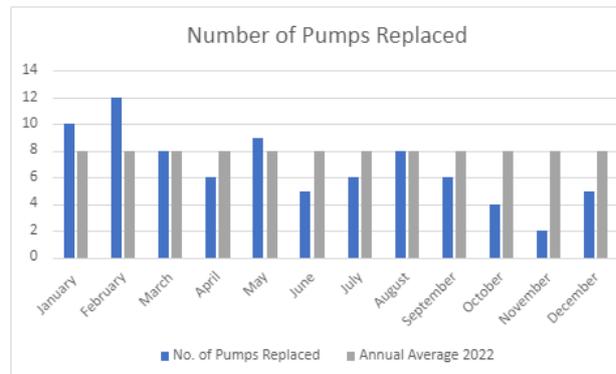


Figure 5 - Sewer Reticulation Pump Replacements

### Waste Services

New signage has been received and installation continues. The signage is intended to improve disposal practices of the community.

### Compliance

The Drinking Water Quality Management Plan review is due to be reviewed in January with changes submitted to the Department shortly after. Water and Waste have engaged a suitably qualified consultant to support the team meet this legislative requirement.

Item	Description	Due	Status	Comment
1	<u>Service Provider Annual Registration</u>	July 23	✓	<u>Complete.</u>
2	<u>Waste Annual Data Survey</u>	Aug 23	✓	<u>Complete.</u> Data has been estimated as Councils systems do not support data management for the indicators.
3	<u>Queensland Government Key Performance Indicator Reporting</u>	Oct 23	✓	<u>Complete.</u> Some data has been estimated as Councils systems do not support data management for all indicators.
4	<u>Waste Environmental Permit Report</u>	Nov 23	○	Report has been written.
5	<u>Sewerage Environmental Permit Report</u>	Nov 23	○	Report has been written.
6	<u>Drinking Water Quality Management Plan Annual Report</u>	Dec 23	○	<u>Complete.</u>
7	<u>Fluoride Public Health Report</u> - March, June, September, December	Dec 23	○	<u>Complete.</u>
8	<u>Drinking Water Quality Management Plan Review</u>	Jan 24	○	On track.

### Projects – Capital & Funded Works Underway

## BUSINESS PAPERS

Project No.	Project Name	On Time	On Budget	Comment
<u>CO2411</u>	<u>Waste - New fencing and repair fencing at Normanton Landfill</u>	✓	✓	<u>Complete.</u>
<u>CO2410</u>	<u>Waste - Security System Design and install - Karumba</u>	✓	✓	<u>Complete.</u>
<u>CO2409</u>	<u>Waste - Security System Design and install - Normanton</u>	✓	✓	<u>Complete.</u>
<b>CS2403</b>	Sewer - Analyser Upgrades / Replacement Program	✓	✓	To be completed in new calendar year.
<u>CS2401</u>	<u>Sewer - Generator for Pump Station 3</u>	○	○	Pending install.
<u>CS2202</u>	<u>Sewer - Karumba - Pump Replacement (eOne)</u>	✓	✓	Stage 2 complete.
<b>CS2405</b>	Sewer - Karumba Sewerage Upgrades and Renewals	○	○	Progressing.
<b>CS2201</b>	Sewer - Karumba STP - Membrane Replacement & Skid Renewal	○	○	Options analysis and specification being finalized and will be presented to Council once options are received from the market.
<u>CS2404</u>	<u>Sewer - Pump Replacement Program</u>	✓	✓	<u>Complete.</u>
<u>CS2402</u>	<u>Sewer - STP – Aerators</u>	✓	✓	<u>Complete.</u>
<b>CW2406</b>	Water - Analyser Upgrades / Replacement Program	✓	✓	Quotes being sought for remainder of scope.
<b>RRF001A</b>	Water - Glenore Weir Raw Water Upgrade - Emergency Intake Structure	○	○	On track.
<b>CW2204</b>	Water - Glenore Weir Water Pipe Replacement Planning Project	✓	✓	On track.
<b>CW2405</b>	Water - Karumba Chlorination Renewal	✓	✓	Commenced. Quotes being sought to extend the Chemical storage area and dosing arrangement updates to ensure compliance.
<u>RRF002</u>	<u>Water - Karumba Water Tower/Reservoirs On site Chlorine Generator</u>	✓	✓	<u>Complete.</u>
<b>CW2402</b>	Water - Meter Replacement Program - Pending advice in Smart Metering Business Case	○	○	Ongoing.
<u>RRF005</u>	<u>Water - Normanton Treatment Plant - Replacement of Soda Ash Dosing system</u>	✓	✓	<u>Complete.</u>
<b>CW2401</b>	Water - Normanton Water Treatment Plant Storage Upgrades	○	✓	Ongoing.
<b>CW2408</b>	Water - Pump Replacement Program	✓	✓	Ongoing.

## BUSINESS PAPERS

<u>Project No.</u>	<u>Project Name</u>	<u>On Time</u>	<u>On Budget</u>	<u>Comment</u>
CW2403	Water - SCADA / Telemetry Renewals	✓	✓	Awaiting install.
WQ2205	<i>Water - Treatment Plant - Controls/Monitoring - Priorities to be established.</i>	✓	✓	<u>Complete.</u>

### Operational Works / Projects raised by Council

<u>Date</u>	<u>Ref</u>	<u>Description</u>	<u>On Time</u>	<u>On Budget</u>	<u>Comment</u>
21/06/23	3	Customer Service Standards	✓	✓	Works continue to review the Customer Service Standards. Benchmarking and comparison against surrounding Council's and those of similar size has concluded and the new template has been developed.  Expect to present proposed standards to Council in February following community consultation.
20/11/23	4	Water and Waste Resourcing Investigate alternate arrangements to deliver services.	○	✓	Onboarding for the 2x Trainees continues.

### **Consultation (Internal/External):**

- Michael Wanrooy - Director of Engineering
- Natasha Glaskin – Manager Water and Waste
- Joe Beddows – Technical Officer (Water and Waste)
- Matthew Brennan – Project Engineer
- Trades and operational staff
- *qldwater*
- Viridis Consultants
- AgNr Consultants
- Wanless Pty Ltd
- Department of Environment and Science

### **Legal Implications:**

- Low.

### **Financial and Resource Implications:**

- Medium.

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### Financial

Row Labels	Sum of Current Budget	Sum of YTD Actual	Sum of Order Value	Sum of Total Actual
<b>Operating Expenditure</b>				
Landfill/ Waste Transfer Operations	979,853	358,399	474,612	833,011
Raw Water Network	55,000	632	0	632
Refuse Collection	203,083	91,416	0	91,416
Sewerage	1,923,140	500,440	99,239	599,680
Water	3,563,313	1,182,370	274,380	1,456,750
<b>Operating Expenditure Total</b>	<b>6,724,388</b>	<b>2,133,258</b>	<b>848,232</b>	<b>2,981,490</b>
<b>Operating Income</b>				
Landfill/ Waste Transfer Operations	-737,000	-388,129	0	-388,129
Refuse Collection	0	-3,865	0	-3,865
Sewerage	-1,695,000	-772,854	0	-772,854
Water	-1,852,500	-605,192	0	-605,192
<b>Operating Income Total</b>	<b>-4,284,500</b>	<b>-1,770,040</b>	<b>0</b>	<b>-1,770,040</b>
<b>Grand Total</b>	<b>2,439,888</b>	<b>363,218</b>	<b>848,232</b>	<b>1,211,449</b>

### Risk Management Implications:

- Continue to monitor.

## **BUSINESS PAPERS**

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### **11.4 CARPENTARIA WATER RESERVOIR UPGRADES**

<b>Attachments:</b>	NIL
<b>Author:</b>	Natasha Glaskin - Manager Water and Sewerage
<b>Date:</b>	10 January 2024
<b>Key Outcome:</b>	A well governed, responsive Council, providing effective leadership and management, and respecting community values
<b>Key Strategy:</b>	Provision of safe and reliable infrastructure (roads, water and sewer, buildings and facilities, etc.)

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#### **Executive Summary:**

Carpentaria Shire Council has been awarded funding through the Building our Regions Round 6 to upgrade the Water Reservoirs in Normanton. To ensure the solution addresses both quality and quantity of the water supply, additional investigations have been completed considering the recently updated Drinking Water Quality Management Plan guidelines and extensive works undertaken by Council Officers in previous years.

Under the renewed guidelines, Council's water supply catchment is a Category 4 and it is critical that works undertaken at the site are scalable and can be added to in the future to support compliant operations.

#### **RECOMMENDATION:**

That Council endorse the variation to be submitted to the Funding administrator, pursuing an alternative scope which increases available storage and improves water quality for the Carpentaria Shire.

#### **Background:**

The original project aim was submitted as follows: *"Refurbish existing decommissioned ground reservoirs 1 & 2 at Normanton Water Treatment Plant to increase capacity.*

*The current water storage is 3.4MI, Refurbishment of the in-ground reservoirs will raise storage to 4.5MI".* Council officers have noted the following limitations within the current scope:

- No options analysis completed to evaluate replacement of reservoirs rather than refurbishing.
- Does not address water treatment improvements, will further strain the system by adding additional storage.
- Does not position Carpentaria Shire Council well for future implementation of UV disinfection.
- Does not address chlorination challenges.
- Does not address water quality risks.
- Does not rectify existing reservoir operational hydraulics.

## **BUSINESS PAPERS**

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Through QRA funding, Council were able to complete an options analysis to consider the scope proposed and further investigate solutions given the recently renewed guidelines. The options analysis considered:

- Refurbishing versus construction of new reservoirs
- Pumping versus gravity systems
- The systems ability to introduce additional treatment
- Quality
- Chemical dosing arrangements
- Optimisation of the current system

With the newly acquired information and the details of reports completed in 2015 and 2019 by *Yabbie Pond*, Officers request to vary the scope to address both quantity and quality by:

- Process flow improvements to increase existing reservoir capacities back to 100%
- Upgrade Chlorine Storage and dosing facilities to mitigate concerns with exposure of sodium hypochlorite solution to heat and temperature effects
- Provide secondary dosing point (includes new chlorine dosing skid and dosing line to secondary injection point).
- THM Stripping Aeration installed into existing reservoirs to minimise Disinfection by Products
- Extension of Chemical/Dosing Facility
- Demolition and removal of decommissioned underground reservoirs 1&2, in preparation for future works
- External Fillpoint for Water distribution to Water Carts/Trucks to remove HV access to site
- Design of systems (Chlorination, Aeration, P&ID)

Based on the options analysis, it is expected the above scope can be addressed within the existing funding allocation. The solution will result in significant treatment improvements to boost water quality and work towards resolving formal incident with regulator. Furthermore, the amendment to the scope will ensure a fit for purpose solution with forward outlook that can include UV in the future.

### **Consultation (Internal/External):**

- Chief Executive Officer, Mark Crawley
- Director of Engineering, Michael Wanrooy
- Manager Water and Waste, Natasha Glaskin
- Project Engineer, Matt Brennan
- Elected Members
- AgNr Consultants

### **Legal Implications:**

- Water Supply (Safety & Reliability) Act 2008
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## **BUSINESS PAPERS**

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- A drinking water service provider must not supply drinking water that the provider knows, or reasonably ought to know, is unsafe. Penalty – 3000 units or 2 years imprisonment.

### **Financial and Resource Implications:**

- As this project is funded it is imperative that the Council support the variation as negotiation with the funding body will be required.

This report aims to demonstrate that Council is committed to delivering the Project, and acknowledges responsibility for any funding shortfall if costs or other contributors change.

### **Risk Management Implications:**

- To mitigate risks to the Project, Council has seconded a Project Engineer and work on the Tender has commenced.

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### **11.5 DRINKING WATER QUALITY POLICY**

<b>Attachments:</b>	11.5.1. Drinking Water Quality Policy <a href="#">↓</a>
<b>Author:</b>	Natasha Glaskin - Manager Water and Sewerage
<b>Date:</b>	10 January 2024
<b>Key Outcome:</b>	Day to day management of activities within the Water and Waste Department
<b>Key Strategy:</b>	As per the Departmental Plan for Water and Waste

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#### **Executive Summary:**

Carpentaria Shire Council's Governance establishes the framework for policies to be developed and reviewed. This policy has been developed to enhance Council's Drinking Water Quality Management System ahead of the formal review of the Drinking Water Quality Management Plan formal review, due to be submitted to the DRDMW following the release of new guidelines.

Element one of the *Australian Drinking Water Guidelines* describes the development of a drinking water quality policy as an important step in formalising the organisations commitment and highlights the importance of ensuring the policy is visible, communicated and understood.

Carpentaria Shire Council's Engineering Department have developed the Drinking Water Quality Policy (the Policy) and present for Council's consideration.

#### **RECOMMENDATION:**

That Council endorse the Drinking Water Quality Policy to demonstrate its commitment to implementation and maintenance of the Drinking Water Supply to the Carpentaria Shire Communities.

#### **Background:**

Carpentaria Shire Council's ongoing commitment to Drinking Water Quality is evident in the actions implemented and planned for future. Establishing a policy further demonstrates Council's commitment to best practice management. The Policy is contemporary, reflects industry guidelines and recommendations for including within a Drinking Water Quality Management Plan as described in the current and recently reviewed regulatory framework.

The Policy will apply to all activities associated with the supply of drinking water to the community. The Policy pertains to all support, operational, and management personnel as well as our contractors who are involved in the provision of drinking water and associated the infrastructure.

Council is bound by the requirements within the *Water Supply (Safety and Reliability) Act 2008* and the *Public Health Act 2005* to manage its drinking water supplies to ensure water is safe for its intended purpose.

Separate policies are being developed with respect to Raw Water and Non-Potable connections and will be presented to Council for adoption.

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### **Consultation (Internal/External):**

- Consultation within Council has occurred as well as a desktop review of other Council's policies against the Australian Drinking Water Guidelines.

Surrounding Council's policies were reviewed, including Mount Isa City Council, Cloncurry Shire Council, Cairns Regional Council and Tablelands Regional Council.

Those consulted include:

- Director of Engineering, Michael Wanrooy
- Technical Officer – Water and Waste Projects, Joe Beddows
- Viridis Consultants
- Tablelands Regional Council
- Cairns Regional Council

### **Legal Implications:**

- Whilst there is no specific requirement for Council to adopt the policy, the Australian Drinking Water Guidelines reaffirm that *organisational support and long-term commitment by senior executive is the foundation to implementation of an effective system for drinking water quality management.*

### **Financial and Resource Implications:**

- Nil.

### **Risk Management Implications:**

- Nil.



# Drinking Water Quality Policy

## Policy Details

<b>Policy Category</b>	Council Policy
<b>Date Adopted</b>	17 January 2024
<b>Resolution Number</b>	TBA
<b>Endorsed by</b>	Director of Engineering
<b>Approval Authority</b>	Council
<b>Effective Date</b>	17 January 2024
<b>Policy Version Number</b>	1
<b>Policy Owner</b>	Director of Engineering
<b>Contact Officer</b>	Water and Waste Manager

## Supporting documentation

<b>Legislation</b>	<ul style="list-style-type: none"> <li>• <i>Water Supply (Safety &amp; Reliability) Act 2008</i></li> <li>• <i>Public Health Act 2005</i></li> <li>• <i>Local Government Act 2009</i></li> <li>• <i>Local Government Regulation 2012</i></li> </ul>
<b>Policies</b>	<ul style="list-style-type: none"> <li>• Revenue Policy</li> <li>• Revenue Statement</li> </ul>
<b>Delegations</b>	N/A
<b>Forms</b>	N/A
<b>Supporting Documents</b>	<ul style="list-style-type: none"> <li>• Corporate Plan 2021- 2025</li> <li>• Customer Service Standards – Water and Waste</li> </ul>

## Version History:

Version	Adopted	Comment	eDRMS #
1	17/01/2024	Council Resolution	



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## Intent

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The purpose of this policy is to establish a framework for the implementation and maintenance of Drinking Water Supplies to the Carpentaria Shire Community that complies with the relevant legislation and standards which undergo operation and planning activities to protect public health.

## Scope

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This policy applies to all Council activities associated with the supply of potable drinking water to the community. The policy pertains to all support, operational and management personnel, including contractors involved in the provision of drinking water and the associated infrastructure.

## Policy Statement

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Officers carrying out activities to support potable water provision must comply with Council's policies and procedures set out in the Drinking Water Quality Management Plan.

Carpentaria Shire Council commits to developing, implementing and maintaining a Drinking Water Quality Management System that aligns to the Australian Drinking Water Guidelines and the Guidelines set by the State Government. The Guidelines will be reflected in the Drinking Water Quality Management Plan aimed to support the health of the community.

To achieve this Council will:

- manage water quality at all points along the delivery chain from source water to the consumer;
- use a risk-based approach in which potential threats to water quality are identified and balanced;
- integrate the needs and expectations of our consumers, stakeholders, regulators and employees into our planning;
- establish regular monitoring of the quality of drinking water and effective reporting mechanisms to provide relevant and timely information, and promote confidence in the water supply and its management;
- develop appropriate contingency planning and incident response capability;
- participate in appropriate research and development activities to ensure continued understanding of drinking water quality issues and performance;
- contribute to the debate on setting industry regulations and guidelines, and other standards relevant to public health and the water cycle; and
- continually improve our practices by assessing performance against corporate commitments and stakeholder expectations.

All managers and employees involved in the supply of drinking water are responsible for understanding, implementing, maintaining and continuously improving the drinking water quality management system.



## Supporting Information

Carpentaria Shire Council is bound by the requirements set out within the *Water Supply (Safety & Reliability) Act 2008* and the *Public Health Act 2005* to provide potable water to all consumers within the declared service areas.

## Responsibility

Council is responsible for the adoption, amendment and repeal of the Policy and the Chief Executive Officer is responsible for the development and amendment of any associated procedures and guidelines relevant to the Policy. The Water and Waste Manager is responsible for monitoring performance associated with this Policy and recommending appropriate changes.

This Policy is to remain in force until otherwise amended/repealed by resolution of Council.

## Definitions

TERM	DEFINITION
<b>Declared Service Areas</b>	<p>The Water Supply (Safety &amp; Reliability) Act requires all local governments to declare their water and/or sewerage service areas and publish maps showing these areas and the related infrastructure.</p> <p>It is an area such that any property owner within that declared area can reasonably expect to be able to connect to the services available.</p> <p>Council must provide, to the greatest practicable extent, a service to the property service point for all allotments in a declared service area. Cost to connect and any extension of mains required will still be assessed per current processes and costs where appropriate passed on to the applicant.</p>
<b>Potable Water</b>	<p>water of a quality suitable for drinking, cooking and personal bathing. The standards that define potable water are described in the <a href="#">Australian Drinking Water Guidelines</a> and Council's Drinking Water Quality Management Plan.</p>
<b>Australian Drinking Water Guidelines</b>	<p>The <i>Australian Drinking Water Guidelines</i> (the Guidelines) provide guidance to water regulators and suppliers on monitoring and managing drinking water quality.</p>
<b>Drinking Water Quality Management Plan</b>	<p>A drinking water quality management plan (DWQMP) is the cornerstone document of a regulated risk management framework to ensure the safety of customers of drinking water service providers.</p>
<b>State Government</b>	<p>The Department which oversees the application of the Water Supply (Safety &amp; Reliability) Act 2008; currently, <b>Department of Regional Development, Manufacturing and Water</b></p>



Adopted by Council on "Date" by Resolution "Number".

**Mark Crawley**  
**Chief Executive Officer**

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### 11.6 BUILDING AND PLANNING REPORT

<b>Attachments:</b>	NIL
<b>Author:</b>	Elizabeth Browning - Engineering Records Operator
<b>Date:</b>	10 January 2024
<b>Key Outcome:</b>	4.1 - Sustainable urban and rural development
<b>Key Strategy:</b>	4.1.1 Ensure development accords with Carpentaria Shire Council's planning scheme, planning instruments, codes and legislation.

#### Executive Summary:

The report is to advise Council of relevant planning and building activities within the Shire for the month of December 2023.

#### RECOMMENDATION:

That Council note and accept the content of the Building and Planning Report as presented.

#### Background:

##### Planning Applications Received

DA No.	Applicant	Address	Application Type	Status
I/2335	Dylan Leschke c/- Gilvear Planning	23 Matilda Street Normanton QLD 4890 (Lot 98 N14812)	MCU (Industry on land)	Received 14/12/2023

##### Planning Applications Approved

DA No.	Applicant	Address	Application Type	Status
N/A				

##### Building Applications Received by Building Certifier

DA No.	Applicant	Address	Application Type	Value
N/A				

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### Non-Conformance

DA No.	Applicant	Address	Application Type	Status
N/A				

### Applications pending waiting on further information (Applicants advised)

DA No.	Applicant	Address	Application Type	Date Received
I/2227	Epic Environmental Pty Ltd on behalf of AACo	(Lot 2 TD1, Lot 1 & 2 on TD4, &) Lot 166 SP276509	Assessment Determination – Gulf Irrigation Project	01/12/2022. (Request for Third Party advice)
I/2302	tba	3 Ellis Street, Normanton 4890	Dual occupancy	tba
I/2304	tba	Karumba Point Caravan Park, Karumba QLD 4891	Purchase State Land (boundary realignment – Lot 11 SP258858)	tba

### Consultation (internal/external)

- Jennifer Roughtan – Consultant Town Planner
- Liz Mansell – Town Planner (Telstra Small Cell – exemption requests)
- Amy Griffiths – Project Manager QBuild (MMC Due Diligence)
- Harry Baumann – Design Manager Hutchinson Builders (NTN Hospital)

### Legal implications

- N/A

### Policy Implications

- N/A

### Financial and Resource Implications

- N/A

### Risk Management Implications

- Low – risks are within normal operational parameters.

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