



CARPENTARIA SHIRE

Outback by the Sea

BUSINESS PAPER

20 NOVEMBER, 2024

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NOTICE OF MEETING

COUNCILLORS:

Mayor Jack Bawden	Mayor
Cr Bradley Hawkins	
Cr Andrew Murphy	
Cr Glenn Smerdon	
Cr Cherie Schafer	
Cr Leslie Henry	
Cr Johnty O'Brien	

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

Anne Andrews
CHIEF EXECUTIVE OFFICER

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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 16 October 2024 be confirmed.

RECOMMENDATION

That the Minutes of the Special Council Meeting held 07 November 2024 be confirmed.

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

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9 CONFIDENTIAL BUSINESS – ADJOURNMENT INTO CLOSED SESSION

In accordance with the *Local Government Act 2009*, and the *Local Government Regulation 2012*, in the opinion of the General manager, the following business is of a kind as referred to in clause 254J(3) of the Regulation, and should be dealt with in a Confidential Session of the Council meeting closed to the press and public.

RECOMMENDATION

That Council adjourn into Closed Session and members of the press and public be excluded from the meeting of the Closed Session, and access to the correspondence and reports relating to the items considered during the course of the Closed Session be withheld unless declassified by separate resolution. This action is taken in accordance with clause 254J(3) of the Local Government Regulation 2012 as the items listed come within the following provisions

9.1 Concealed Water Leak Concession Request - 9 Ellis Street, Normanton

This item is classified CONFIDENTIAL under the provisions of clause 254J(3)(d) of the Local Government Regulation 2012, which permits the meeting to be closed to the public for business relating to rating concessions.

9.2 Concealed Water Leak Concession Request - 20 Thompson Street, Normanton

This item is classified CONFIDENTIAL under the provisions of clause 254J(3)(d) of the Local Government Regulation 2012, which permits the meeting to be closed to the public for business relating to rating concessions.

9.3 Concealed Water Leak Concession Request - 27 Noel Street, Normanton

This item is classified CONFIDENTIAL under the provisions of clause 254J(3)(d) of the Local Government Regulation 2012, which permits the meeting to be closed to the public for business relating to rating concessions.

9.4 Overdue Rates or Charges - 4 Swan Street, Normanton Q 4890

This item is classified CONFIDENTIAL under the provisions of clause 254J(3)(e) (f) of the Local Government Regulation 2012, which permits the meeting to be closed to the public for business relating to legal advice obtained by the local government or legal proceedings involving the local government including, for example, legal proceedings that may be taken by or against the local government; AND matters that may directly affect the health and safety of an individual or a group of individuals.:

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10 REPORTS FROM THE CHIEF EXECUTIVE OFFICER

10.1 CEO MATTERS OF INTEREST REPORT

Attachments:	NIL
Author:	Anne Andrews - Chief Executive Officer
Date:	13 November 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 Councillors with an update of the business of the Department of the CEO.

RECOMMENDATION:

That Council receive and note the Chief Executive Officers matters of interest only report.

Background:

Meeting Schedule

Date	Event	Location
5/6 December 2024	QRA Visit	Kowanyama/Normanton
9 December 2024	Gulf Regional Water Assessment – Working Group Meeting	Online
1/12 December 2024	NWQROC	Richmond
18 December, 2024 – 2 January 2025	Christmas Shut Down	Council
8 January 2024	GSD Board Meeting catch up	Online
22 January 2025	Council Meeting	Normanton

Executive Leadership Team Update

- Recruitment is ongoing for the Chief Operations Officer. The Finance and Administration Manager continues to act in this role until the position is filled.
- With the departure of the Director Community Development, Tourism and Regional Prosperity, the Community Development Coordinator continues to act in the Director role while recruitment is undertaken. Recruitment is currently underway. An economic development manager has been recruited from LOGO recruitment to support this department during September/November with a view to extend if required.

Community Consultation

Community Consultation was held on October 1, 2024, to receive feedback on the Rodeo Ground Masterplan, Sport Precinct Masterplan and Landsborough Street upgrade. This feedback was to confirm that the plans reflected community sentiment and provided an

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opportunity for further feedback. The final plans have been received by Council and are provided for consideration in a further report.

LGAQ Visit.

CEO attended CEO induction at LGAQ on recent visit to Brisbane. Introduction to departments and teams that work with Council on a day-to-day basis including Peak Services and Local Buy.

Aquatic facilities pool management.

A report for Council is being prepared to analyse pool operations and options for pool management that includes a financial analysis of the aquatic centre operations as the current contract for management of pool operations is due to expire in September 2025.

Disputed Land Settlement.

In June 2023, the Council authorised the Chief Executive Officer to make a global offer to settle the claim brought by a landholder up to the amount of \$100,000 ex GST plus agreed interests and agreed legal costs. In December 2023, the offer was rejected. In August 2024, the landholder approached the new Chief Executive Officer to discuss settlement. Further legal advice is being sought.

Residential Sub-Division Ongoing.

The Chief Executive Officer to work with the surveyor and the Department to progress this parcel of land for further development to provide additional residential lots in the Normanton community. Housing Support Program funding application to the Federal Government was successful for Ellis Street Housing Subdivision Planning - \$139,700.00. This is being progressed. Council has received advice from the Department of Resources that a Deed of Grant over the land described as Lot 9 on SP329434 being part of a reserve for township purposes is being offered subject to conditions. Council is progressing with negotiation.

Lilyvale Land Sales

- Contracts for two parcels of land – Lot 1 and Lot 2 are not proceeding.
- New signage is being organised and the multi-agency listing is in the planning.

Consultation (Internal/External):

- Mayor
- Councillors
- Executive Leadership Team
- Senior Leadership Team
- Executive Assistant
- Executive Officer
- NWQROC

Legal Implications:

- Local Government Regulation 2012.
- Local Government Act 2009.

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Financial and Resource Implications:

- Current activities fall within the financial parameters of the Department. See monthly financial report.

Risk Management Implications:

- Risk of these activities is considered low to ordinary operations of Council.

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10.2 CARPENTARIA COLLECTIVES - INDIGENOUS ENGAGEMENT FRAMEWORK FOR CARPENTARIA SHIRE - PROJECT REPORT

Attachments:	10.2.1. Carpentaria Collectives Indigenous Engagement Framework For Carpentaria Shire - Project Report ↓
Author:	Anne Andrews - Chief Executive Officer
Date:	11 November 2024
Key Outcome:	A well governed, responsive Council, providing effective leadership and management, and respecting community values
Key Strategy:	Maintain a focus on excellence in customer service and improvements in service delivery

Executive Summary:

The Carpentaria Collectives Indigenous Engagement Framework Project Report was presented to Council at the September 2024 meeting as the final report of the Carpentaria Shire Council Indigenous Engagement Project.

This project emerged from the Queensland Connects program – an 18-month regional entrepreneurship acceleration program (2023 – 2024) run by Queensland University of Technology (QUT) that supported regional leaders to develop a detailed understanding of the strengths of their region or sector to address significant challenges and unlock potential opportunities.

The Queensland Connects Community Capacity Building Team brought together the Chief Executive Officers of Carpentaria Shire Council (CSC) and Kowanyama Aboriginal Shire Council with university researchers, business and government representatives.

This team identified empowering local Indigenous peoples in each Shire as critical to achieving disaster resilience given most of the population in Kowanyama and a large percent of the Carpentaria Shire are Indigenous.

Following this, the Carpentaria project received \$80,000 in State Government funding to support the community engagement within the Normanton community to discuss Indigenous knowledge inclusion in emergency management integration. However, the consultation with the Aboriginal community and Traditional Owners revealed for this to be successful, several significant issues need to be addressed and were represented in several recommendations.

Following presentation of the report to the September meeting, Councillors requested that a workshop be held to discuss the recommendations of the report. The workshop was held on October 10, 2024, and facilitated by Dr. Jim Turnour and Mr. Keron Murray (Aboriginal engagement consultant with connections to the local community), from the Cairns Institute, James Cook University who worked with the local Indigenous community and Traditional Owners to develop the report.

RECOMMENDATION:

That Council considers each recommendation individually:

1. Establishment of an Indigenous Advisory Committee to Council and development of a Reconciliation Action Plan.
 2. Establish cultural protocols to respect Indigenous people's lores and customs.
-

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3. Maintain direct engagement of Traditional Owners on the Local Disaster Management Committee through CLCAC and brief GKAC and KAC / MAC on arrangements.
 4. Incorporate local Indigenous knowledge into disaster management plans.
 5. Build the capacity of Indigenous peoples to prepare, respond and recover from disasters.
 6. Work with Traditional Owner groups to support their aspirations for tourism and long-term economic development.
 7. Create dedicated Indigenous identified role/s within the CSC to support Indigenous community engagement and organisational and enterprise capacity building.
 8. Continue to work with the Queensland Connects Community Capacity Building Team on projects beneficial to Carpentaria communities.
- That if the recommendations are endorsed by Council, the actions be included in the 2025-2029 Corporate Plan.

Background:

The Carpentaria Shire Council Indigenous Engagement project was an 18-month regional entrepreneurship acceleration program (2023 – 2024) run by Queensland University of Technology (QUT) that supports regional leaders to develop a detailed understanding of the strengths of their region or sector. Queensland Connects is an initiative under Advance Queensland designed to bolster regional and sectoral innovation ecosystems in Queensland by bringing together key leaders to address significant challenges and unlock potential opportunities.

The Queensland Connects Community Capacity Building Team brought together the Chief Executive Officers of Carpentaria Shire Council (CSC) and Kowanyama Aboriginal Shire Council with university researchers, business and government representatives.

This team identified empowering local Indigenous peoples in each Shire as critical to achieving disaster resilience given most of the population in Kowanyama and a large percent of the Carpentaria Shire is Indigenous.

Kowanyama – with the support from the State Library of Queensland (SLQ) – is progressing a community hub and Indigenous Knowledge Centre (IKC) to build community capacity while the focus of work in the Carpentaria Shire is on strengthening Indigenous engagement as a first step to building community capacity.

To this cause, the Carpentaria project received \$80,000 in State Government funding to support the community engagement within the Normanton community to discuss Indigenous knowledge inclusion in emergency management integration. However, the consultation with the Indigenous community and Traditional Owners revealed several significant issues in the local community including:

1. There is a lack of recognition of Indigenous history and culture.
2. There is a need for more information sharing.
3. There is a lack of capacity of local Traditional Owner cooperation and clarity in relation to their roles and responsibilities.

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4. There is a need to strengthen relationships between Indigenous groups and Carpentaria Shire Council and:
5. For Indigenous tourism and economic development and:
6. To strengthen disaster resilience and disaster management.
7. There is a need to support further community development opportunities.

The project included four visits to Normanton between April and July 2024 to meet with local groups and their organisations including two workshops. (See table below of local consultation).

Group / Organisation	Activity	Attendance	Location
Visit 1: April 2024, Dr Jim Turnour and Mr Keron Murray			
CLCAC	Meeting	2 senior management and 2 ranger program members	Normanton and via Zoom
GKAC	Meeting	15 Gkuthaarn and Kukatj Directors and Members	Normanton
Kurtijar Organisations	Meeting	8 Kurtijar organisation reps including MAC, KAC and Morr Morr Pastoral Company	Normanton
Community Organisations	Meeting	Bynoe CACS representative	Normanton
Visit 2: May 2024, Dr Jim Turnour, Mr Keron Murray and Prof. Marcus Foth			
GKAC	Workshop	8 representatives including Directors and two rangers from CLCAC	Normanton
MAC	Meeting	Executive member	Normanton
KAC	Meeting	3 Directors	Normanton
Visit 3: June 2024, Mr Keron Murray			
Individual community meetings and workshop	Community visits Workshop	12 attendees at workshop and individual meetings	Normanton and Delta Downs
Visit 4: July 2024, Dr Jim Turnour and Mr Keron Murray			
MAC	Meeting	2 Directors	Normanton
GKAC	Meeting	6 Directors	Normanton

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During the visits the team also met with representatives of the Carpentaria Shire Council including the Mayor Jack Bawden and Anne Andrews, Director Community Development, Tourism & Regional Prosperity, to seek their input and to better understand Council's history with and perspectives on Indigenous engagements.

During the consultations most participants expressed a strong desire to strengthen engagement with the Carpentaria Shire Council. An Indigenous Engagement Framework and eight recommendations were subsequently developed in response including:

1. Establishment of an Indigenous Advisory Committee to Council and development of a Reconciliation Action Plan.
2. Establish cultural protocols to respect Indigenous people's lores and customs.
3. Maintain direct engagement of Traditional Owners on the Local Disaster Management Committee through CLCAC and brief GKAC and KAC / MAC on arrangements.
4. Incorporate local Indigenous knowledge into disaster management plans.
5. Build the capacity of Indigenous peoples to prepare, respond and recover from disasters.
6. Work with Traditional Owner groups to support their aspirations for tourism and long-term economic development.
7. Create dedicated Indigenous identified role/s within the CSC to support Indigenous community engagement and organisational and enterprise capacity building.
8. Continue to work with the Queensland Connects Community Capacity Building Team on projects beneficial to Carpentaria communities.

The workshop, to discuss the report and its findings was held on October 10, 2024 and facilitated by Dr. Jim Turnour and Mr. Keron Murray, from the Cairns Institute, James Cook University who worked with the First Nations community and traditional owners to develop the report. While Councillors supported some of the recommendations, there was a question around the time to deliver the project, the cost to employ a dedicated Indigenous identified role within the CSC and the capacity of the organisation to deliver all the recommendations. While there was some discussion regarding building the project into an existing role, this is not feasible as a new position description would need to be developed and advertised creating equal opportunity for any interested party to apply. If Council commits to the body of work recommended, it would require a dedicated officer to support the CEO to deliver the outcomes.

Following the workshop, the three Councillors in attendance – Mayor Jack Bawden, Deputy Mayor Bradley Hawkins and Cr Cherie Schafer determined to bring the recommendations back to Council for further consideration.

Consultation (Internal/External):

- Councillor workshop held on October 10, 2024 with Dr. Jim Turnour and Mr. Keron Murray, from the Cairns Institute, James Cook University.
- Chief Executive Officer
- A/Director Community Development, Tourism and Regional Prosperity

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Legal Implications:

- It is important in developing an Indigenous engagement framework to understand Indigenous people's statutory rights and interests so that these can be incorporated as part of strengthening engagement.

Financial and Resource Implications:

- The majority of the activities in the recommendations can be absorbed within the current resourcing of operations. If Council were to create a new position within the structure, the employment of a dedicated Indigenous identified role within the Council to support Indigenous community engagement and organisational and enterprise capacity building would incur additional budget expenditure of between \$75,000.00 - \$90,000.00 plus on cost.

Risk Management Implications:

- Given the considerable local community engagement and consultation undertaken to form this report, the reputational risk to Council is significant if Council chooses not to consider the recommendations.

Carpentaria Collectives

Indigenous Engagement Framework
for Carpentaria Shire Council

Queensland Connects Cohort 4

Project Report
August 2024

A JCU & QUT Collaboration

Dr Jim Turnour & Mr Keron Murray, Cairns Institute, JCU
Prof. Marcus Foth, QUT Design Lab, QUT



Acknowledgements

The project team would like to respectfully acknowledge the Traditional Owners of the Carpentaria Shire which includes the lands of the Gkuthaarn, Kukatj, Kurtijar, Kowanyama and Tagalaka peoples. We pay our respects to their Elders past present and emerging.

We thank the Gkuthaarn, Kukatj, and Kurtijar peoples whose organisations are centred on the Carpentaria Shire. Your participation and willingness to constructively engage with this project have been invaluable, and we are sincerely thankful for your contributions and insights.

We also wish to acknowledge the support of former Carpentaria Shire Council CEO Mark Crawley and Indigenous staff members Ms Virginia Edwards and Ms Angeline Pascoe for their assistance with organising consultations. Mr Keron Murray – the projects Indigenous engagement consultant – worked closely with these staff to facilitate and support consultations. Your dedication and insights have been crucial to the success of this project.

Our thanks extend to Carpentaria Mayor Jack Bawden and Ms. Anne Andrews, former Director of Community Development, Tourism & Regional Prosperity, and now CEO of Carpentaria Shire Council, for their input and support of the project.

For assisting with the administration of Queensland Connects Cohort 4 Seed Funding, we would like to thank Helen Burrell, Regional Lead, Regional Engagement and Innovation, Department of Environment, Science, and Innovation, Queensland Government.

We are grateful for the project management support and grant writing assistance provided by Ms Leanne Tu'ipulotu, Principal Advisor, Grant Office & Professional Advisory, Peak Services.

Lastly, we acknowledge the efforts and collaboration of the Queensland Connects Cohort 4 Team members: Kevin Bell (Kowanyama), Mark Crawley (Carpentaria), Anne Andrews (Carpentaria), John Arrowsmith (IGEM), Trent Small (Absolute Building Supplies), Dr Jim Turnour (JCU), and Prof. Marcus Foth (QUT), as well as the guidance and advice received from the Queensland Connects facilitators at QUT: Pro Vice-Chancellor Prof. Rowena Barrett, Assoc. Prof. Glen Murphy, and Mr Vibhor Pandey. The cohort's teamwork and dedication have been instrumental in the development and progress of this project.

Dr Jim Turnour & Mr Keron Murray, The Cairns Institute, James Cook University

Prof. Marcus Foth, QUT Design Lab, Queensland University of Technology

August 2024

Contact:

Dr Jim Turnour

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Executive Summary

The Carpentaria Shire Council Indigenous engagement project emerged from Cohort 4 of Queensland Connects – an 18 month regional entrepreneurship acceleration program (2023 – 2024) run by Queensland University of Technology (QUT) that supports regional leaders to develop a detailed understanding of the strengths of their region or sector. Queensland Connects is an initiative under Advance Queensland designed to bolster regional and sectoral innovation ecosystems in Queensland by bringing together key leaders to address significant challenges and unlock potential opportunities.

Cohort 4 comprised a Community Capacity Building Team, which brought together the Chief Executive Officers of Carpentaria Shire Council (CSC) and Kowanyama Aboriginal Shire Council in the Gulf of Carpentaria with university researchers, business and government representatives. This team identified empowering local Indigenous peoples in each shire as critical to achieving disaster resilience given most of the population in Kowanyama and a large percent of the Carpentaria Shire is Indigenous. Kowanyama – with the support from the State Library of Queensland (SLQ) – is progressing a community hub and Indigenous Knowledge Centre (IKC) to build community capacity while the focus of work in the Carpentaria Shire is on strengthening Indigenous engagement as a first step to building community capacity.

Carpentaria Shire is a local government area located in the Gulf Country region of Queensland, Australia. It has a population of 2,171 people primarily concentrated in the major centres of Normanton and Karumba (ABS, 2021). According to the 2021 census Aboriginal and Torres Strait Islander peoples comprise 41.7% of the shire's population. Community consultations, however, estimate the population at more than 50% Indigenous¹. The shire covers a vast area of approximately 64,372 square kilometres and is characterised by its remote and rugged landscapes, including vast savannahs, wetlands, and river systems. The main industries in the region are mining, pastoralism, fishing, tourism and government services. Most of the shire population (87.1%) are in the most disadvantaged quintile of the SEIFA Index this compares with 20% in Queensland². The Australian Disaster Resilience Index (ADRI) shows a value of 0.1660 for Carpentaria.³ This area is assessed as having low capacity for disaster resilience.

Traditional Owners⁴ of the shire include the Gkuthaarn, Kukatj, Kurtijar, Kowanyama and Tagalaka peoples. The main Traditional Owners with organisations centred on the Shire are the Gkuthaarn, Kukatj and Kurtijar peoples with Kowanyama people's centred in the Kowanyama Shire and Tagalaka peoples in the Croydon Shire. The report recommendations and Indigenous engagement framework were developed through stakeholder mapping and community consultations undertaken between April and June 2024 and a desk top review of reports and literature. The projects tight timelines for the expenditure of funds and reporting mean that it can only be a first step in a more structured approach to Indigenous engagement by the CSC and Queensland Connects Capacity Building Team. Given the significance of the Indigenous population and their statutory rights stronger engagement to support Indigenous community and economic development will produce broader benefits for the Carpentaria Shire.

¹ During consultations Aboriginal people expressed a preference for the use of the term Indigenous rather than First Nations so this terminology is used throughout the report when referring to Aboriginal and Torres Strait Islander peoples in the shire.

² <https://www.abs.gov.au/websitedbs/censushome.nsf/home/seifa>

³ <https://adri.bnhcrc.com.au/>

⁴ Traditional Owners refers to those people who claim a native title connection to country within the Carpentaria Shire.

The report highlights the complex Indigenous organisational and governance context and how this and the region's colonial history continues to influence contemporary community relations. During the consultations most Indigenous peoples expressed a strong desire to strengthen engagement with the CSC. The following themes emerged from the consultations and desk top analysis:

1. There is a lack of recognition of Indigenous history and culture.
2. There is a need for more information sharing.
3. A lack of capacity of local Traditional Owner corporations and clarity in relation to their roles and responsibilities.
4. The need to strengthen relationships between Indigenous groups and CSC.
5. The need for Indigenous tourism and economic development.
6. Strengthen disasters resilience and disaster management.
7. Support for community development.

An Indigenous engagement framework and eight recommendations were subsequently developed in response including:

1. Establishment of an **Indigenous Advisory Committee** to Council and development of a **Reconciliation Action Plan**.
2. Establish **cultural protocols** to respect Indigenous people's lores and customs.
3. Maintain direct engagement of Traditional Owners on the **Local Disaster Management Committee** through CLCAC and brief GKAC and KAC / MAC on arrangements.
4. Incorporate local **Indigenous knowledge** into disaster management plans.
5. **Build the capacity** of Indigenous peoples to prepare, respond and recover from disasters.
6. Work with Traditional Owner groups to support their aspirations for **tourism and long-term economic development**.
7. Create dedicated **Indigenous identified role/s** within the CSC to support Indigenous community engagement and organisational and enterprise capacity building.
8. Continue to work with the **Queensland Connects Community Capacity Building Team** on projects beneficial to Carpentaria communities.

The Engagement Framework (Fig. 3 page 24) is designed to support implementation of these recommendations based on the consultations and analysis undertaken through the project. The establishment of an Indigenous Advisory Committee (IAC) would assist in progressing other recommendations, which could also be considered as part of developing and implementing a Reconciliation Action Plan (RAP). This is a priority recommendation to progress by the CSC.

During consultations the project team also discussed and identified opportunities for future projects based on issues identified by the community and alignment with existing work being undertaken by the Community Capacity Building Team. Three projects were identified that could be explored to maintain engagement, one related to disaster management and resilience, another establishing an Indigenous Knowledge Centre building on the work being undertaken in Kowanyama, and a third investigating the establishment of a Country University to support capacity building.

The report details that Indigenous people make up more than 50% of the population and hold statutory interests in most of the shire through native title and land interests. Building the capacity of Indigenous peoples including to effectively manage these interests will therefore have flow on benefits to the Carpentaria Shire. The report recommends the establishment of an IAC and the development of a RAP as a priority. The tight timeframe for consultations and reporting means that this project can only be the first step in the engagement and capacity building process. Building relationships and capacity takes time, and the CSC will need time to consider this report and the recommendations to enable it to effectively respond.

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List of Abbreviations

ABS	Australian Bureau of Statistics
ARC	Australian Research Council
Bynoe CACS	Bynoe Community Advancement Cooperative Society
CLCAC	Carpentaria Land Council Aboriginal Corporation
CUC	Country Universities Centre
CSC	Carpentaria Shire Council
GREAT	Gulf Region Economic Aboriginal Trust
GKAC	Gkuthaarn and Kukatj Aboriginal Corporation RNTBC
IAC	Indigenous Advisory Committee
IKC	Indigenous Knowledge Centre
JCU	James Cook University
KAC	Kurtijar Aboriginal Corporation
LDMP	Local Disaster Management Plan
MAC	Mpundwithal Aboriginal Corporation RNTBC
NALT	Normanton Aboriginal Land Trust
ORIC	Office of the Registrar of Indigenous Corporations
PBC	Prescribed Body Corporate
QLD	Queensland
QUT	Queensland University of Technology
RAP	Reconciliation Action Plan
REAP	Regional Entrepreneurship Acceleration Program
RNTBC	Registered Native Title Body Corporate
SES	State Emergency Service (Queensland)
SLQ	State Library of Queensland

1.0 Introduction

The Carpentaria Shire Council Indigenous engagement project emerged from Cohort 4 of Queensland Connects – an 18 month regional entrepreneurship acceleration program (2023 – 2024) run by Queensland University of Technology (QUT) that supports regional leaders to develop a detailed understanding of the strengths of their region or sector.

Queensland Connects is an initiative under Advance Queensland designed to bolster regional and sectoral innovation ecosystems in Queensland by bringing together key leaders to address significant challenges and unlock potential opportunities. The program involves intensive workshops and collaboration facilitated by QUT guided by the MIT Regional Entrepreneurship Acceleration Program (REAP) framework. Cohort 4 of Queensland Connects focused specifically on climate and disaster resilience and community preparedness, with funding from both the Australian and Queensland governments under the Disaster Recovery Funding Arrangements and additional support from Peak Services.

Cohort 4 comprised a Community Capacity Building Team, which brought together the Chief Executive Officers of Carpentaria Shire Council (CSC) and Kowanyama Aboriginal Shire Council in the Gulf of Carpentaria with university researchers, business and government representatives. This team identified empowering local Indigenous peoples in each shire as critical to achieving disaster resilience given most of the population in Kowanyama and at least 50% of the Carpentaria Shire is Indigenous. Kowanyama – with the support from the State Library of Queensland (SLQ) – is progressing a community hub and Indigenous Knowledge Centre (IKC) to build community capacity while the focus of work in the Carpentaria Shire is on establishing a framework to strengthen Indigenous engagement as a first step to building community capacity.

This innovative collaborative project will develop an Indigenous engagement framework for the CSC through a codesign process with local Indigenous⁵ community leaders and organisations supported by Queensland Connects Community Capacity Building Cohort 4 Team. The framework aims to support engagement and empowerment of local Indigenous peoples and their knowledge within Council structures and processes including disaster management arrangements. The project will also support capacity building through on-the-ground engagement of JCU and QUT researchers with CSC staff and Indigenous communities. Through strong Indigenous engagement and strengthening networks this project can be the first step towards laying the foundational framework with far reaching impact, promoting the adoption of locally led, community-driven approaches that contribute to sustainable development, disaster preparedness and wellbeing for the local communities of Carpentaria Shire.

⁵ During consultations Traditional Owners expressed a preference for the use of the term Indigenous rather than First Nations so this terminology is used throughout the report.

2.0 Project Methodology

The project team used a range of data which it analysed to come to the recommendations in the report. This included a desktop review of literature including local reports and Australian Bureau of Statistics information to better understand the region. It also entailed stakeholder mapping of Indigenous groups and interests to inform the design of consultations, and the engagement of an Aboriginal engagement consultant (Mr Keron Murray) with connections to the local community to support engagement.

The project entailed four visits to Normanton between April and July 2024 to meet with local groups and their organisations including two workshops. Notes from these consultation meetings and workshops were recorded and analysed to generate themes. These themes were then combined with insights from the desktop review in order to develop the Indigenous engagement framework and generate the report's recommendations. Three future projects that could also support implementation of the framework and recommendations have also been identified.

3.0 Carpentaria Shire Overview

Carpentaria Shire is a local government area located in the Gulf Country region of Queensland, Australia (Fig. 1). It has a population of 2,171 people primarily concentrated in the major centres of Normanton and Karumba (ABS, 2021). According to the 2021 census Aboriginal and Torres Strait Islander peoples comprise 41.7% of the shire's population with 9.8% of people not stating their Indigenous status. Local Indigenous people engaged with through the project said that they comprise more than 50% of the population as they believe not all Indigenous peoples are recorded in the ABS survey.

A majority of the shire population (87.1%) are in the most disadvantaged quintile of the Socio-Economic Indexes for Areas (SEIFA Index)⁶ which combines ABS census data to identify areas of relative advantage and disadvantage in Australia. This compares with 20% in Queensland. The region has a significantly different demographic profile to Queensland including lower incomes, lower proportion of people with tertiary qualifications, higher unemployment and underemployment, higher proportions of renters, and a significantly higher Indigenous population.

The Australian Disaster Resilience Index (ADRI) shows a value of 0.1660 for Carpentaria.⁷ This area is assessed as having low capacity for disaster resilience. The ADRI states, "across Australia, 521 other Statistical Areas Level 2 (SA2s) have low capacity for disaster resilience, and together about 3.8 million people live in these areas. Communities in areas of low disaster resilience may be limited in their capacity to use available resources to cope with adverse events, and are limited in their capacity to adjust to change through learning, adaptation and transformation. Limitations to disaster resilience may be contributed by entrenched social and economic disadvantage, less access to or provision of resources and services, lower community cohesion and limited opportunities for adaptive learning and problem solving."

The shire covers a vast area of approximately 64,372 square kilometres and is characterised by its remote and rugged landscapes, including vast savannahs, wetlands, and river systems (Fig. 2). The main industries in the region are mining, pastoralism, fishing, tourism and government services. The region has a rich Indigenous heritage, abundant wildlife, and natural beauty. The Shire is the traditional country of several Indigenous groups, with townships of Normanton and Karumba being the traditional land of the Gkuthaarn, Kukatj and Kurtijar people. To the north of the Shire are the Kowanyama people and to the West the Tagalaka people (Fig. 1).



Figure 2: Mutton Hole Wetlands Conservation Park, 22 May 2024. Source: authors.

⁶ <https://www.abs.gov.au/websitedbs/censushome.nsf/home/seifa>

⁷ <https://adri.bnhcrc.com.au/>

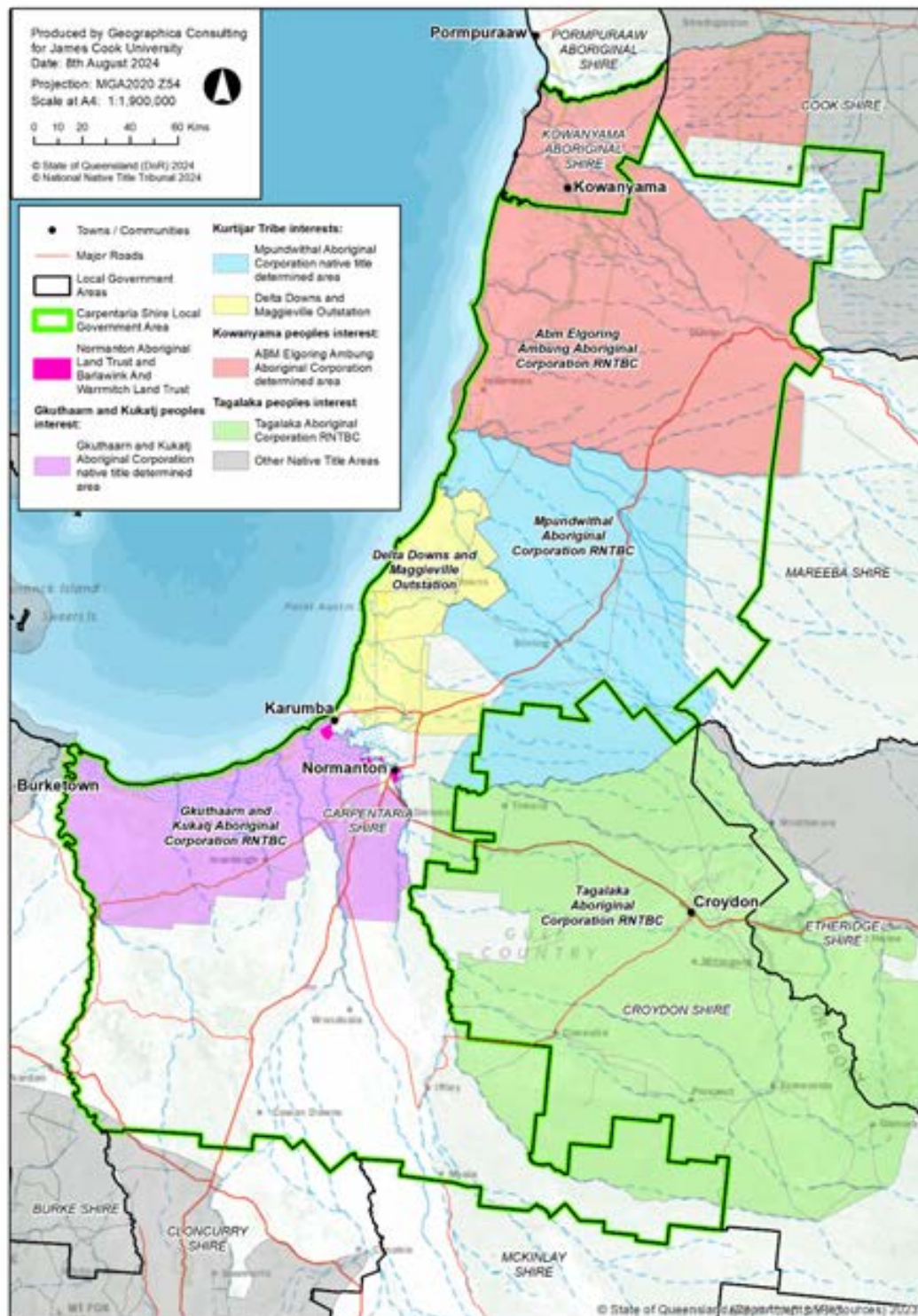


Figure 1: Location of Carpentaria Shire Council showing Indigenous land and native title interests

4.0 Carpentaria Shire Indigenous History

The consultations in Normanton with Traditional Owners identified the importance of recognition of the region's Indigenous history and culture as a key strategy and pathway to strengthening meaningful and genuine engagement with the CSC. Traditional Owners in meetings and workshops expressed the view that their history and culture are currently not well represented – for example, by identifying a lack of information on the Council website, on signage and tourist information. These local concerns are reflected nationally through the Uluru Statement⁸ and the Queensland Government's Truth Telling and Healing Inquiry⁹. These processes identify the need for 'truth telling' about Indigenous history as part of the process of healing and recognition for Indigenous peoples.

This section provides a local Carpentaria Shire context for these concerns from a Traditional Owners' perspectives on the region's history largely taken from reports published by the Carpentaria Land Council Aboriginal Corporation (CLCAC). It highlights the dispossession of Aboriginal people from their country, the disadvantage that this created and their ongoing fight for recognition, truth telling, and land rights.

The Carpentaria Shire has a long history of Indigenous habitation, with traditional owners including the **Gkuthaarn, Kukatj, and Kurtijar peoples**. These Indigenous peoples have a deep cultural connection to the land, with a history that spans thousands of years detailed in two Land and Saltwater Country Plans developed by the CLCA in partnership with Traditional Owners (Gkuthaarn and Kukatj Land and Saltwater Country Plan 2014; Kurtijar Land and Saltwater Country Plan 2014). According to these plans, the Gkuthaarn and Kukatj People are the Traditional Owners of the land, rivers and saltwater country between the Leichardt River and the Norman River and extending inland (Fig. 1). Their connection to country was recognised through a native title determination in 2020. Connection to country is central to Gkuthaarn and Kukatj identity, and the plan details how they work together as one people to look after their country (Gkuthaarn and Kukatj Land and Saltwater Country Plan 2014, p. 6).

Kurtijar people are also Traditional Owners of lands, rivers and saltwater country in the south-east Gulf of Carpentaria (Kurtijar Land and Saltwater Country Plan 2014). Kurtijar people have native title determined over part of their area and own Delta Downs – a major pastoral station in the area (Fig 1). Connection to country is also central to Kurtijar people's identity. To the north of the Kurtijar people is the estates of Kowanyama people, to the west the Gkuthaarn and Kukatj peoples and to the east the Tagalaka people (Kurtijar Land and Saltwater Country Plan 2014).

The area was explored by Europeans in the 19th century, with explorers such as Ludwig Leichhardt and Burke and Wills passing through the region in 1861 and 1862. European settlement then began in earnest driven by the discovery of gold and other minerals and the establishment of the pastoral industry. Normanton, established in 1867, became an important regional centre. It was a key port on the Norman River and played a significant role as a transport hub for the surrounding region. Karumba, located at the mouth of the Norman River, developed as a fishing and prawn industry centre. Its strategic location made it an important point for shipping and industry. The CSC was established in 1883, initially as the Normanton Division. Over time, it evolved into the Carpentaria Shire, providing local governance and services to the communities within its jurisdiction.

⁸

https://www.aph.gov.au/About_Parliament/Parliamentary_Departments/Parliamentary_Library/pubs/rp/rp1617/Quick_Guides/UluruStatement

⁹ <https://www.qld.gov.au/firstnations/treaty/truth-telling-healing>

The colonisation by European settlers particularly pastoralist drove Traditional Owners away from their homelands including camps, hunting grounds and water sources. This is being remembered as a particularly painful time by local Traditional Owners. Indigenous people still talk of the massacres of men, women and children during this time and remember that their Elders died fighting for their country. Some people were rounded up, chained together and made to walk to the Mitchell River Reserve, now known as Kowanyama. Other people began moving into town camps around Normanton living in awful conditions suffering from introduced diseases and malnutrition. In the 1940s Reserve R78 and R79 were created to house the growing number of families that were being pushed off country. Aboriginal people from these neighbouring tribes lived on these reserves for decades excluded from the neighbouring Normanton society (Gkuthaarn and Kukatja Land and Saltwater Plan, 2014).

As pastoralism grew in the region, it relied on Aboriginal labour, which also gave Traditional Owners a way to stay connected to country and continue a traditional way of life. Without Aboriginal labour – often unpaid or poorly paid, the pastoral industry as we know it today could never have been established (Gkuthaarn and Kukatja Land and Saltwater Plan, 2014). Equal pay for Aboriginal workers in the pastoral industry in 1968 provided for proper working conditions but also led to many people having to leave the industry. Today, Aboriginal people in the region remain actively involved in the pastoral industry through working on stations and local events like the Normanton Rodeo. The Kurtjar people own Delta Downs – a major pastoral property through the Kurtjar Aboriginal Corporation, which they operate through the Morr Morr Pastoral Company. Traditional Owners of the region have therefore remained connected to their country and continue to maintain their traditional laws and customs (Kurtjar Land and Saltwater Country Plan 2014).

It is only a few generations since colonisation began in the late 1800s, and people were living on reserves so the stories about these periods are still fresh for many people and impacts of colonisation continue to influence communities today. Despite this painful history and the unjust removal and dispossession of people from their country, Aboriginal culture remains strong and is central to Traditional Owners' identity in the region. The Gkuthaarn, Kukatja and Kurtjar people working with other Traditional Owner groups in the Gulf Region established the Carpentaria Land Council Aboriginal Corporation (CLCAC) to fight for their rights and interest in land and sea country in 1982 (CLCAC, n.d.). In 1996 the Aboriginal Reserves were turned into the Thawil Thuddawaarn Pikew Reserve and held by the Normanton Aboriginal Land Trust (NALT). In 2008 the CLCAC Normanton Ranger group was established to help manage country. The Gkuthaarn and Kukatja and Kurtjar peoples have since achieved native title determinations. The Gkuthaarn and Kukatja people had native title determined over much of their country in 2020, and the Kurtjar people over much of their country in 2022.

In the north of the Carpentaria Shire is the homelands of the Kowanyama people who have a similar history. Many of these people are now living in the Kowanyama community within the boundary of the Kowanyama Aboriginal Shire Council. They, too, have had native title determined over the northern part of the shire recognising them as the Traditional Owners of these lands. While the Tagalaka people have had their traditional ownership of lands recognised to the very west of the Carpentaria Shire with most of their lands in the Croydon Shire where they are establishing an office and ranger base.

5.0 Contemporary Indigenous Communities and Organisations

Aboriginal people in Normanton through this project's consultations have sought the acknowledgement and recognition of their history. The previous section therefore provides an important context and foundation in developing an Indigenous engagement framework. Building on this history, this section of the report details the contemporary Indigenous governance context as the Gkuthaarn, Kukatj, Kurtijar, Kowanyama and Tagalaka people are now represented by a range of Indigenous organisations within the region and the shire.

It was considered important to understand this organisational and governance context to inform the design of and approach to stakeholder consultations. The following Indigenous representative and service delivery organisations were identified at the local and gulf regional scale. A brief description of each organisation, its roles and responsibilities and governance were first informed by a desktop review of publicly available information on organisational websites and the Office of the Registrar of Indigenous Corporations. This was then corroborated and verified in workshops, meetings and interviews with project participants.

5.1 Aboriginal Tribes / Clan Representative Organisations

Connection to country and kinship relationships are central to Indigenous culture and identity. Prior to colonisation Indigenous peoples had their own systems of governance including tribal and clan estates. Today five Traditional Owner broad tribal / clan groups from the region have native title and land interests recognised in the Carpentaria Shire. Three of these Gkuthaarn, Kukatj and Kurtijar have communities centred on Normanton. The Kowanyama people have their own community and separate Kowanyama Shire and the Tagalaka people have native title interests on the western edge of the Carpentaria Shire with the majority of their determined area in the Croydon Shire. Native title and land dealing have seen these groups begin to reassert their interests through tribal / clan-based organisations as detailed below.

5.1.1 Gkuthaarn and Kukatj Aboriginal Corporation RNTBC

The Gkuthaarn and Kukatj Aboriginal Corporation (GKAC) was established in 2018 and became an RNTBC in 2020 following a consent determination over 16,497 km² between the Leichardt River and the Norman Rivers (Fig. 1). The corporation is governed by a board of eight directors and has more than 90 members including many residents of Normanton. It has been the primary contact organisation for consultations with the Gkuthaarn and Kukatj peoples for this project.¹⁰

5.1.2 Kurtijar Aboriginal Corporation

Kurtijar Aboriginal Corporation (KAC) was established in 1994 and is the owner of Morr Morr Pastoral Company, which operates Delta Downs Station. Delta Downs comprises over 400,000 ha of grazing country and runs 40,000 to 45,000 cattle depending on the time of year. The station is actually comprised of three properties, Delta Downs, the Maggieville Outstation and Karumba Downs, all run from the homestead on Delta (Fig. 1). The property also hosts a tourism enterprise where visitors can camp and enjoy fishing and bird watching. The KAC also hosts its own ranger program on country. The KAC is registered with the Office of the Registrar of Indigenous Corporations (ORIC), has over 400 members and is governed by a board of up to 17 directors representing Kurtijar families.¹¹

¹⁰ <https://nativetitle.org.au/find/pbc/8895>

¹¹ <https://kurtijaraboriginalcorporation.com.au/>

5.1.3 Mpundwithal Aboriginal Corporation RNTBC

The Mpundwithal Aboriginal Corporation RNTBC (MAC) holds Kurtjar peoples native title interests. It was established in 2022 following a native title consent determination over 12,122 square km,¹² which recognised Kurtjar peoples' native title rights over part of Kurtjar country in the Gulf of Carpentaria (Fig. 1). Other areas where Kurtjar people claim native title interests including Delta Downs were not included in this determination. The Kurtjar people are proposing to lodge a further native title claim over these areas in the future. The MAC has a membership of more than 50 people and is governed by a board of seven directors who are representative of Kurtjar people.¹²

The Kurtjar people therefore have two local representative organisations the MAC established as trustee of Kurtjar peoples native title and the KAC which owns Delta Downs and is running associated enterprises including the Morr Morr Pastoral Company.

5.1.4 Normanton Aboriginal Land Trust

The Normanton Aboriginal Land Trust is an Aboriginal Land Trust established in 1995 to hold land granted under the *Aboriginal Land Act 1991* (Qld). The Trust holds land for the benefit of Aboriginal people, their ancestors and descendants. The land held by the Trust comprises four parcels of former Aboriginal reserve land at Normanton. These parcels of land include two Aboriginal cemeteries, one traditional burial ground and the reserve in which Aboriginal people lived during the period of the 1940s to 1970s known as the Thawil Thuddawaarn Pikew Reserve. Project consultations with local Indigenous peoples indicate that the Normanton Aboriginal Land Trust has not met for several years.¹³

5.1.5 Abm Elgoring Ambung Aboriginal Corporation RNTBC

Abm Elgoring Ambung Aboriginal Corporation RNTBC represents the native title rights of Kowanyama peoples whose lands and waters run down into the northern most part of the Carpentaria Shire. These Traditional Owners are predominantly living in the Kowanyama community. Their local government relationship is predominantly with the Kowanyama Aboriginal Shire Council and not the CSC.¹⁴

5.1.6 Tagalaka Aboriginal Corporation RNTBC

The Tagalaka Aboriginal Corporation RNTBC represents the native title rights of Tagalaka people whose lands cross into the western boundary of the Carpentaria Shire (Fig. 1). The majority of their land and native title interests are centred on the Shire of Croydon where they have an office and are establishing a ranger base.¹⁵

5.2 Regional and Community Service Delivery Organisations

5.2.1 Carpentaria Land Council Aboriginal Corporation (CLCAC)

Aboriginal and Torres Strait Islander people in Australia have never stopped fighting to have their rights and interests in land and sea country recognised. In the Gulf of Carpentaria, several groups came together to establish the CLCAC in 1982 as a community-based organisation to represent, protect and secure the rights and interests of Aboriginal people in the region. Following the holding of a large meeting in Doomadgee, CLCAC was incorporated under the *Aboriginal Councils and Associations Act 1976* (Cth) on 27 April 1984.

¹² <https://nativetitle.org.au/find/pbc/9781>

¹³ <https://database.atns.net.au/agreement.asp?EntityID=3569>

¹⁴ <https://nativetitle.org.au/find/pbc/7163>

¹⁵ <https://www.tagalaka.com/>

On 30 June 1994, CLCAC was recognised under the *Native Title Act 1993* as the representative Aboriginal / Torres Strait Islander body for the Gulf Region. This region includes land and waters from the Northern Territory border to east of Normanton, and the islands and seas of the lower Gulf of Carpentaria. The CLCAC membership includes the Gkuthaarn, Kukatj and Kurtjar peoples – the main Traditional Owners of the Carpentaria Shire. Prior to these groups achieving native title determinations, they were the main Traditional Owner representative organisation in the region. The CLCAC remains a significant player as two newly formed Registered Native Title Body Corporate (RNTBC) currently lack capacity to effectively represent their members and Traditional Owners' interests.

As well as providing native title services to Traditional Owners in the Carpentaria Shire, the CLCAC also has (i) a Land and Sea Management and (ii) Economic Development program. (i) The Land and Sea Program undertakes management activities that enhance the protection and management of natural resources for the long-term benefit of Traditional Owners and communities. This includes two Indigenous protected areas (Thuwathu/Bujimulla and Nijinda Durlga); and assisting in managing other conservation reserves in the region with Traditional Owners and the Queensland Government. The Kurtjar, Gkuthaarn, and Kukatj (previously Normanton Land Sea) Rangers based in Normanton are auspiced by CLCAC. (ii) The Economic Development Program supports Traditional Owners' aspirations for growth and prosperity and has undertaken assessments of economic opportunities in the Gulf including in the key sectors of Resources, Land Management, Tourism and Service Delivery.¹⁶

5.2.2 Bynoe Community Advancement Cooperative Society

Bynoe Community Advancement Cooperative Society (Bynoe CACS) was established to provide affordable housing to Aboriginal and Torres Strait Islander peoples in 1979. Bynoe continues to be a housing provider while running a range of other community services including a Community Development Program, Enterprise services, Nursery, Youth Program, Art Gallery, Café and Catering. They also run a local Salvation Army Store providing low price goods and outreach services. Bynoe CACS is governed by a board of ten directors made up of local Indigenous peoples.¹⁷

5.2.2 Gulf Region Economic Aboriginal Trust

The Gulf Region Economic Aboriginal Trust (GREAT) is a large social enterprise which holds funds in trust negotiated from the Century Mine for Gulf Native Title groups including Gkuthaarn, Kukatj and Kurtjar Traditional Owners – primarily for business development and Indigenous ownership and investment in business purposes. While GREAT is not a representative organisation it is a potential supporter of Traditional Owners' development aspirations in the Carpentaria Shire and therefore an important part of the contemporary Indigenous governance landscape in the Gulf of Carpentaria Region.¹⁸

¹⁶ <https://www.clcac.com.au/>

¹⁷ <https://bynoecacs.org.au/>

¹⁸ <https://www.greatrust.com.au/>

5.3 Summary

The contemporary Indigenous governance context is quite complex with two new RNTBCs established since 2020 – one representing the Gkuthaarn and Kukatj peoples and the other Kurtijar people. These organisations, while established to hold native title and to represent the interests of these groups, currently lack capacity with no permanent staff and offices. The CLCAC currently remains the contact point for these organisations employing their support officers and running the region's Indigenous land and sea ranger program.

In relation to the Kurtijar people, the Kurtijar Aboriginal Corporation also has a much longer history and broader membership with more than 400 members as compared with approximately 50 members for the Kurtijar RNTBC: the Mpundwithal Aboriginal Corporation. There are also two community and economic development corporations with longer histories in the region including the Bynoe CACS – a long-established organisation providing a range of community services, and the GREAT economic development trust.

There are also areas of the shire where native title is yet to be determined between groups and negotiations over these areas is ongoing. Naïve title negotiations are sensitive as Traditional Owners have to prove their connection to country and there can be different understandings of connection between groups. This is understandable given the significant impact of colonisation detailed in section 4 and how this has reshaped contemporary Indigenous life in the region. It is important when engaging with Indigenous groups to be mindful of this history and sensitive to any ongoing negotiations. Establishing protocols between parties can assist in managing complex relationships particularly where there are competing interests.

6.0 Indigenous Statutory Rights and Interests

It is important in developing an Indigenous engagement framework to understand Indigenous people's statutory rights and interests so that these can be incorporated as part of strengthening engagement. There is an increasing recognition of Indigenous people's rights in relation to land, water and sea country through government legislation, policy and funding. The **Native Title Act (Cth)** provides Traditional Owners with the right to maintain their cultural practices including hunting, fishing and camping on country where native title is determined. Where these native title rights are impacted for example a major development then Traditional Owners will have the right to negotiate in relation to a development. Much of the Carpentaria Shire has had native title determined over it.

The **Aboriginal Cultural Heritage Act (Qld)** provides for the recognition, protection and conservation of Aboriginal cultural heritage. This places statutory requirements on the CSC, developers and business for the protection of areas and objects of traditional, customary, and archaeological significance; recognises the key role of Traditional Owners in cultural heritage matters; and provides processes for dealing with cultural heritage matters.

There is increasing recognition of Indigenous people's water rights. In 2018 the **Water Act 2000 (Qld)** was amended to ensure water plans explicitly recognise the importance of water resources for Indigenous peoples. Cultural outcomes for Indigenous peoples must be stated separately instead of being embedded in social, economic or environmental outcomes, and water plans will need to include strategies for the achievement, monitoring and reporting of cultural outcomes. Cultural outcome means a beneficial consequence to an Aboriginal party or Torres Strait Islander party relating to aquifers, drainage basins, catchments, sub-catchments or watercourses. Indigenous reserves are also being established as water plans are reviewed making water available to Indigenous peoples for their social and economic aspirations. Indigenous reserves provide opportunities for Indigenous peoples to own and manage a portion of available water, including opportunities to engage in water trading in some cases.

Recently announced reforms to the **Environment Protection and Biodiversity Conservation Act (EPBC Cth)** will require Indigenous perspectives to be involved in decision making about developments that require Commonwealth environmental approvals. This means that any major water resource, renewable energy or mining developments in the Gulf of Carpentaria will involve engagement with Indigenous parties as part of environmental assessments.

In 2009 the Australian Government ratified the **United Nations Declaration on the Rights of Indigenous (UNDRIP)** peoples committing to Indigenous self-determination. The UNDRIP establishes a universal framework of minimum standards to safeguard and support the survival, dignity, and well-being of Indigenous peoples around the world. The UNDRIP enshrines the principle of free, prior and informed consent (FPIC). The FPIC principle asserts that when making policies or laws or undertaking activities that affect Indigenous peoples, governments and others should negotiate with affected Indigenous people about those proposals with the aim of obtaining their consent.

The UNDRIP is another example of how Australian governments are increasingly recognising Indigenous interests in land and water resources and seeking to involve them in decisions about resources and developments that impact their country. The capacity for Indigenous peoples to be effectively engaged in these processes, however, can be a major challenge given the limited capacity of many of their corporations and the governance complexities including the need to work across cultures. Realising development opportunities in the Carpentaria Shire will therefore be supported by building the capacity of Traditional Owners and their organisations.

7.0 Summary of Indigenous Engagement

The literature review and stakeholder mapping detailed above provided an historical context and contemporary understanding of the main Indigenous groups and organisations in the region. This informed planning for the visits to the Carpentaria Shire undertaken to meet and consult with Indigenous groups and community representatives (Table 1).

Table 1. Indigenous Community Consultations held in person in Normanton

Group / Organisation	Activity	Attendance	Location
Visit 1: April 2024, Dr Jim Turnour and Mr Keron Murray			
CLCAC	Meeting	2 senior management and 2 ranger program members	Normanton and via Zoom
GKAC	Meeting	15 Gkuthaarn and Kukatj Directors and Members	Normanton
Kurtjar Organisations	Meeting	8 Kurtjar organisation reps including MAC, KAC and Morr Morr Pastoral Company	Normanton
Community Organisations	Meeting	Bynoe CACS representative	Normanton
Visit 2: May 2024, Dr Jim Turnour, Mr Keron Murray and Prof. Marcus Foth			
GKAC	Workshop	8 representatives including Directors and two rangers from CLCAC	Normanton
MAC	Meeting	Executive member	Normanton
KAC	Meeting	3 Directors	Normanton
Visit 3: June 2024, Mr Keron Murray			
Individual community meetings and workshop	Community visits Workshop	12 attendees at workshop and individual meetings	Normanton and Delta Downs
Visit 4: July 2024, Dr Jim Turnour and Mr Keron Murray			
MAC	Meeting	2 Directors	Normanton
GKAC	Meeting	6 Directors	Normanton

Mr Keron Murray, the project's Indigenous Consultant, attended each visit, Dr Jim Turnour attended the initial two visits and the final visit, and Professor Marcus Foth attended the 2nd visit. During the visits the team also met with representatives of the CSC including the Mayor Jack Bawden and Ms Anne Andrews, Director Community Development, Tourism & Regional Prosperity, to seek their input and to better understand Council's history with and perspectives on Indigenous engagements.

8.0 Emerging Themes

The following themes emerged from the consultation meetings and workshops, and this thematic analysis is also informed by the desktop review of local reports and organisational information as discussed above.

1. There is a lack of recognition of Indigenous history and culture.

There is a shared view amongst Gkuthaarn, Kukatj and Kurtijar Traditional Owners that they are not effectively recognised as the region's first peoples and that their culture is respected. These groups would like to have their history and culture recognised more broadly including by the CSC through, for example, the Council's website, signage, and tourism information. There is a view that there is an overemphasis on the region's colonial and settler history and that this needs to include acknowledging local Traditional Owners' dispossession and mistreatment.

2. There is a need for more information sharing.

There is a need for more information exchange and formal information sharing with groups, between groups, and with the CSC. There were comments that information is too often shared at the last minute or through informal networks. Normanton is a relatively small community, and many people will work and socialise together, so information may be shared in this way. Indigenous peoples during consultations, however, stressed the need for formal processes for sharing and disseminating information and engaging with the Indigenous community through agreed protocols. Examples were given of short timelines and informal use of networks for cultural heritage, welcome to country or for engagement around events like annual NAIDOC celebrations.

3. A lack of capacity of local Traditional Owner corporations and clarity in relation to their roles and responsibilities.

There are three main Traditional Owner groups centred on Normanton with land and native title interests within the Carpentaria Shire: Gkuthaarn, Kukatj and Kurtijar. Through stakeholder mapping and consultations these three groups became two organisationally with two native title determinations. Gkuthaarn and Kukatj have their own GKAC RNTBC and Kurtijar has its own MAC RNTBC as well as KAC, which owns Delta Downs and is managed through the Morr Morr Pastoral Company. These new RNTBCs add to the complexity of organisations detailed in the previous section, and they lack capacity with no dedicated staff or office facilities. The CLCAC, which historically represented all three groups, continues to be the main contact for these two RNTBCs and employs their support officer/s. The CLCAC also manages the land and sea ranger program. Bynoe CACS is the long-standing Indigenous community-controlled organisation and continues to deliver a range of services to the community.

Indigenous peoples through the consultations and literature reviewed expressed aspirations as Gkuthaarn and Kukatj or Kurtijar, and while they shared many similar aspirations, they wished to pursue some of these aspirations with their own distinct identities if not independently. For example, GKAC was undertaking their own cultural awareness training and had tourism aspirations. Kurtijar people have their own cattle station and ranger program, which they run in parallel to the CLCAC ranger program. The determination of Gkuthaarn and Kukatj and Kurtijar interests in land through native title provides an opportunity to build the capacity of these two distinct groups to maintain their cultural identities and pursue self-determination. There is also a need to build their capacity given Traditional Owners significant statutory rights in relation to land and water management and decisions about development detailed in section 6. Building capacity will involve clarifying roles and responsibilities of existing corporate entities and devolving resource and responsibilities locally to these two distinct groups. To date the Indigenous community has largely been engaged as one group

by CSC outside of cultural heritage works rather than recognising these different groups and their respective organisations and diverse values, histories and aspirations. Capacity building these groups is not necessarily the responsibility of the CSC but it can play a role in supporting this process.

4. Strengthen relationships between Indigenous groups and CSC.

The need to improve relationships between groups and between the different groups and CSC emerged as a key issue from consultations. There was also an expressed desire to strengthen the relationship between Indigenous organisations and CSC and for Gkuthaarn, Kukatj and Kurtijar groups to work together on projects and events such as the annual NAIDOC Week celebrations. Examples identified through consultations were the recent inclusion of the CLCAC on the Regional Disaster Management Committee by council, support from both GKAC and KAC for establishing and participation in an Indigenous Advisory Committee to council, and shared support for an Indigenous Knowledge Centre (IKC)¹⁹ by Gkuthaarn, Kukatj and Kurtijar people when raised during consultations.

5. The need for Indigenous tourism and economic development

Consultations identified that there is currently a lack of Indigenous tourism experiences in the Shire. There were also concerns raised that tours that had operated were not authentic. There was a desire for Indigenous language on signage and Indigenous history and culture to be shared through the Council website and tourism information centre. The CLCAC Destination and Product Development Plan (2014) similarly identified opportunities to develop Indigenous tourism in the Gulf region.

6. Strengthen disasters resilience and disaster management

Flooding was the major community impact identified through consultations damaging property causing shortages of food and power outages. Bush fires were also identified as a disaster that needs to be managed. Indigenous groups wanted direct and ongoing engagement with council in relation to disaster management. CLCAC had recently been invited onto the Local District Disaster Management Committee, and GKAC felt they could be represented on this committee through their rangers employed by CLCAC who could report back to the Board and members. There was discussion about how CLCAC rangers have supported council during the recent flooding event and that it was important for this direct engagement to continue rather than through the State Emergency Service (SES). There was a view expressed that more information could be provided to the Indigenous communities about funding and support in relation to disaster preparation and recovery. Incorporating Indigenous knowledge into disaster management particularly around fire management was identified as important and desirable.

7. Support for community Development

There were a range of issues identified through workshops and consultations that have been broadly grouped into a community development theme. This included strengthening support for Indigenous community events like NAIDOC Week and better youth development and engagement through a clear implementation and impact evaluation plan as part of CSC's youth strategy. Project participants also suggested that council should be exploring procurement opportunities to contract Traditional Owner groups and businesses to deliver services like cultural heritage rather than directly employing people.

¹⁹ <https://www.slq.qld.gov.au/about/partnerships-and-collaborations/local-government-and-public-libraries/indigenous-knowledge>

9.0 Indigenous Engagement Framework

According to the 2021 ABS Census 41.7% of the Carpentaria Shire identified as Indigenous with consultations with Indigenous peoples suggesting that more than 50% of the population could be Indigenous. Most of the Shire has also had native title determined recognising Gkuthaarn, Kukatj, Kurtijar, Kowanyama and Tagalaka people as the first peoples of the shire. Given these significant interests engaging effectively and genuinely with the Indigenous community to support the building of individual and organisation capacity should produce a wide range of quadruple bottom line outcomes encompassing social, cultural, environmental, and economic benefits for the Carpentaria Shire as a whole.

There is a strong desire by local Indigenous peoples and organisations expressed during consultations to strengthen their relationship with the CSC. Engagement needs to build and establish trust between the CSC and local Indigenous leaders and their organisations. There currently exist quite a complex Indigenous organisational and governance context for a relatively small community detailed in Section 5. There are also changing roles and responsibilities between organisations as native title is determined and continues to be negotiated in some parts of the shire between groups. It is important to understand these different organisations, their representatives, and their statutory and service delivery roles in designing engagements with community.

Based on the consultations, stakeholder mapping and literature reviewed, it became clear that an important way Indigenous people identified is by their tribal or clan affiliation. It is important therefore for an engagement framework to recognise the three distinct groups with organisations in Normanton: the Gkuthaarn, Kukatj or Kurtijar peoples. Since 2020 native title determinations have more clearly defined where these distinctive groups' native title rights and interests are in the Shire and established GKAC and MAC RNTBCs whom the CSC should engage with for native title and cultural heritage matters where native title is determined.

In relation to the Kurtijar people, there is a need to support clarification of roles of KAC and MAC. The KAC established in 1994 has over 400 members and has historically represented the interests of the Kurtijar people, for example, in cultural heritage matters with the CSC. The MAC established in 2022 as the Kurtijar RNTBC has approximately 50 members and under the Aboriginal Cultural Heritage Act the RNTBC would normally be the Aboriginal party for cultural heritage work. At the northern end of the Shire when engagement is necessary with the Kowanyama people, they have the Abm Elgoring Ambung Aboriginal Corporation as their RNTBC and in the west is the Tagalaka Aboriginal Corporation RNTBC for native title and cultural heritage matters. Where native title is yet to be determined east of the Norman River then CLCAC should be consulted as the Aboriginal party on cultural heritage and other matters. Negotiations between groups in relation to native title in this area continue with both expressing a desire to have this finalised in the near future.

It is also important to consider how to best engage with the Indigenous community to support community and economic development. The Gkuthaarn, Kukatj and Kurtijar peoples expressed a desire to continue to manage and develop their own distinctive businesses and services via their respective corporations. At the same time Bynoe historically has been the main Indigenous community services organisation, and the CLCAC and GREAT have programs supporting economic development. It is therefore important to consider these organisations and their interests in developing an engagement framework.

9.1 Engagement Framework

Based on this analysis the following framework and recommendations are proposed to strengthen engagement and relationships between the CSC and its Indigenous communities. Gkuthaarn, Kukatj and Kurtijar culture and history are central to the identity of many Indigenous peoples in Normanton. Through recognising these distinct cultural identities as being at the heart of engagements, the CSC can play an important role in supporting these groups to maintain and share their culture and history.

The CSC should recognise the Gkuthaarn, Kukatj, Kurtijar, Kowanyama and Tagalaka peoples as the first peoples of the Carpentaria Shire. Where native title has been determined their RNTBC is the appropriate body to engage with on native title, land and cultural heritage matters. Where native title has not been determined the CLCAC should be consulted.

The following section details eight (8) recommendations to strengthen cultural, social, economic and environmental outcomes within the Carpentaria Shire including:

1. Establishment of an **Indigenous Advisory Committee** to Council and development of a **Reconciliation Action Plan**.
2. Establish **cultural protocols** to respect Indigenous people's lores and customs.
3. Maintain direct engagement of Traditional Owners on the **Local Disaster Management Committee** through CLCAC and brief GKAC and KAC / MAC on arrangements.
4. Incorporate local **Indigenous knowledge** into disaster management plans.
5. **Build the capacity** of Indigenous peoples to prepare, respond and recover from disasters.
6. Work with Traditional Owner groups to support their aspirations for **tourism and long-term economic development**.
7. Create dedicated **Indigenous identified role/s** within the CSC to support Indigenous community engagement and organisational and enterprise capacity building.
8. Continue to work with the **Queensland Connects Community Capacity Building Team** on projects beneficial to Carpentaria communities. For example, this can entail exploring the establishment of an Indigenous Knowledge Centre (IKC) with the State Library of Queensland, a Country University, and setting up a Creative Resilience Hub as part of collaborative research projects.

The Engagement Framework (Fig. 3) is designed to support implementation of these recommendations based on the consultations and analysis undertaken through the project. In developing the framework, the authors have also drawn on theoretical understandings of human learning systems and Indigenous knowledge systems. Human learning systems acknowledge the complexity of public service delivery including by local governments. They involve governments and communities learning together to bring about positive change that supports community development and improves service delivery. For further information see Human Learning Systems a Practical Guide (Lowe et. al. 2022). Indigenous knowledge systems are recognised within the framework through the inclusion of sharing and weaving knowledge. There is a need to respect both knowledge systems while learning together and where appropriate weaving knowledge to produce improved outcomes for communities. For further information see Our Knowledge Our Way in caring

for Country: Indigenous-led approaches to strengthening and sharing our knowledge for land and sea management (Woodward et. al. 2020).

Culture and History are at the heart of the framework because of the importance placed on recognising Indigenous people's distinctive cultures and histories during consultations. This recognition provides a foundation to **Build Trust** – the second ring of the framework which underpins meaningful relationships. In the second ring is also **Sharing and Weaving Knowledge**, which recognises the importance of Indigenous and Western knowledges and how shared learnings can enable these to be weaved together, for example, in responding to disasters. Learning together also leads to **Shared Understandings**, which is important because while the Carpentaria Shire is a relatively small community there is quite a complex Indigenous organisational environment with established entities like CLCAC, Bynoe and KAC and two new RNTBCs established in the past four years. This has changed statutory responsibilities in relation to engagement where native title has been determined so there are changing roles and responsibilities in the Indigenous institutional context. To successfully implement recommendations, there is a need to develop shared understandings about the roles and responsibilities of these different entities within and between organisations, employees and members of the community. Establishing **Protocols** has been identified as important through consultations, and is also an important way to build the trust necessary to share and weave knowledge. It therefore also sits in the second ring as protocols can clearly define processes for engagement and the respective roles and responsibilities of parties.

The outer ring recognises that strong engagement supported through the inner rings can lead to improved cultural, social, economic and environmental outcomes for Indigenous people but also the broader community of the Carpentaria Shire. This is particularly the case given the significant number of Indigenous peoples living in the Carpentaria Shire meaning that improving outcomes for this population will have flow on benefits to the broader community. It is also the case that Indigenous people's rights in relation to land, water and the environment continue to be strengthened through Australian and Queensland Government legislative reforms, for example, the Water Act (*Qld*) and Environment Protection and Biodiversity Conservation Act (*Cwth*). There is also an ongoing effort by state and federal governments to close the gap in Indigenous disadvantage providing opportunities to leverage support for Indigenous peoples and organisation capacity building through strengthened engagement. Capacity building is particularly needed in relation to the new RNTBCs who hold native title and represent the distinctive Indigenous Tribes and Clans of the Carpentaria Shire.

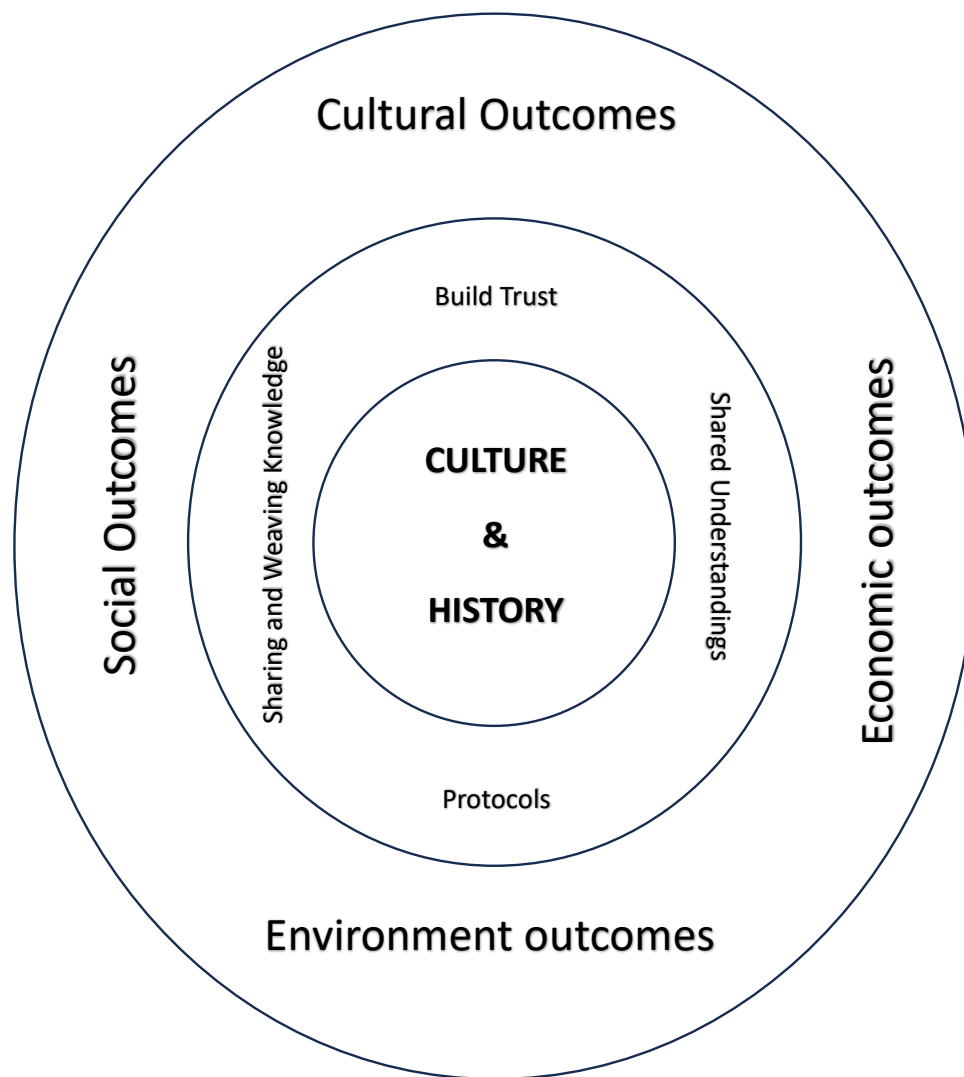


Figure 3: Carpentaria Shire Council Indigenous Engagement Framework

9.2 Recommendations

1. Establishment of an Indigenous Advisory Committee to Council and development of a Reconciliation Action Plan.

The establishment of an Indigenous Advisory Committee (IAC) with formal links back to the three main groups Gkuthaarn, Kukatj and Kurtijar based in Normanton with terms of reference detailing roles and responsibilities of members and the CSC is supported by representative organisations including GKAC and KAC.

An IAC would provide a way for Council to formally engage with representative Indigenous groups including advising on progressing recommendations and initiatives identified through this project. It would also bring the three main Traditional Owner groups together to identify and discuss projects and events that could be advanced collectively. It is expected that this would contribute to fostering better collaborative and constructive working relationships with council but also between groups.

The final membership and governance structure of the IAC and terms of reference should be established in consultations with the three main groups based in Normanton: Gkuthaarn, Kukatj and Kurtijar. Bynoe CACS and CLCAC should also be consulted and given the opportunity to have representation as other significant Indigenous community organisations based in the Carpentaria Shire. Members should have responsibilities to report back to their organisations and communities.

The establishment of an IAC would assist in progressing other recommendations, which could be considered as part of developing and implementing a Reconciliation Action Plan (RAP). The development and implementation of a RAP would demonstrate a commitment by the CSC to meaningful action to advance reconciliation. Reconciliation Australia has identified **relationships, respect and opportunities** as three core pillars of a RAP to provide tangible and substantive benefits for Aboriginal and Torres Strait Islander peoples, increasing economic equity and supporting First Nations self-determination (Reconciliation Australia n.d.). There are a number of local governments across Australia including the Cairns Regional Council who have established IACs or similar structures to strengthen engagement with their Indigenous community. Implementing a RAP should be a priority action for CSC.

2. Establish cultural protocols to respect Indigenous peoples' lore and customs.

The Gkuthaarn, Kukatj and Kurtijar are first peoples of the Carpentaria Shire, and during consultations they made clear they want their history told and culture recognised. This is at the heart of the engagement framework (Fig. 3) and needs to be done in a way that is sensitive to these groups and supported by them. An IAC and RAP would assist in this process. There will also need to be engagement with individual representative organisations and community leaders/Elders for some protocols and information to be negotiated and finalised. Areas where Traditional Owners wanted protocols to be developed or reviewed included:

- Recognition of Indigenous history and culture on council's website and signage;
- Events including NAIDOC, Anzac Day, sporting and youth events;
- Cultural awareness training; and
- Cultural heritage clearances.

There is currently a policy around cultural heritage clearances and engagement with GKAC and KAC in these processes. There were concerns raised about how this policy is currently being implemented and whether it is being appropriately respected by some Council Indigenous and non-Indigenous staff. The Council employs significant numbers of Indigenous staff in their workforce and while there may be different views about people's connection to country within the Indigenous community

including the council workforce where native title has been determined and an Aboriginal party identified it is important for Council to ensure all staff including Indigenous staff are respectful of cultural heritage policies and legislation. Once protocols are established it will therefore be important for these to be communicated and staff appropriately trained as part of their implementation.

3. Maintain direct engagement of Traditional Owners on the Local Disaster Management Committee through CLCAC and brief GKAC and KAC / MAC on arrangements.

The recent inclusion of the CLCAC Rangers on the LDMC is welcomed by Traditional Owners and should be continued. Rangers can report back to respective Traditional Owner groups and support disaster preparation and recovery works coordinated by CSC. There was a request for the CSC to initially directly brief GKAC and Kurtijar representative organisations on disaster management arrangements.

4. Incorporate local Indigenous knowledge into disaster management plans.

Disasters in the Gulf of Carpentaria, particularly flooding, have become regular events and the sharing and weaving of local Indigenous knowledge into planning would enable preparations, responses and recovery to be better tailored to local needs. Indigenous peoples are also more likely to engage in these efforts where their culture and knowledge is respected. The example of laws impinging on Indigenous people's rights to fish from roads during flooding was raised by Indigenous peoples and council and is an example of how local plans could be tailored to local needs and established practices.

5. Build the capacity of Indigenous peoples to prepare, respond and recover from disasters.

The CLCAC Rangers should be supported to build their capacity and engage in disaster planning and management activities. This could be through supporting grants to purchase new equipment or subcontracting rangers so that they could recoup the costs of their involvement in disaster response and recovery efforts. There was also interest in partnering with QUT through collaborative research projects to visualise disasters and extreme weather events using Augmented Reality (AR) as a way to aid in building community resilience, capacity, and preparedness.

6. Work with Traditional Owner groups to support their aspirations for tourism and long-term economic development.

Cultural tourism has been identified as an opportunity in the previous studies and during consultations. GKAC for example identified aspirations to establish an enterprise but lacks capacity to undertake the necessary planning and development. Supporting Gkuthaarn, Kukatj and Kurtijar Traditional owners and organisations to establish enterprises would provide a broader stimulus to the shire economy.

The CLCAC and GREAT indicate on their websites that they can provide support to develop local Indigenous enterprises, and it would be important to ensure there was no duplication of effort. There is, however, significant government funding and potential funding through GREAT for Indigenous enterprise development. Independent facilitation from a CSC Economic Development Officer could be a needed catalyst given a lack of capacity within local Traditional Owner organisations in Normanton.

7. Create dedicated Indigenous identified role/s within the CSC to support Indigenous community engagement and organisational / enterprise capacity building.

There is currently no targeted programs and resources within council to support engagement with Indigenous peoples and their organisations with these functions being undertaken by Indigenous staff as part of broader corporate roles. Developing targeted programs with dedicated staff to improve social, cultural heritage and economic outcomes for Indigenous peoples would have broader flow on benefits to the community given they make up much of the population and have significant statutory and land interests in the Shire.

8. Continue to work with the Queensland Connects Community Capacity Building Team on projects beneficial to Carpentaria communities. For example, exploring the establishment of an Indigenous Knowledge Centre (IKC) with the State Library of Queensland, a Country University, and setting up a Creative Resilience Hub as part of collaborative research projects.

The Queensland Connects program has established new connections between the CSC community and universities, government agencies and businesses bringing new thinking and leveraging new project investments into the region. There is an opportunity to continue and expand engagement through these networks to support implementation of these recommendations and to submit new grant funding applications and develop new projects through these connections.

10.0 Future Projects

This project has provided the foundation to start an engagement process with Indigenous peoples in the Carpentaria Shire. It has identified and supported consultations with the three main Traditional Owner groups and their representative and service organisations. Given the project's tight delivery timeline and the limited capacity of local groups, this process has only just begun. These groups have indicated a desire to be engaged and to continue to proactively work with the CSC and the Community Capacity Building Team delivering this project. The following are suggested as potential projects that could support implementation of some recommendations and maintain the engagement and momentum for community capacity building this initial project has begun.

10.1 Chronicles of Resilience / Carpentaria Collective

Indigenous community consultations identified the need to incorporate Indigenous knowledge into local disaster planning, response and recovery efforts. The CSC and Kowanyama Aboriginal Shire Council through the Queensland Connects program similarly identified the need to incorporate Indigenous knowledge into disaster management to build community resilience. As a result QUT supported by JCU have been pursuing funding opportunities to undertake research with communities in the CSC and Kowanyama Aboriginal Shire Council to build community resilience to disasters and support reforms to the disaster management governance system to make it more responsive to local community needs. This has included (i) an application to Natural Hazards Research Australia and (ii) a collaborative research project to visualise disasters and extreme weather events using Augmented Reality (AR) as a way to aid in building community resilience, capacity, and preparedness.

(i) The proposed project “**Chronicles of Resilience**” aims to enhance disaster resilience in the Indigenous communities of Kowanyama and Carpentaria in Queensland. It seeks to integrate traditional owner knowledge, advanced digital technology, and creative practice methods through the establishment of Creative Resilience Collectives (in CSC it is the “Carpentaria Collective”). These collectives will serve as a bridge between Indigenous knowledge and the Local Disaster Management Plan (LDMP), allowing communities to co-create tangible expressions of their resilience and survival. By leveraging creative practices such as art, storytelling, and digital media, the proposed project will produce immersive experiences that engage community members and decision-makers. These methods will help practice interventions for site-specific disasters, raise awareness, empower community members, and foster social ownership. The project will also utilise a rich database of environmental data to expand decision-making tools for future emergencies.

It is proposed that a governance systems analysis (more comprehensive than what this report has covered) will be conducted to understand how current policies and legislation intersect with Indigenous governance and knowledge systems, strengthening community engagement in emergency planning. The project prioritises Indigenous leadership in disaster management, engaging through networks like the Torres and Cape Indigenous Councils Alliance and broader interactions with governmental agencies. Overall, the project adopts a holistic and inclusive approach, celebrating the cultural richness of the regions while addressing their unique disaster resilience needs. It aims to create a more holistic understanding of disaster resilience by incorporating both qualitative and quantitative data, ultimately fostering collaboration and empowering Indigenous communities to take ownership of their disaster preparedness and response strategies.

(ii) The **ARC Centre of Excellence in Creative Visualisation for Extreme Event Preparedness** is a large, national funding bid led by the University of New South Wales, QUT, and other partners for submission to the Australian Research Council (ARC) later in 2024. The proposed program of research

by this 7 year ARC Centre of Excellence addresses the increasing threat of extreme climate events such as fires and floods. Recognising the unpredictability of these events and their interaction with local communities, the project aims to develop a creative framework that enables communities to visualise and prepare for these unforeseen disasters.

The core objective is to establish a system that transforms traditional disaster visualisation from passive observation into an interactive, immersive experience. This system will allow stakeholders to engage with hyper-local scenarios, facilitating imaginative foresight, situational awareness, and decision-making. By leveraging advanced AI to identify complex patterns and predict behaviours, coupled with human creative understanding, the project aims to render these interactions tangible and compelling, thereby enhancing community preparedness and resilience.

The project seeks to integrate Indigenous knowledge of the Australian landscape, contextualising the historical legacy of human and climate encounters, and embedding this knowledge into community capacities and resources. This approach will strategically reduce risk and build the experiential readiness necessary to address climate emergencies. The proposed **Creative Resilience Hubs** of the ARC Centre will provide Carpentaria Shire Council with a unique opportunity to actively engage and participate in the Centre's research. These local hubs are designed to be collaborative spaces where local communities can co-design and co-host activities that integrate creative visualisation techniques with disaster preparedness strategies.

For Carpentaria, this means having access to cutting-edge research and technology that transforms traditional disaster response methods into interactive and immersive experiences. By participating in these hubs, Carpentaria can benefit from:

- **Enhanced Preparedness:** Engage with innovative visualisation tools that allow community members to simulate and rehearse responses to extreme climate events, increasing their readiness and resilience.
- **Cultural Integration:** Incorporate Indigenous knowledge and cultural practices into disaster preparedness, ensuring that local traditions and wisdom are respected and utilised effectively.
- **Capacity Building:** Gain opportunities for local training and skill development through workshops and collaborative projects, enhancing the community's ability to manage and respond to disasters.
- **Collaborative Research:** Participate in a global network of researchers and industry partners, contributing local insights and benefiting from shared knowledge and resources.
- **Community Empowerment:** Foster a sense of ownership and agency within the community by involving them directly in the design and implementation of disaster preparedness strategies.

10.2 Establishment of an Indigenous Knowledge Centre (IKC)

Consultations identified the desire by local Traditional Owners to have their history and culture more widely understood and respected in an authentic and genuine manner. An IKC could be a way to create a physical hub for Gkuthaarn, Kukatj and Kurtjar Indigenous history and culture making it more accessible to the community and the shire's visitors and tourists. The GKAC and KAC indicated support for such an initiative during consultations.

Indigenous Knowledge Centres are a public information hub and library owned and operated by Indigenous Shire Councils. Councils are responsible for the physical infrastructure, staffing and day to day operations of their IKC. State Library of Queensland (SLQ) contributes financial support to IKCs,

to assist with the operational costs including staffing, library collections and professional development. SLQ also collaborates closely with Indigenous Councils to provide guidance and assistance on programs, activities and events that could be delivered through IKCs, to sustain ongoing knowledge transfer.

While IKCs have to date been owned and operated by Indigenous Shire Councils the large proportion of CSC population that is Indigenous and support for an IKC from Indigenous peoples during consultations suggest that the establishment of one should be investigated with SLQ and the State Librarian.

10.3 Establishment of a Country University

Australian Bureau of Statistics census data highlights the relatively lower levels of educational attainment within the CSC population with only 7.8% of people having a bachelor's degree or above compared to 21.9% for Queensland. There is evidence that improving educational outcomes improves a person's likelihood of gaining employment and social and economic wellbeing.

A Country Universities Centre²⁰ (CUC) is a dedicated learning and study space owned, governed, and driven by its local community through an independent Board of Directors. They operate in communities where universities cannot or will not go, from the coast to the outback, with the common goal of developing equitable access to higher education. CUC communities have the following characteristics:

- Strong local community support
- Significant distance from existing university infrastructure
- High representation of students from equity groups such as Regional, low socioeconomic status (SES), and Aboriginal and Torres Strait Islander peoples.
- Low higher education participation and bachelor attainment rates in the region
- Small to medium-sized regional towns
- Clear regional development goals

State government seed grants can support the establishment of a CUC, which have also secured funding under the federal Regional University Study Hubs²¹ program. This program has placed the study hub model in the national spotlight, with RUSHs emerging across Australia, all developed for their local community by their local community. Centres also benefit from membership of the larger CUC network.

Consultations identified interests in this as another opportunity worth exploring to build community capacity through, for example, better use of the local TAFE facilities.

²⁰ <https://www.cuc.edu.au/>

²¹ <https://www.education.gov.au/regional-university-study-hubs>

11.0 Summary

It is clear from the stakeholder mapping, consultations and review of reports that significant benefits would be achieved through engagement and capacity building of the Indigenous population of the Carpentaria Shire. Indigenous peoples make up much of the population hold significant statutory including native title, land and business interests with aspirations for further development. Through this project the Queensland Connect project team has been able to travel to Normanton and meet with representatives of the main Traditional Owner groups and their representative and service delivery organisations to start this engagement process.

Indigenous peoples and their organisations have indicated that they want to be engaged and work with the CSC and the Queensland Connect team. They have identified that recognising and respecting their history and culture is at the heart of building meaningful and trusting relationships. They have identified key areas for improved engagement and how this can be achieved, which have been incorporated into the proposed engagement framework and recommendations. Three projects have also been identified that could be undertaken to continue engagement and support capacity building activities.

The tight timeframe for consultations and reporting means that this project can only be the first step in the engagement and capacity building process. Building institutional relationships and capacity takes time, and the CSC will need time to consider this report and the recommendations to enable it to effectively respond. The establishment of an IAC and the development of a RAP and exploring opportunities to progress the future projects identified are recommended as short-term priorities.

12.0 About the Authors

Dr Jim Turnour

Dr Jim Turnour, PhD, BAgSci, BEc is a Principal Strategic Regional Planner with The Cairns Institute, James Cook University. He researches government policy with a particular focus on Indigenous and regional development policy in northern Australia.

For the past decade he has been working for Aboriginal First Nations in Cape York Peninsula and as an academic while completing his PhD. Prior to that he was a Member of the Australian Parliament representing Leichhardt from 2007 to 2010. The electorate of Leichhardt is one of the biggest in the country, it takes in Cairns, the Douglas Shire, Cape York and the Torres Strait. Prior to that he was self employed and worked for many years for the Queensland Department of Primary Industries in North Queensland.

Prof. Marcus Foth

Marcus Foth, PhD, JP(Qual.) Qld, FACS CP, FQA, MACM (Dist.), is a Professor of Urban Informatics in the School of Design and a Chief Investigator in the QUT Digital Media Research Centre (DMRC), Faculty of Creative Industries, Education, and Social Justice, Queensland University of Technology, Brisbane, Australia. For more than two decades, Marcus has led ubiquitous computing and interaction design research into interactive digital media, screen, mobile and smart city applications. Marcus founded the Urban Informatics Research Lab in 2006. He is a member of the QUT More-than-Human Futures research group. Marcus has published more than 280 peer-reviewed publications. He is a Fellow of the Australian Computer Society and the Queensland Academy of Arts and Sciences, a Distinguished Member of the international Association for Computing Machinery (ACM), and currently serves on Australia's national College of Experts.

Mr Keron Murray

Mr Keron Murray is a Wuthathi man from northeastern Cape York Peninsula. He is the Chairman of the Wuthathi Aboriginal Corporation RNTBC which is the trustee of Wuthathi peoples' land and sea country. This includes some of the most important cultural and environmental values in Cape York such as Shelburne Bay and Thukuru (Raine Island). Keron is a member of the GBRMPA Indigenous Reef Advisory Committee and the Queensland Government's Cape York Peninsula Protected Areas Advisory Committee. He also works as an Indigenous consultant supporting First Nation self-determination.

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10.3 ORGANISATIONAL STRUCTURE

Attachments:	10.3.1. Organisational Chart ↓
Author:	Anne Andrews - Chief Executive Officer
Date:	12 November 2024
Key Outcome:	A well governed, responsive Council, providing effective leadership and management, and respecting community values
Key Strategy:	Ensure that workforce planning is in place and the safety of employees is maintained and improved

Executive Summary:

An organisation's structure is essential for the direction and control of operations and to ensure alignment with an organisation's goals and objectives.

RECOMMENDATION:

That Council adopt the Organisational Structure as presented.

Background:

Section 196 (1) of the Local Government Act 2009 ("the LG Act") requires that a local government must, by resolution, adopt an organisation structure that is appropriate to the performance of the local government's responsibilities and;

- (2) The local government may employ local government employees for the performance of the local government's responsibilities and;
- (3) The chief executive officer appoints local government employees.

At a workshop held on Thursday 7 October, 2024, Council discussed the structure and it is presented to this meeting for endorsement.

Consultation (Internal/External):

- Mayor Jack Bawden
- Councillors
- Executive Leadership Team

Legal Implications:

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

Financial and Resource Implications:

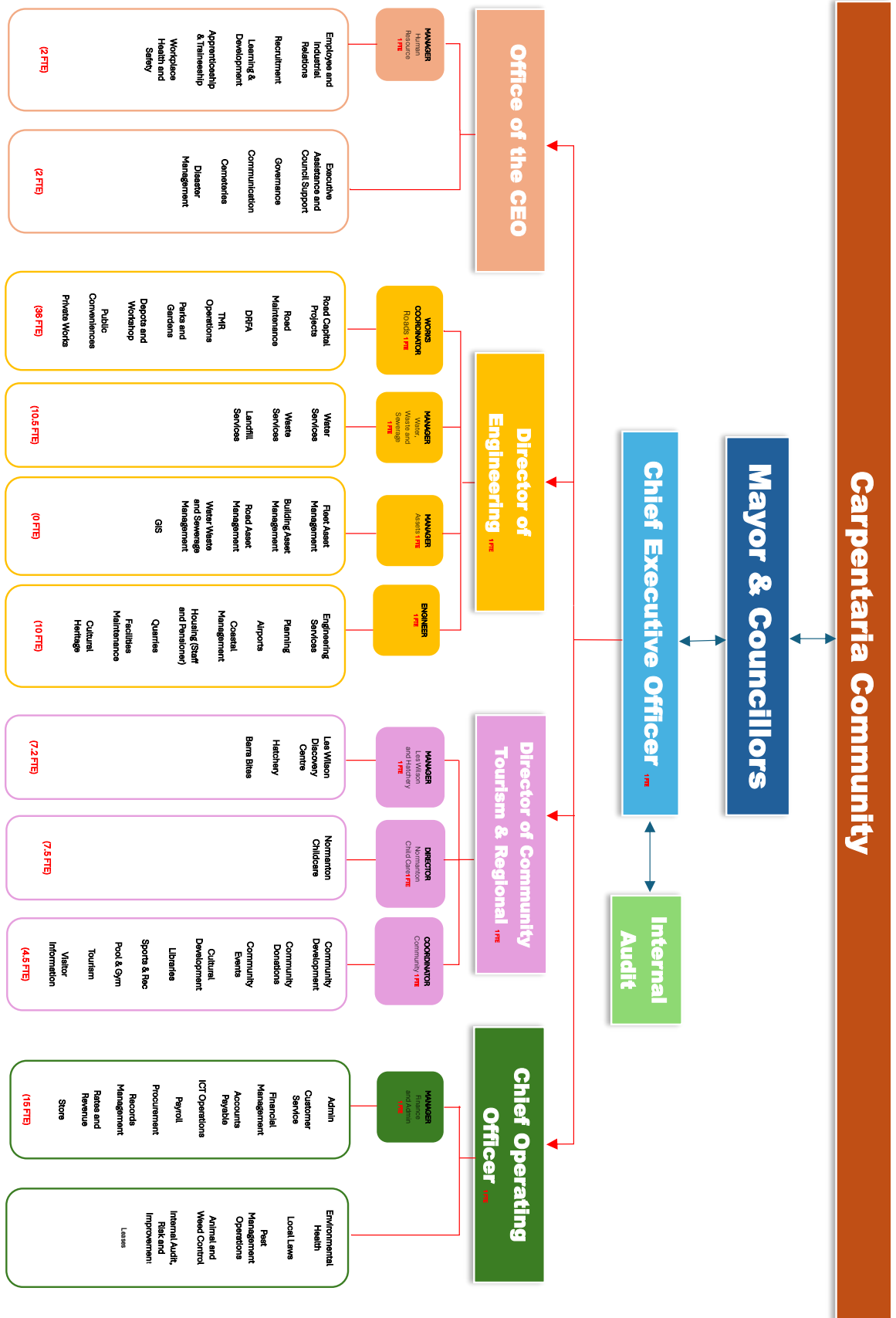
The structure was budgeted for in the 2024/2025 budget.

Risk Management Implications:

- Workplace Health and Safety Risk is assessed as low.
- Financial Risk is assessed as low.

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- Public Perception and Reputation Risk is assessed as low.



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10.4 OUTBACK BY THE SEA FESTIVAL FINAL REPORT

Attachments:	NIL
Author:	Anne Andrews - Chief Executive Officer
Date:	11 November 2024
Key Outcome:	A dynamic and diverse economy creating industry development and employment opportunities
Key Strategy:	Provision of support for a sustainable Tourism sector

Executive Summary:

In March 2023, Council endorsed the Outback By The Sea® Tourism Strategy which promotes the key strategic objective to develop and deliver quality experiences and events as a driver to increase visitation, length of stay and average spend in Carpentaria Shire.

The Outback By The Sea® (OBTS) Festival is the flagship event aligned with the Strategy and was launched into market in 2020, expanding on the former Karumba Barra and Blues Festival concept in 2019.

The stop – start delivery of the annual festival has impeded its potential growth and reputation as a potential star of the Queensland event calendar. In 2023, Council endorsed a new direction that incorporated a community-driven film festival into the event to attract national interest, provide access to a national marketing platform, develop local content to promote the region and provide the local community, including our young people with experience in producing short-films and promoting their own community.

The 2024 festival was held from September 14–21 and incorporated a number of local business and community workshops and events, the inaugural Ocean and Outback Film Festival and the Outback By The Seas finale concert. Across the week, over 1,200 people attended a number of events.

RECOMMENDATION:

1. That the report be received.
2. That the event be consolidated to a four-day festival.
3. That the 2025 event be held from September 12-16, 2025 to develop a consistency in the dates across calendar years.
4. That the annual budget for the event be reviewed for the 2025/26 budget year.

Background:

The week-long Outback by the Sea Festival is Carpentaria Shire's opportunity for the community to showcase the region as a great place to visit and live by showcasing the location and culture of the Shire and Gulf of Carpentaria and extending the visitor season.

The festival is the premier event aligned to consolidate the Outback by the Sea branding to visitor markets and includes music, culture, art and workshops to provide visitors and locals with a taste of the region. This year, the event was held from September 14 – 21, 2024 at venues in Karumba and Normanton.

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In March 2023, Council endorsed the Outback By The Sea® Tourism Strategy which promotes the key strategic objective to develop and deliver quality experiences and events as a driver to increase visitation, length of stay and average spend.

While the 2023 Festival was cancelled at the August 2023 Meeting of Council, there were priority recommendations for future planning:

- Reserve a date for the festival to run each year consistently.
- Establish a community advisory committee and terms of reference; and
- Launch a website for advertisement and to gain passive expressions of interest.

Despite previous timing issues in delivering an annual festival, the OBTS Festival does align with the Queensland Destination Events Program to generate local economic activity and development in the host destination and:

- Attract external visitation to the destination.
- Drive social and community outcomes for the host destination, noting the important link between community outcomes and economic benefits; and
- Enhance the profile and appeal of the host destination.

Council's vision to increase visitation to Carpentaria Shire by growing the event as a major attraction for visitors also aligns with the opportunities for increased national and international tourism presented by the 2032 Olympics. This provides an opportunity during the next seven years to evolve the OBTS Brand and Festival position as a major event in the Queensland Destination Events Program and develop the event as a Festival of choice of visitors by 2032 to capitalise on the opportunities of increased visitation to Qld during the Olympic year.

The 2024 Festival was held across a number of sites in Normanton and Karumba with the two key events – the Ocean and Outback Film Festival and the Outback by the Sea Finale Concert being held at the Karumba Recreation Club on the 14th and 21st of September respectively.

2024 Attendances:

Date	Event	Numbers
Sat 14 September	Mud Crabs Direct workshop, Karumba	8
	Flipside circus workshop, Normanton	45
	Markets, Karumba	11 stalls, approx. 200 attendees
	Ocean and Outback Film Festival – including eight short films from Gulf Christian College students	Approx 300
Sunday 15 September	Flipside Circus workshop, Normanton	45 x 3
	Film Workshop at LWBDC with actors Steve Bastoni, Marcus Graham and Totti Goldsmith.	20 – combination of locals and visitors
	Craft workshop	3
Monday 16 September	The Cubby Show by Flipside Circus	45

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	Macrame workshop, Normanton	2
	Prawn Peeling and Eating, Karumba	40 approx. (8 in contest).
	Ice cream eating contest, Karumba	35 approx. watching, (5 in contest).
Tuesday 17 September	Flipside, Karumba	20
Wednesday 18 September	Mud Crabs Direct	20 plus
Thursday 19 September	Trivia Night, Normanton	Approx 50
Friday 20 September	Macrame Workshop, Karumba	7
Saturday 21 September	Craft workshop, Normanton	5
Saturday 21 September	Concert	500 est. attendees 40% Karumba attendees, 40% Normanton and 20% outside tourists. Origin of patrons included Queensland, NSW, Western Australia, Northern Territory, Australian Capital Territory and South Australia.

In the week following the Festival, Council's acting manager Economic Development visited the businesses in Karumba to ascertain the benefits of the Ocean and Outback Film Festival and the Outback to the Sea Concert to the business community. Feedback was that it was a busy time for businesses and there was a noticeable number of people around. Businesses also noted that:

- Feedback on the entertainment had been positive.
- The Karumba Recreation Club as a venue was a good venue for the events.
- A courtesy bus between Normanton and Karumba and around Karumba and the Point would increase patron numbers to the event.
- Most accommodation premises had an increase in patronage.
- Condense the festival into a 3–4-day event.
- The festival booklet needs to be provided around Karumba and Normanton sooner to ensure promotion of the event is maximised.
- There was some commentary about moving the date to the middle of the tourism season.

Ocean and Outback Film Festival

Council has also met with the Film Festivals Australia (FFA) Directors to discuss the success of the inaugural Ocean and Outback Film Festival. Local preparation for the festival started early in 2023, with FFA director and actor Steve Bastoni working with the students at Gulf Christian College on Zoom workshops on how to make a film on a mobile phone. A face-to-face workshop was also held with the students on the day prior to the film festival. Eight films were submitted by students and shown on the screen at the festival. FFA reported that this was the largest cohort of student films they had received across the three annual festivals that they deliver. The 2025 event will also include a category for local film makers to enter short films. Council sponsored FAA to build this into the OBTS festival budget for \$50,000.00 and Screen QLD also sponsored the event, with a representative of Screen Qld attending the film festival and workshop. It was agreed that moving forward that the Film Festival will

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be known as the Outback by the Sea Film Festival, aligning it with the Council and Festival branding.

Ocean and Outback Concert Finale

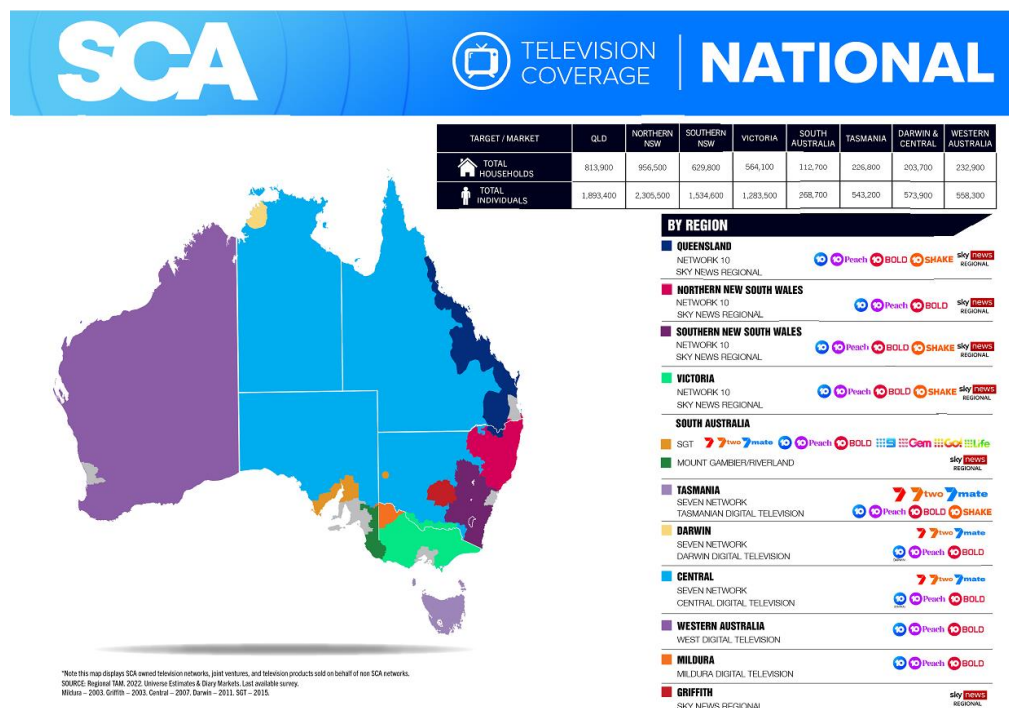
Council worked with Empire Touring to deliver the final concert that included entertainment from Fanny Lumsden and band, Shane Howard of Goanna and local band Split Image. This event attracted about 500 people and received favourable feedback from patrons. Working with a promoter that delivers the artists, staging, light and sound does reduce the complexity of delivering such an event in a remote location.

Council Staff

All events during the week were supported by a cohesive Council team led by the Acting Director Community Development and Regional Prosperity, Amanda Faraway. From the outdoor crew that ensured the towns looked beautiful and were around on both weekends to help set up the Karumba Recreation Club, to members of our team who designed and produced all the merchandise and marketing inhouse, to those who put up their hand to help run or host events, it demonstrates our values of *Community, Respect, Integrity, Safety First and Professionalism* are strong in our work place.

Media

The Queensland Tourism and Events Funding was approved for an out of region marketing campaign. This was used for television promotion with Ch 7 and SCN who also came on as a major media sponsor and doubled the grant funding. This allowed the promotion to run across all States and Territories on Ch 7, Ch 10 and the subsidiary stations.



Black Star Radio and the Nort West Weekly also provided sponsorship which ensured that the event was marketed locally and within region.

Paid advertising was purchased from other regional newspapers.

Strategic Alignment

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Strategy	Action	Carpentaria Opportunity
The TEQ Blueprint - A plan to support the towards tourism 2032 strategy (August 2023)	TEQ's commitment: TEQ will continue to harness the power of our diverse Events Calendar to drive visitation throughout the State and build on brand Queensland.	To consolidate the Outback by the Sea® Brand and Festival position as a destination and event of choice by 2032. Evolve the Festival to be a major event in the Queensland Destination Events Program to better meet the needs of industry and foster a growth pathway for iconic homegrown events.
Outback By The Sea® Tourism Strategy	Strategic Objective 2: 2. Develop and deliver quality experiences and events. 3. Increase visitation, length of stay and average spend	Deliver actions in the OBTS strategy including community and event priorities: <ul style="list-style-type: none"> • Outback by the Sea Festival expansion • Introduce additional events that will attract new audience (P14).
Carpentaria Shire Economic Development Strategy 2020-2025.	Pillar 1 Tourism: Implement and link local and regional Tourism Strategies. Our community embraces new and growing opportunities that promote the regions rich natural environment.	Deliver actions in the Economic Development Strategy including: <ul style="list-style-type: none"> • Identify and grow natural attraction tourism opportunities. • Extend shoulder tourism seasons.
	Pillar 6: Working together. We believe having productive partnerships between government, business, industry and community is important.	<ul style="list-style-type: none"> • Seek opportunities to share resources. • Look for and develop projects that will grow our community and economy.
Carpentaria Shire Operational Plan 2023-2024	Theme 1: Carpentaria Community.	1.1.1: Implementation of Youth Strategy for the Shire.
	Theme 3: Carpentaria Economy.	3.1.1: Promote and encourage support from interested parties to pursue initiatives in the Economic Development Strategy. 3.1.3: Promote and encourage support from interested parties to pursue initiatives in the Tourism Strategy.

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Carpentaria Youth Strategy 2023-2028	Theme 1: Caring For People.	Deliver actions in the Youth Strategy - Things to Do <ul style="list-style-type: none"> • A diversity of activities and programs are offered to young people. • Young people have access to a range of programs and opportunities that enhance social inclusion and connection.
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Consultation (Internal/External):

- Mayor
- Acting Director Community Development, Tourism and Regional Prosperity
- Acting Manager Economic Development
- Empire Touring
- Film Festivals Australia
- Manager Les Wilson Barramundi Discovery Centre
- Coordinator Les Wilson Barramundi Discovery Centre
- Business Community

Legal Implications:

- There are significant legal implications associated with coordinating festivals including the contracts associated with procuring artists and event delivery. Contracts were negotiated with the appropriate parties and deliverables and costs locked in to ensure all parties were aware of obligations to each other and the event.

Financial and Resource Implications:

- It is important to note that the planning of such an event runs across 12 months and because the festival is held in September it runs across two budget periods.
- In the 2023/24 budget, Council approved \$230,951 for OBTS festival delivery. In 2024/2025, the approved budget is \$358,000.00. Across the budgets for the 2024 event, the festival expenditure was \$237,952.74 with event revenue being \$94,331.14. This suggests that the annual budget for the event can be reviewed.
- Merchandise and promotional flags and posters were designed by the in-house team with no specific dates to ensure that remaining merchandise and promotional assets can be used at following festivals to reduce financial impact and wastage.
- It is noted that a previous grant had not been acquitted appropriately and this may have impacted on Council's ability to be granted full access to State Government funding opportunities and that Council was unsuccessful with the Federal Festivals Australia grant.

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- A more focused approach to collating data and acquittals has been developed and should assist with Council providing a more compelling argument for government funding.
- Council also notes the important role played by local businesses and Council's partners who sponsored the event to the value of \$13,000.00. This is expected to grow and the event matures as there was a reluctance to sponsor given the stop – start delivery of the annual festival in previous years and lack of lead time in requesting sponsorship.

Risk Management Implications:

- Insurance and event management responsibilities were assessed.

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10.5 HUMAN RESOURCES REPORT

Attachments: NIL

Author: Peter Ryan - Manager Human Resources

Date: 11 November 2024

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

Key Strategy: Ensure that workforce planning is in place and the safety of employees is maintained and improved

Executive Summary:

This report provides information on the general Human Resource matters and Work Health and Safety matters relevant to the team's daily business.

RECOMMENDATION:

That Council accepts the Human Resources Report for information.

1. Human Resources Management

- Reviews of Position Descriptions and contracts requiring attention ongoing.
- Council's Housing Committee will be recalled in the new year once. Council will need to nominate two (2) elected officers.
- Recruitment for the Chief Operating Officer and Director Community Development, Tourism and Regional Prosperity is ongoing.
- In conjunction with payroll, Council welcomed Mr. Chris Lowe, Council's advocate officer from the LGAQ who was instrumental in getting the new Enterprise Bargaining Agreement across the line in August. He attended Council from the 20 - 22 October, 2024. With the assistance of Council's Payroll Officer, he led a number of information sessions to discuss some problems and clarifications encountered relative to that EB. His meetings were well attended by middle and senior management.
- HR assisted the Normanton Childcare Centre staff for over a week whilst there were severe staff shortages. The A/Director Community Development, Tourism and Regional Prosperity and Manager HR resolved the problem by locating and offering qualified local workers casual roles while the shortage exists. Two staff resigned from Council in the last week of October and early November which thus impacted on the shortage.

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2. Work Health and Safety matters

CSC WHSMP Key Performance Indicators (KPIs)	Scheme Current	CSC Actual YTD 2023	CSC Actual YTD 2024	CSC KPI Year Target	KPI YTD Comparison
Average Scheme Frequency Rate (* Formula = Number of LTI for every million hrs worked)	5.70	1	0	<5 LTI	0
Average Scheme Duration Rate (*Formula = Average Number of days lost per LTI)	8.06	2	0	<112 Days	0
Progressive Frequency Rate YTD (B) group = wages greater than \$5 million – less than \$10 million	2.66	0	0	<20.60 Annual	0
Progressive duration rate YTD (B) group = wages greater than \$5 million – less than \$10 million	2.00	0	0	<19.93 Annual	0
Percentage of hazard inspections completed as per Matrices		100.00%	100.00%	95%	94.45%
Action Statistics from Skytrust – Percentage of actions completed against number added YTD from July 1 st		40.00%	58.90%	90%	59.14%
Delivery of Take 5 courses on Skytrust		85.57%	75.65%	90%	63.21%
Percentage of Quarterly Action Plan items completed – July to Sept 2024		Due end Sept	Due end Sept	70%	%
Note* Legislation requires LGW to count part days lost as full days.					

Mechanism of injury for claims submitted	YTD 2023/2024	Days Lost
Being hit by moving object	1	1
Muscular stress with no objects being handled	1	7
Muscular stress while lifting	1	2
Mental Stress (Claim Rejected)	1	0
Total	4	10

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Outstanding estimated \$0 to pay	Statutory Paid	\$13,611
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Mechanism of injury for claims submitted	YTD 2024/2025	Days Lost
Being hit by moving object		
Muscular stress with no objects being handled		
Muscular stress while lifting		
Mental Stress		
Total	0	0
Statutory Paid	\$0	

LGW Data: 2024 – 2025 YTD	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
CSC LTIFR YTD LGW Data.	0	0										
Group B LTIFR YTD (Councils with wages > \$5 mil< \$10 mil)	0	0										
CSC LTI's each month	0	0										

LGW Data: 2024 – 2025 YTD	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
CSC Duration Rate YTD LGW data	0	0										
Average duration rate for Group B (Councils with wages > \$5 mil<\$10 mil)	0	0										
CSC Days lost YTD (Progressive)	0	0										

There was **1** Incident report submitted for an injury sustained in August (Assault-First Aid-Charge not pursued). There was 1 x Incident report for minor vehicle taillight damage, and 2 x plant damage reports for bent trailer jockey wheel and damaged grader fuel cap.

The outstanding claim for 2023/2024 was rejected. No time lost. No costs incurred. The 2023/2024 statistics are now final.

3. Staff Movements

Arrivals

- LOGO Contractor - Records Officer – 3 to 6 months appointment (Casual)
- 2 x Educators – Normanton Childcare Centre – Casual

Departures

- Stores Officer

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Current Recruitments

- Visitor Information / Library Officer (Normanton) – at interview stage
- Normanton Childcare - casual ongoing recruitment to ensure backfills and permanent positions x 2
- Karumba Town Foreman - filled
- Normanton Town Crew Leading Hand - filled
- Project Officer (Engineering) – at interview
- Technical Officer Water – Selected candidate withdrew after offer, new selection process underway
- Asset Manager – at interview.

Current Vacancies

- Accountant . Filled by consultant - housing required

4. Random Drug & Alcohol Testing Program

The contractors paid one visit to the Shire during the month. 166 tests were carried out on Council employees and contractors throughout the Shire. Four detections were made for Methamphetamine (1), Amphetamine (2), THC (1). Manager HR is awaiting lab test outcomes prior to action being taken.

5. Training Activities

The Chief Executive Officer attended LGAQ CEO induction day at the Newmarket office in Brisbane.

6. Operating Budget and Expenditure

Please refer to the Monthly Finance report.

7. Enterprise Bargaining Update

Consultation (Internal/External):

- The Drug Detection Agency
- LGAQ Industrial Relations section

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- Peak Services
- Apprentice and Trainee administrators from various organisations.

Legal Implications:

- As the wet season approaches, it is imperative that Council does not become complacent relative to its WHS obligations. It is often this time of year in local government when injuries occur. With this in mind, the WHS Advisor will be tasked with getting into the field and reminding our staff and contractors to remain diligent in this regard. Failure to do so could potentially cost Council heavy penalties at law and within our workforce due to injury. E

Financial and Resource Implications:

- The changes which have occurred resulting from the introduction of the 2023 Certified Agreement. The cost to Council has been high with a 4% and a 3% percent pay rise on top of each other. This combined with 12 months' back money and a sign on bonus means we will continue to monitor the impact of shorter working hours with reduced human resources.

Risk Management Implications:

- The collaborative effort since the inception of the new agreement has ensured that risks remain low. Staff working together with high integrity has meant that the job is getting done. The changes will in all likelihood result take us another 12 months to fully understand The strong fellowship has been something we should be proud of as an organisation at this time.

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11 REPORTS FROM DIRECTOR OF CORPORATE SERVICES

11.1 DIRECTOR OF CORPORATE SERVICES REPORT

Attachments: NIL

Author: Jade Nacario - Manager Finance and Administration

Date: 13 November 2024

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:

This report provides information and updates to Council on various activities and programs that are facilitated within the Director of Corporate Services portfolio.

RECOMMENDATION:

That Council:

1. receive and note the Director of Corporate Services Report; and
2. that those matters not covered by a resolution be noted.

Background:

1. Program Update

Local Laws

The local laws statistics for October 2024 are attached.

Bounty Scheme

The table below shows the bounties paid to date.

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Month	Bounty Scheme 20224 to 2025		
	Wild dogs (Qty claimed)	Monthly Total	Budget Remaining
Jul-24		0	15,000
Aug-24		0	15,000
Sep-24	91	4,550	10,450
Oct-24	110	5,500	4,950
Nov-24		0	4,950
Dec-24		0	4,950
Jan-25		0	4,950
Feb-25		0	4,950
Mar-25		0	4,950
Apr-25		0	4,950
May-25		0	4,950
Jun-25		0	4,950
Total	201	10,050	4,950

For information.

Pest and Weed Management

1080 Baiting

The 1080 Baiting Program has been successfully completed. The table below details all properties where the 1080 baiting was conducted, highlighting our efforts to manage pest populations and support local biosecurity measures.

Round 1

Properties	Date
Miranda (early baiting)	04 June 2024
Vanrook, Dorunda, Inkerman Lotusvale	13 June 2024
Glenore, Wondoola	19 June 2024
Double Lagoon	24 June 2024
Donors Hill, Talawanta, McAllister	25 June 2024 Talawanta 27 June 2024
Lorraine, Cowan Downs	26 June 2024
Augustus Downs, Nardoo	27 June 2024
Wernadinga	28 June 2024
Haydon/Timora	03 July 2024
Broadwater	04 July 2024
Mutton Hole	05 July 2024
Magowra	08 July 2024
Miranda Downs	14 July 2024

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Delta Downs, Maggieville, Karumba Holdings	18 July 2024
Dunbar	23 July 2024
Rutland Plains	23 July 2024

Round 2

Properties	Date
Haydon, Timora, Mayvale	06 September 2024
Cowan Downs	12 September 2024
Miranda downs	16 September 2024
Vanrook Station	24 September 2024 25 September 2024
Wernadinga Station	01 October 2024
Mundjuro Station	03 October 2024
Rutland station	16 October 2024
Iffley station	09 October 2024
Dunbar Station	16 October 2024
Koolatah Station	16 October 2024
Magowra station	18 October 2024
Delta downs Station	25 October 2024

For information.

Environmental Health

Annual Food Business and Caravan Park Licences

The annual inspection of food businesses and the caravan park was successfully completed on 31 October 2024. The inspection results indicate areas requiring improvement, which have been communicated to the relevant stakeholders. To ensure compliance and continued public health standards, a follow-up re-inspection has been scheduled for April 2025.

For information.

Consultation (Internal/External):

- Anne Andrews - Chief Executive Officer
- Community Members
- Phil Grieve - Local Laws Officer
- Carl Casey - Rural Lands Officer

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- Clive Eves – Environmental Health Officer
- Food Businesses and Caravan Parks

Legal Implications:

- *Local Government Regulation 2012*
- *Local Government Act 2009*
- *Food Act 2006*
- *Biosecurity Act 2014*
- *Council's Local Laws*

Financial and Resource Implications:

- Contained within the report.

Risk Management Implications:

- Failure to comply with the relevant legislative requirements could result in reputational and political risk.
- Risk is considered low, to ordinary operations of Council.

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11.2 MONTHLY FINANCIAL REPORT - OCTOBER 2024

Attachments: 11.2.1. Monthly Financial Statements - October 2024 [↓](#)

Author: Jade Nacario - Manager Finance and Administration

Date: 11 November 2024

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:

Presentation of the financial report for 31 October 2024 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. The contents of the report include:

1. Key Highlights
2. Operating Result
3. Cash Position
4. Trade and Receivables
5. Investments
6. QTC Loans
7. Sales, contracts and recoverable works
8. Capital Works

RECOMMENDATION:

That Council accepts the Monthly Financial Report, as required under section 204 of the *Local Government Regulation 2012* for the period ended 31 October 2024.

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 October 2024 are attached for Council's information.

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

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1. Key Highlights

The key highlights are shown below, refer to the relevant sections of the report for more detail.

- Operating result indicated a surplus of \$10,437,591. Refer item 2.
 - The major factors that contributed to the operating result are:

Factors	Actual	Budget	Variance	Comments
Current Surplus/Deficit	10,437,591	-7,950,085	18,721,978	The current surplus in the actual operating result is due to the late payment of the 2024/25 Financial Assistance Grants (FAGS), the first levy of rates, and the timely submission of Main Roads claims.
Grant Revenue FAGS	8,438,240	3,618,680	4,819,560	24/25 FAGS allocation expected to be paid in June but was paid in July.
Revised Operating Result		-4,331,405		

- Cash Position – Refer item 3. Cash Position – Refer to Item 3
 - The current cash balance is **\$46,214,873**, reflecting a strong position primarily due to the timing of the **\$8,438,240** payment for Financial Assistance Grants (FAGS) and a prepayment received from the Queensland Reconstruction Authority (QRA) for the Mitchell River Bridge. For further details, please refer to Item 3.
 - Of the total cash held, **\$19,679,980** is restricted. See the Accounts Summary for additional context.
 - The cash available for operational purposes is **\$26,534,893**, which represents **11.32 months** of cover—significantly above the minimum cash cover target of **4 months** for Tier 7 councils.
 - While medium-term forecasts remain positive, cash reserves have decreased due to the commencement of the **\$85 million** Mitchell River Bridge project and the subsequent expenditure of the QRA prepayment. As a result, the Council may experience cash constraints for ongoing construction activities related to the Mitchell River Bridge unless additional prepayments are secured. At the time of writing this report, the remaining cash balance allocated for the Mitchell River Bridge stands at **\$11,818,262**.

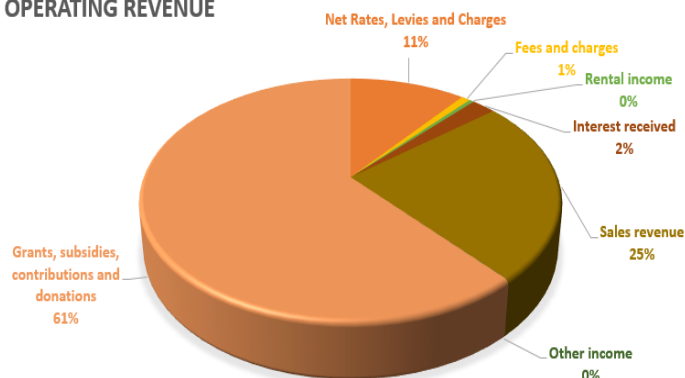
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2. Operating Result

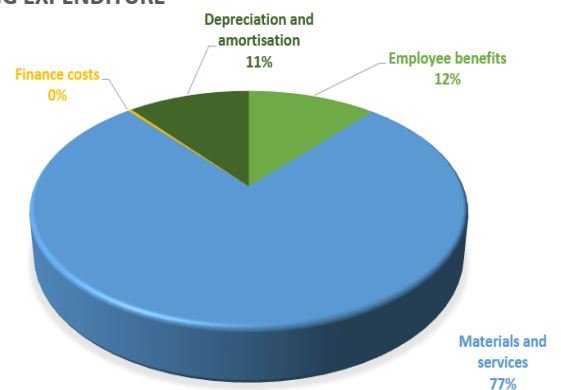
For the fourth month of the financial year 2024/2025, the comprehensive income statement operating result indicated a surplus of \$10,437,591. This is the sum of \$42,115,018 in recurrent revenue, \$31,677,427 in recurrent expenditure.

	Actual (1 July 2024 to 30 Sep 2024)	Budget (1 July 2024 to 30 June 2025)
Revenue	33,185,377	101,956,891
Expenses	21,719,848	109,906,976
Net Operating	11,465,529	(7,950,085)

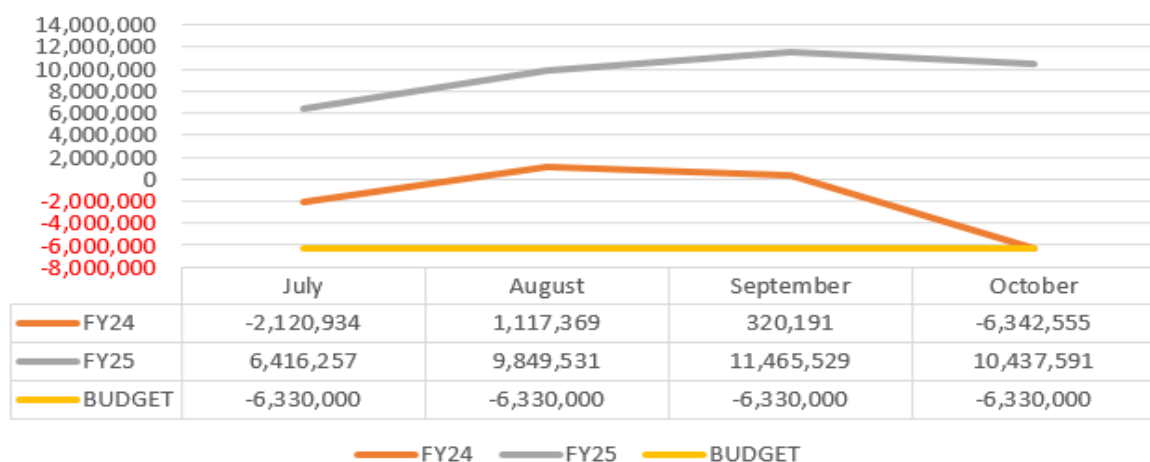
OPERATING REVENUE



OPERATING EXPENDITURE



Operating Result



More detail budgets are prepared for internal review by the CEO and Directorates. These budgets are available to various Managers as required. These budgets are provided below:

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Office of the Chief Executive Officer

Row Labels	Sum of Current Budget	Sum of YTD Actual	Sum of Order Value	Sum of Total Actual
Operating Expenditure	2,241,450	749,250	150,541	899,791
Communications	18,000	0	0	0
Community Recovery	0	494	0	494
Disaster Events	10,000	28,338	0	28,338
Disaster Preparedness	22,500	0	92,512	92,512
Elected Members	562,257	189,374	1,879	191,253
Emergency Response	43,600	8,664	0	8,664
Governance	1,585,093	522,380	56,151	578,530
Operating Income	-27,545	-803,720	0	-803,720
Disaster Events	0	-801,544	0	-801,544
Disaster Preparedness	-7,000	0	0	0
Emergency Response	-20,545	-2,176	0	-2,176
Grand Total	2,213,905	-54,470	150,541	96,071

Human Resources

Row Labels	Sum of Current Budget	Sum of YTD Actual	Sum of Order Value	Sum of Total Actual
Operating Expenditure	1,403,926	433,064	254,418	687,481
Apprenticeships / Traineeship	61,000	4,307	0	4,307
Enterprise Bargaining	5,000	45,077	12,950	58,027
Human Resource Operations	589,548	159,489	83,896	243,386
Learning & Development	209,500	11,465	11,494	22,959
Workplace Health And Safety	538,878	212,726	146,077	358,803
Operating Income	-35,000	-4,295	0	-4,295
Apprenticeships / Traineeship	-35,000	-4,295	0	-4,295
Grand Total	1,368,926	428,768	254,418	683,186

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Corporate Services

Row Labels	Sum of Current Budget	Sum of YTD Actual	Sum of Order Value	Sum of Total Actual
Operating Expenditure	1,214,605	235,102	18,674	253,776
Animal Control	125,801	23,623	0	23,623
Cemeteries	102,500	36,349	602	36,951
Corporate Services	363,000	13,525	6,000	19,525
Environmental Health	15,000	682	12,073	12,755
Local Laws	138,421	34,874	0	34,874
Mosquito Control	30,000	53	0	53
Pensioner Housing	26,000	20,839	0	20,839
Pest Management Operations	102,891	82,966	0	82,966
Property And Leases	13,500	13	0	13
Weed Control	297,491	22,178	0	22,178
Operating Income	-480,500	-151,289	0	-151,289
Animal Control	-2,500	-623	0	-623
Cemeteries	0	-3,976	0	-3,976
Environmental Health	-3,000	-2,000	0	-2,000
Local Laws	-14,000	-945	0	-945
Pensioner Housing	-38,000	-10,700	0	-10,700
Property And Leases	-110,000	-48,258	0	-48,258
Staff Housing	-313,000	-84,788	0	-84,788
Grand Total	734,105	83,812	18,674	102,487

Finance and Administration

Row Labels	Sum of Current Budget	Sum of YTD Actual	Sum of Order Value	Sum of Total Actual
Operating Expenditure	1,436,863	941,977	273,451	1,215,428
Admin And Customer Service	566,714	135,588	35,618	171,206
Financial Services	1,221,072	485,189	86,478	571,667
Information Technology	921,902	265,901	60,424	326,324
Payroll	41,000	179,436	0	179,436
Rates Management	214,352	89,640	74,112	163,752
Records Management	149,023	9,442	15,706	25,148
Stores & Purchasing	257,428	160,208	1,114	161,322
Wages On-Costs	-1,934,628	-383,426	0	-383,426
Operating Income	-8,612,000	-10,577,577	0	-10,577,577
Admin And Customer Service	-1,000	-1,834	0	-1,834
Financial Services	-3,902,500	-8,163,049	0	-8,163,049
Information Technology	0	-300	0	-300
Rates Management	-4,708,500	-2,412,393	0	-2,412,393
Grand Total	-7,175,137	-9,635,600	273,451	-9,362,149

The payment of the grant is beyond Council's control and has impacted the 23/24 budget, but it had a favorable impact on the 24/25 budget by more than 3 million. When the budget

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was prepared in May, Officers were unsure whether the Council would receive another 100% early payment or whether the early payment would be 50% as it had routinely been for the past few years.

Community Development

Row Labels	Sum of Current Budget	Sum of YTD Actual	Sum of Order Value	Sum of Total Actual
Operating Expenditure	4,486,222	1,236,810	302,732	1,539,542
Arts & Culture	31,900	18,644	0	18,644
Business Development	5,500	237	0	237
Child Care	962,367	282,167	40,000	322,167
Community Development	192,013	94,649	20,014	114,663
Community Donations	90,000	31,514	0	31,514
Community Events	182,700	66,074	1,934	68,007
Cultural & Natural Heritage	104,500	1,393	0	1,393
Gym	75,966	13,553	4,884	18,437
Halls	186,700	59,499	0	59,499
Libraries	125,124	63,009	0	63,009
Recreational Sports Centre	483,966	73,224	0	73,224
Regional Economic Development	11,000	8,010	0	8,010
Rodeo Grounds	110,000	43,030	0	43,030
Sports & Recreation	267,400	46,367	18,564	64,931
Swimming Pools	709,600	195,954	165,104	361,058
Tourism Events	786,486	211,066	52,233	263,299
Youth Services	161,000	28,421	0	28,421
Operating Income	-862,666	-493,096	0	-493,096
Arts & Culture	-30,375	0	0	0
Business Development	-2,000	0	0	0
Child Care	-500,000	-184,779	0	-184,779
Community Development	0	-54,500	0	-54,500
Community Events	-7,700	-13,745	0	-13,745
Gym	-45,000	-15,970	0	-15,970
Halls	-52,500	-24,664	0	-24,664
Libraries	-3,000	-509	0	-509
Regional Economic Development	0	-78,660	0	-78,660
Sports & Recreation	-28,000	-101,645	0	-101,645
Swimming Pools	0	-109	0	-109
Tourism Events	-35,000	-17,591	0	-17,591
Youth Services	-159,091	0	0	0
Cultural Development	0	-923	0	-923
Grand Total	3,623,556	743,714	302,732	1,046,446

BUSINESS PAPERS

Les Wilson Barramundi Discovery Centre

Row Labels	Sum of Current Budget	Sum of YTD Actual	Sum of Order Value	Sum of Total Actual
Operating Expenditure	1,729,063	389,398	26,211	415,608
Barra Bites Café	108,891	8,078	1,053	9,131
Hatchery	514,694	94,872	13,926	108,798
Les Wilson Barramundi Discovery Cer	987,318	214,723	7,802	222,526
Visitor Information	118,161	71,724	3,430	75,154
Operating Income	-435,000	-229,869	0	-229,869
Barra Bites Café	-65,000	-36,408	0	-36,408
Hatchery	-20,000	-1,075	0	-1,075
Les Wilson Barramundi Discovery Cer	-320,000	-174,937	0	-174,937
Visitor Information	-30,000	-17,449	0	-17,449
Grand Total	1,294,063	159,528	26,211	185,739

BUSINESS PAPERS

Engineering

Row Labels	Sum of Current	Sum of YTD	Sum of Order	Sum of Total
	Budget	Actual	Value	Actual
Operating Expenditure	25,377,897	6,644,315	7,112,996	13,757,311
Airports	417,545	88,460	98,638	187,098
Asset Management	280,120	6,926	0	6,926
Building Services	827,607	52,731	0	52,731
Depots & Workshop	443,144	184,195	12,372	196,567
Engineering Services	953,095	403,252	51,179	454,430
Fleet & Plant	-4,754,411	-2,666,039	1,556,212	-1,109,827
Main Roads (Rmpc And Pw)	18,919,650	7,590,657	5,278,190	12,868,847
Parks & Gardens	1,585,119	504,862	109,151	614,012
Pensioner Housing	171,200	19,528	0	19,528
Private Works	0	6,304	0	6,304
Public Conveniences	314,185	68,970	910	69,880
Quarries	10,000	0	0	0
Reserves	16,600	28,587	0	28,587
Road	5,505,044	181,236	6,345	187,581
Staff Housing	603,000	163,577	0	163,577
Town Planning	86,000	10,260	0	10,260
Regional Planning	0	808	0	808
Operating Income	-23,103,680	-11,725,880	0	-11,725,880
Airports	-360,000	-115,318	0	-115,318
Building Services	-4,500	-10,995	0	-10,995
Coastal Management	0	7,931	0	7,931
Engineering Services	-1,000	0	0	0
Fleet & Plant	0	-8,393	0	-8,393
Main Roads (Rmpc And Pw)	-21,982,000	-10,194,646	0	-10,194,646
Pensioner Housing	-38,000	-11,244	0	-11,244
Road	-716,180	-1,388,899	0	-1,388,899
Town Planning	-2,000	-4,317	0	-4,317
Grand Total	2,274,217	-5,081,565	7,112,996	2,031,432

BUSINESS PAPERS

Asset Management

Row Labels	Sum of Current	Sum of YTD	Sum of Order	Sum of Total
	Budget	Actual	Value	Actual
Operating Expenditure	862,100	274,693	163,669	438,362
Admin And Customer Service	41,200	33,605	13,946	47,552
Airports	30,000	2,370	1,922	4,292
Animal Control	1,000	1,764	0	1,764
Cemeteries	1,100	1,462	0	1,462
Child Care	22,300	9,752	9,480	19,231
Depots & Workshop	97,100	20,284	2,969	23,254
Emergency Response	4,500	951	0	951
Engineering Services	0	2,739	0	2,739
Gym	17,700	617	0	617
Halls	41,200	11,137	7,045	18,182
Hatchery	4,000	-3	3,773	3,770
Landfill/ Waste Transfer Operations	4,000	4,107	0	4,107
Les Wilson Barramundi Discovery Centre	37,500	30,960	21,582	52,543
Libraries	17,500	3,654	7,310	10,964
Parks & Gardens	20,000	0	0	0
Pensioner Housing	103,500	27,950	19,646	47,595
Property And Leases	4,000	0	483	483
Public Conveniences	4,500	1,725	600	2,325
Recreational Sports Centre	28,100	9,773	11,405	21,178
Rodeo Grounds	20,800	6,883	1,500	8,383
Sewerage	29,500	7,020	600	7,620
Staff Housing	256,000	75,159	50,354	125,513
Stores & Purchasing	1,000	6,467	0	6,467
Swimming Pools	26,500	4,970	5,200	10,170
Visitor Information	16,000	-3	4,601	4,598
Water	33,100	11,350	1,252	12,602
Grand Total	862,100	274,693	163,669	438,362

Water and Waste Management

Row Labels	Sum of Current	Sum of YTD	Sum of Order	Sum of Total
	Budget	Actual	Value	Actual
Operating Expenditure	6,820,751	1,260,114	676,046	1,936,160
Landfill/ Waste Transfer Operations	1,002,800	179,735	381,990	561,725
Raw Water Network	5,000	0	0	0
Refuse Collection	233,653	84,603	0	84,603
Sewerage	1,986,031	355,081	131,634	486,715
Water	3,593,267	640,695	162,422	803,117
Operating Income	-4,212,000	-2,122,854	0	-2,122,854
Landfill/ Waste Transfer Operations	-779,000	-418,853	0	-418,853
Refuse Collection	0	-5,790	0	-5,790
Sewerage	-1,595,000	-822,133	0	-822,133
Water	-1,838,000	-876,079	0	-876,079
Grand Total	2,608,751	-862,740	676,046	-186,694

This budget includes operational and maintenance expenditure on Council's

BUSINESS PAPERS

- water and sewer treatment plants and reticulation networks
- landfill and waste transfer operations
- refuse collection

The income is from rates service charges for garbage, sewerage and water.

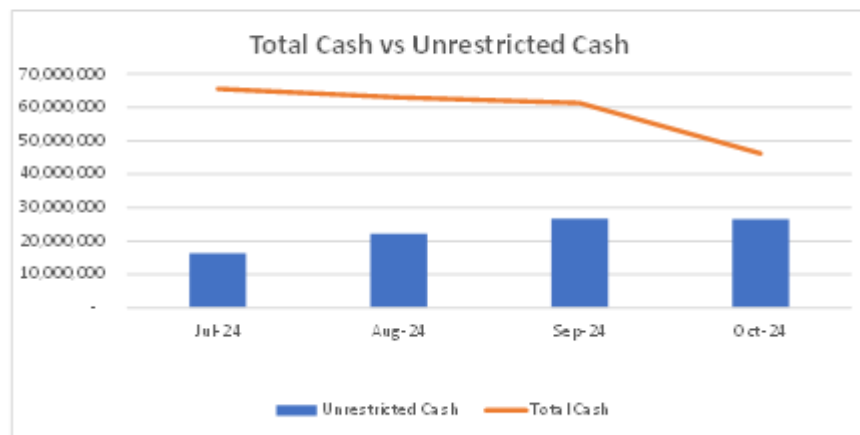
3. Cash Position

Council's healthy cash balance of \$46,214,873 is expected to generate additional interest revenue. However, it is important to note that this figure is subject to several external restrictions, primarily related to contract liabilities. These restrictions predominantly consist of prepayments received from Queensland Reconstruction Authority (QRA) for flood damage restoration and betterment projects, including \$20,487,668 allocated for the Mitchell River Bridge.

Additionally, Council has contract assets arising from works performed for the Department of Transport and Main Roads (TMR) and flood damage recovery projects, which are still pending payment. Contract assets represent work performed in advance. As of the end of the previous month, Council reported a net contract balance of \$19,679,980.

The graph below illustrates the total cash held (orange line) compared to the unrestricted cash available for routine operational expenditures (blue bars).

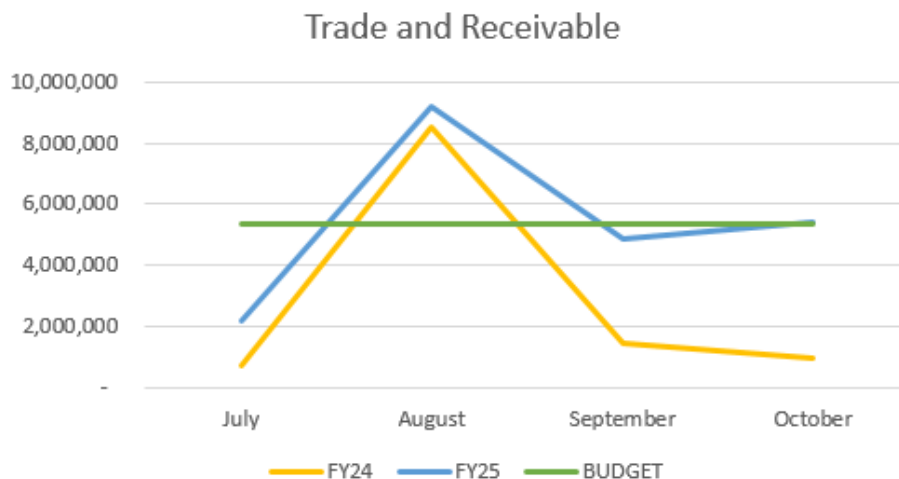
	Jul-24	Aug-24	Sep-24	Oct-24
Unrestricted Cash	16,270,345	22,160,569	26,695,588	26,534,893
Total Cash	65,588,683	63,012,350	61,340,373	46,214,873



BUSINESS PAPERS

4. Trade and Receivables

The graph below illustrates Council's Trade and Receivables balance of \$5,412,791 compared to a budgeted figure of \$5,386,218. A significant portion of the trade receivables is attributable to Main Roads receivables. The total outstanding rates of \$793,900 are included within the overall outstanding receivables balance.



The Budget is based on expected receivables at year end, however due to the nature of receivables there is no real impact if the actual does not reach the budget at year end.

5. Investments

In accordance with Council's Investment Policy, available funds were invested in the Queensland Treasury Corporation Cash Fund, including the cash backing of all Council reserves. The table below outlines the investment performance for the month of October 2024.

Investment Accounts	Financial Institutions	Funds Available Balance*	Oct 2024 Interest Income	YTD Interest Earned
QTC General Fund	QTC	14,922,930	71,221	435,503
QTC Reserves Fund	QTC	30,244,869	152,539	532,670
TOTAL		45,167,799	223,760	968,173

Interest is higher than expected due to the current high cash balance.

BUSINESS PAPERS

6. QTC Loans

Council has no planned borrowings over the next ten years and remains committed to reducing its existing debt obligations. Currently, Council holds three loans with the Queensland Treasury Corporation (QTC), as detailed below:

Loan Purpose	Quarterly Repayments	Balance	Maturity Date
Glenore Weir	110,412.17	3,783,214	15 March 2035
Karumba Sewerage	66,099.08	1,274,445	15 June 2030
Normanton Water	34,031.88	728,469	15 March 2031
TOTAL	210,543.13	5,786,128	

7. Sales Contracts and Recoverable Works

Council's financial performance during the reporting period has been positively influenced by the Engineering team's timely submission of periodic claims. This proactive approach has significantly increased revenue from recoverable works, thereby contributing to the Council's favourable overall financial position. Timely claims have not only driven revenue growth but have also enhanced cash flow predictability, facilitating the faster recovery of project-related costs. This stability in cash flow has enabled the Council to maintain liquidity and effectively allocate resources for future projects and operational priorities.

The table below provides a detailed breakdown of revenue and expenditures related to Main Roads activities:

Main Roads	Revenue	Expenditures	Net Result
RMPC	1,065,407	594,472	470,935
Recoverable Works	9,129,239	6,996,185	2,133,054

The financial outcomes and operational efficiencies achieved during the period demonstrate the effectiveness of the Council's strategies in contract management and cost recovery. These efforts underscore our ongoing commitment to fiscal responsibility, operational excellence, and community service.

7. Capital works

The capital works report will be provided at the meeting.

Consultation (Internal/External):

- Erscon – Consulting Engineers
- Executive Leadership Team
- Senior Leadership Team
- Supervisors and relevant officers

Legal Implications:

- *Local Government Regulation 2012*, section 204:

BUSINESS PAPERS

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.
- Risk is high regarding depletion of cash during construction of the Mitchell River Bridge due to the high value of the contract. Council may not be able to fund the construction unless additional prepayments are received from QRA throughout the construction phase. This risk can be mitigated with early communication with QRA as detailed in the report.

Carpentaria Shire Council

Statement of Comprehensive Income

for the period ended 31 October 2024

	Actual 31-Oct-24	Budget 30-Jun-25	% Variance 33.33%
Income			
Revenue			
Operating revenue			
Net Rates, Levies and Charges	4,473,674	8,855,500	● 50.52%
Fees and charges	344,893	790,000	● 43.66%
Rental income	181,401	539,500	● 33.62%
Interest received	931,412	1,050,000	● 88.71%
Sales revenue	10,329,410	22,124,000	● 46.69%
Other income	11,232	6,900	● 162.78%
Grants, subsidies, contributions and donations	25,842,996	68,590,991	● 37.68%
Total operating revenue	42,115,018	101,956,891	● 57.91%
Capital revenue			
Grants, subsidies, contributions and donations	17,847,054	33,459,689	● 53.34%
Total income	59,962,072	135,416,580	● 44.28%
Expenses			
Operating expenses			
Employee benefits	3,635,808	12,833,445	● 28.33%
Materials and services	24,502,065	86,462,166	● 28.34%
Finance costs	102,221	299,365	● 34.15%
Depreciation and amortisation	3,437,333	10,312,000	● 33.33%
Total operating expenses	31,677,427	109,906,976	● 28.82%
Capital expenses			
Total capital expenses	-	-	0.00%
Total expenses	31,677,427	109,906,976	● 28.82%
Net result	28,284,645	25,509,604	110.88%
Operating result			
Operating revenue	42,115,018	101,956,891	
Operating expenses	31,677,427	109,906,976	
Operating result	10,437,591	(7,950,085)	-131%

Key Points:

- 1 Rates first levy (July - December 2024 period) for the financial year 2024.2025 was issued on the 30th of August 2024.
- 2 Depreciation Expense for the period ending 31 October 2024 of \$3,437,333 is the best estimate. The end of year processing for the asset module was currently in progress at the time of writing.
- 3 Employee Benefits expenditure for the month is lower than expected due to ongoing vacancies in multiple positions. However, some of these positions have recently been filled.

Carpentaria Shire Council

Statement of Financial Position

as at 31 October 2024

	Actual 31-Oct-24	Budget 30-Jun-25
Assets		
Current assets		
Cash and cash equivalents	46,217,773	35,347,000
Trade and other receivables	5,412,791	5,386,218
Inventories	1,380,961	1,180,264
Contract Assets	17,779,443	11,558,828
ATO Receivables	1,565,481	422,278
Total current assets	72,356,449	53,894,588
Non-current assets		
Trade and other receivables	-	25,522
Property, plant & equipment	340,663,944	327,645,868
Total non-current assets	340,663,944	327,671,390
Total assets	413,020,392	381,565,978
Liabilities		
Current liabilities		
Trade and other payables	3,975,508	1,433,631
Contract Liabilities	37,459,423	28,101,443
Borrowings	579,625	597,911
Provisions	977,467	1,404,399
Total current liabilities	42,992,024	31,537,384
Non-current liabilities		
Borrowings	5,206,503	4,733,564
Provisions	1,025,064	1,022,786
Total non-current liabilities	6,231,567	5,756,350
Total liabilities	49,223,591	37,293,734
Net community assets	363,796,801	344,272,244
Community equity		
Asset revaluation surplus	222,067,754	200,688,181
Retained surplus	141,729,048	143,584,063
Total community equity	363,796,801	344,272,244

Key Points

- ¹ The significant increase in cash on hand from June 2024 to August 2024 is attributed to the initial payment received from the Queensland Reconstruction Authority (QRA) for the Mitchell River Bridge project.
- ² The significant increase of contract liabilities is mainly due to the 30% initial payment from QRA for the Mitchell River Bridge
- ³ Provisions balances are for employee provisions and landfill provisions

Carpentaria Shire Council
Statement of Cash Flows
for the period ended 31 October 2024

Actual
31-Oct-24

Budget
30-Jun-25

Statement of Cash Flows

Cash flows from operating activities

Receipts from customers	13,982,000	31,776,400
Payments to suppliers and employees	(30,091,338)	(99,295,611)
Interest received	931,412	1,050,000
Rental income	181,401	539,500
Non-capital grants and contributions	25,842,996	68,590,991
Borrowing costs	(102,221)	(274,166)

Net cash inflow from operating activities	10,744,250	2,387,114
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Cash flows from investing activities

Payments for property, plant and equipment	(20,741,105)	(38,631,769)
Grants, subsidies, contributions and donations	17,847,054	33,459,689

Net cash inflow from investing activities	(2,894,051)	(5,172,080)
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Cash flows from financing activities

Net cash inflow from financing activities	(115,790)	(474,264)
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Total cash flows

Net increase in cash and cash equivalent held	7,734,409	(3,259,230)
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Opening cash and cash equivalents	38,483,363	38,606,230
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Closing cash and cash equivalents	46,217,773	35,347,000
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Statement of Income and Expenditure by Category
for the period ended 31 October 2024

	Core	Fleet	ORA	RMPC	TMR Rec Works	LWBDC & Hatching	Childcare	Other Non-Core	Total	Budget
Income	\$	\$	\$	\$	\$			\$	\$	\$
Revenue										
Recurrent revenue	4,473,674	-	-	-	-	-	-	-	4,473,674	8,855,500
Rates, levies and charges	201,880	-	-	-	-	73,814	53,229	15,970	344,893	790,000
Fees and charges	59,670	-	-	-	-	-	15,000	106,731	181,401	539,500
Rental income	931,412	-	-	-	-	-	-	-	931,412	1,050,000
Interest received	21,016	-	-	1,065,407	9,129,239	113,748	-	-	10,329,410	22,124,000
Sales revenue	9,385	1,847	-	-	-	-	-	-	11,232	6,900
Other income	9,691,017	6,546	16,025,872	-	-	3,011	116,550	-	25,842,996	68,590,991
Grants, subs, cont & donations										
Total income	15,388,054	8,393	16,025,872	1,065,407	9,129,239	190,573	184,779	122,701	42,115,018	101,956,891
Expenses										
Recurrent expenses	(2,122,226)	(164,326)	(452,351)	(86,010)	(456,971)	(142,877)	(180,528)	(30,579)	(3,635,808)	(12,833,445)
Employee benefits	(4,103,385)	2,830,365	(15,573,521)	(508,462)	(6,539,214)	(205,814)	(111,391)	(290,643)	(24,502,065)	(86,462,166)
Materials and services	(102,221)	-	-	-	-	-	-	-	(102,221)	(299,365)
Finance costs	(3,437,333)	-	-	-	-	-	-	-	(3,437,333)	(10,312,000)
Depreciation	(9,765,165)	2,666,039	(16,025,872)	(594,472)	(6,996,185)	(348,631)	(291,919)	(321,222)	(31,677,427)	(109,906,976)
Total expenses	(17,425,110)	2,666,039	(16,025,872)	(684,942)	(13,531,395)	(348,631)	(291,919)	(321,222)	(32,677,007)	(124,900,000)
Operating Result	5,622,889	2,674,432	0	470,935	2,133,054	(158,058)	(107,140)	(198,521)	10,437,991	(7,950,085)

Key Points

- 1 Council Engineering teams had commenced periodic claims for Main Roads projects for both Recoverable and RMPC projects since the start of the current financial year.
- 2 Depreciation Expense for the period ending 30 September 2024 of \$2,578,000 is the best estimate. System calculated depreciation will be posted once the QAO audit is complete and signed.
- 3 Other Non Core activities includes Gym, Staff Housing and Pensioner Housing



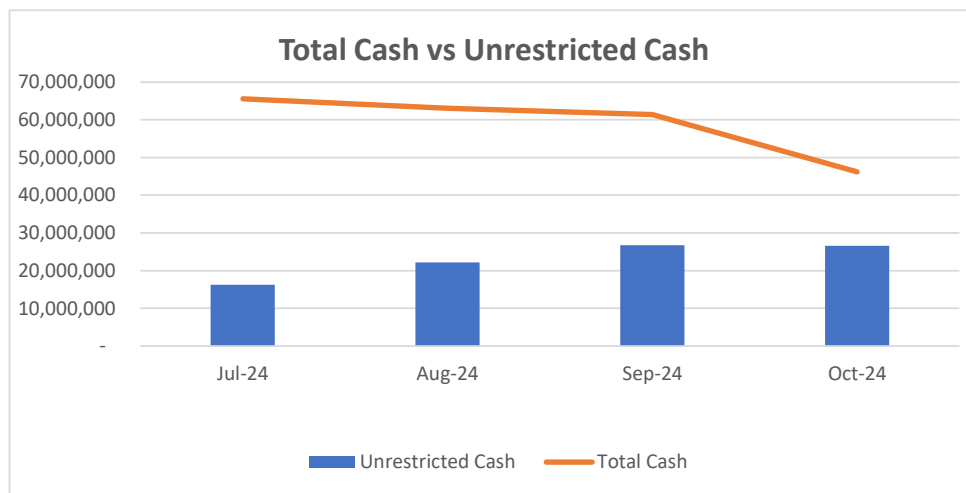
Accounts Summary

	31 October 2024 \$	30 September 2024 \$
General Accounts		
Westpac General Operating Accounts	1,047,074	2,199,021
QTC General Fund	14,922,930	19,717,215
QTC Reserves Fund	30,244,869	39,424,137
Total balance held in banks (incl Reserves)	46,214,873	61,340,373
Restricted		
Contract Balances	19,679,980	34,644,785
	19,679,980	34,644,785
Unrestricted Cash	26,534,893	26,695,588
QTC Borrowings		
Karumba Sewerage	1,274,445	1,267,574
Normanton Water Upgrade	728,469	724,627
Glenore Weir	3,783,214	3,770,263
Total balance QTC borrowings	5,786,128	5,762,465
Net Council Position after Borrowings	20,748,765	20,933,123
RESERVES		
Cashed Back Reserves Accounts		
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	2,693,104
QTC Future Capital Grants	1,389,164	1,389,164
QTC Road Reseals Reserve	4,280,380	4,280,380
QTC Disaster Relief Reserve	55,767	55,767
QTC Mitchell River	20,487,668	29,666,936
Total Reserves held in QTC	30,244,869	39,424,137



Cash Balances

	Jul-24	Aug-24	Sep-24	Oct-24
Unrestricted Cash	16,270,345	22,160,569	26,695,588	26,534,893
Total Cash	65,588,683	63,012,350	61,340,373	46,214,873



Carpentaria Shire Council
Sustainability Ratios
as at 31 October 2024

Type	Measure	Overview	Target (Tier 7)	Actual YTD	Council Narrative
Operating Performance	Operating Surplus Ratio	The operating surplus is an indicator of the extent to which operating revenues generated cover operational expenses. Any operating surplus would be available for capital funding or other purposes.	No target as contextual measure	24.78%	The favourable result is due to the timing of FA Grants. The budgeted ratio at 30 June 2025 is negative 0.07%.
	Operating Cash Ratio	The operating cash ratio is a measure of a council's ability to cover its core operational expenses and generate a cash surplus excluding depreciation, amortisation, and finance costs.	Greater than 0%	33.19%	The favourable result is due to the timing of FA Grants and rates first levy. The positive operating cash ratio indicates that Council is generating surplus cash from its core operations. The budgeted ratio at 30 June 2025 is 0.02%. This indicates Council is in a position to partially fund some capital renewals, and is heavily reliant on grant funding.
Liquidity	Unrestricted Cash Expense Cover Ratio	The unrestricted cash expense cover ratio is an indicator of the unconstrained liquidity available to a council to meet ongoing and emergent financial demands, which is a key component to solvency. It represents the number of months a council can continue operating based on current monthly expenses.	Greater than 4 months	11.32	The higher unrestricted cash ratio indicates Council has sufficient free cash available to contribute to the cost of debt.
	Asset Sustainability Ratio	The asset sustainability ratio approximates the extent to which the infrastructure assets managed by a council are being replaced as they reach the end of their useful lives.	Greater than 90%	-	Insufficient data available as of reporting date.
Asset Management	Asset Consumption Ratio	The asset consumption ratio approximates the extent to which council's infrastructure assets have been consumed compared to what it would cost to build a new asset with the same benefit to the community.	Greater than 60%	-	Insufficient data available as of reporting date.
Debt Servicing Capacity	Leverage Ratio	The leverage ratio is an indicator of a council's ability to repay its existing debt. It measures the relative size of the council's debt to its operating performance.	0 - 3 times	0.41	Council's borrowings are almost 1 times its earnings before depreciation (EBDA). The lower leverage ratio indicates Council is able to service its existing debt.
Financial Capacity	Council-Controlled Revenue	Council controlled revenue is an indicator of a council's financial flexibility, ability to influence its operating income, and capacity to respond to unexpected financial shocks.	No target as contextual measure	30.32%	This ratio is based on Net Rates and Fees and Charges.
	Population Growth	Population growth is a key driver of a council's operating income, service needs, and infrastructure requirements into the future.	No target as contextual measure	0.60%	The latest population estimates available on the Queensland Government Statistician's Office was published on the 1st September 2023

Sustainability Ratios

A new Financial Management (Sustainability) Guidelines was developed by the Department following consultation with local governments and other stakeholders on the Local Government Sustainability Framework discussion paper. Councils are required to report on the ratios included in the Sustainability Guidelines as part of 2023/24 Annual General Purpose Financial Statements.

Queensland has one of the most diverse local government sectors in Australia, covering a large geographic area. In recognition to its diversity, the Department has allocated each council a category for sustainability reporting and monitoring purposes. As per the Sustainability Grouping for Council, Carpentaria Shire Council belongs to Tier 7.

BUSINESS PAPERS

12 REPORTS FROM DIRECTOR COMMUNITY DEVELOPMENT, TOURISM & REGIONAL

12.1 COMMUNITY DEVELOPMENT, TOURISM AND REGIONAL PROSPERITY MATTERS OF INTEREST REPORT

Attachments:	12.1.1. Draft Economic Development Advisory Committee Meeting 🔗 12.1.2. Normanton - YDFP 🔗
Author:	Amanda Farraway - Community Development Coordinator
Date:	13 November 2024
Key Outcome:	Day to day management of activities within the Economic and Community Development Department
Key Strategy:	As per the Departmental Plan for Economic and Community Development

Executive Summary:

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

RECOMMENDATION:

That Council:

1. receive and note the information provided in the Community Development, Tourism and Regional Prosperity Report; and
2. those matters not covered by resolution be noted.

Background:

This table notes ongoing actions from previous meetings of Council.

DATE	Ref:	Action	Status	Comment
November 2024	9.2 9.4	Council resolved to repeal Resolution No. 0823/012 made at its Ordinary Council Meeting on Wednesday, 16 th August 2023 to authorise the Chief Executive Officer establish a Company Limited by Guarantee as an overarching Company for the Normanton Child Care and resolved to establish the new Company Limited by Shares.	In progress.	June 2024. On hold for further consideration.
November 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.	July 2024: The CDTRP team has held kick of meetings with New Word Order. A project plan has been prepared for

BUSINESS PAPERS

				<p>community consultation.</p> <p>August 2024: Consultation with New Word Order is ongoing and stakeholder engagement is underway.</p> <p>September 2024: Stakeholder engagement complete, Section List complete. New Word Order are moving forward on the copy material whilst waiting for the consultation with our first nations representatives.</p> <p>October 2024: Review of the flat lay in process complete.</p> <p>Photo shoot dates have been set for 30 November to 2 December 2024.</p>
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Financial Report

Refer to Monthly Financial Report.

Economic Development Advisory Committee October Meeting.

- The second meeting of the Economic Development Advisory Committee are attached.
- The committee received update reports from the CEO of Gulf Savannah Development on regional opportunities including:
- Funding for a Community Resilience Officer and Tourism Recovery Officer
- Economic opportunities for the sustainability of Karumba Port
- Upcoming opportunities in fishing and agriculture

The Director of Engineering also provided an update on road projects including road network priorities, local roads and ROSI Funding.

Actions from the meeting included an assessment of the current Discover Carpentaria Website and the need for an update. Work on this has started since the meeting.

There was also concern that the footpaths at Karumba are becoming untidy. The CEO will discuss with the Council ranger.

Draft Minutes attached for information.

Youth Activities

Youth Project Officer and Casual Youth officer started in July, 2024.

Funded by First Nations Sport Fund and Northwest Minerals Province, the youth workers are operating the Normanton Sport Centre five days a week in the afternoons from 3pm to 6pm Monday to Thursday and 3pm to 7pm on Fridays. The weather is heating up but still seeing consistent numbers of attendees.

BUSINESS PAPERS

NQ Cowboys Community Program Partnership

In January 2024 the Community Development Co-Ordinator initiated discussions with the North Queensland Toyota Cowboys Community Programs team in relation to the Try for 5 and Tackle Together programs that they facilitate.

We have successfully partnered together and with the support of the Normanton Police, Normanton State School & Gulf Christian College we have been approved to facilitate the programs here within our Community of Normanton starting early November 2024 and finishing at the end of the 2025 School year during this time we will partner together to:

- Increase school attendance and engagement.
- Foster Positive behavior and supportive learning environments.
- Promote a culture of respect and responsibility.
- Increase student engagement with the schools.
- Facilitate strong connections between schools, students, families and the broader community.
- Recognise and reward students and their families for their commitment to improved attendance and behavior.

Recommendation: For information.

Community Consultation

Community Consultation held on the 3rd & 4th October 2024 to discuss the Master Concept Plans for the -

- Normanton Show Grounds
- John Henry Memorial Sports Oval/Precinct
- Landsborough Street Upgrade

20 community members attended and expressed their views with the Planner taking away their suggestions and sending through revised plans which are attached in a further report.

Normanton Childcare Centre

- Educational leader has stepped into Acting Director role while Director is on leave
- Centre has been successful in attracting a number of casual staff to assist with operations.
- Recruitment is ongoing for the full-time positions.
- We have increased occupancy this month with two new families in our 2-5 years age group coming on board.
- Blue card audit completed.
- Qualification Audit completed.
- Mandatory training is being coordinated to maintain training requirements.

BUSINESS PAPERS

October Occupancy

	Utilization/Capacity	Waiting List	Occupancy %
Nursery	92/184	5	N-50%
Kindy	362/460	4	K- 78.70%
			Overall - 68.07%

Events

Completed

Day For Daniel

Normanton – Normanton Police Officers attended Gulf Christian College & Normanton State School to speak to the students in relation to Child safety issues. The students were encouraged to wear red on the day to promote awareness, for their attendance at school they received a token for free entry to the Pool and a sausage sizzle.



Karumba – The Students at Karumba State School were led by Police Seargeant John for their annual Day for Daniel Commemorative Walk, followed by a sausage sizzle for lunch and a free swim at the pool after school.



BUSINESS PAPERS

Seniors month - train ride to Critters Camp & morning tea

The Gulflander train & Queensland Rail kindly donated seats on the final train run to Croydon for 2024 to help celebrate Senior's month. The Gidgee Healing – Family Well Being team assisted with the organizing of this event, although the heat deterred a lot for the train ride we did have a nice crowd for the morning tea afterwards.



Recommendation: For information.

Grant applications

- Successful: North-West Queensland Economic Diversification Strategy – Explorers Experience - \$98,325.00. Deed of Agreement signed.

Recommendation: For information.

Monthly Visitation for Libraries and Visitor Information Centres

1 -31 October 2024			
Normanton VIC	Normanton Library	Karumba VIC	Karumba Library
744 Average of 24,8 person per day (Open daily 9am to 4pm. * Normanton VIC day closures have not been accounted) (August average was 55.56 people per day open daily 9am to 4pm)	-	2283 Average of 91.32 people per day over 25 days (open 9am to 4pm Monday – Saturday & closed Sunday) August average was 113.68 people per day (open Mon-Sat 9am to 4pm & closed Sundays)	43

BUSINESS PAPERS

Karumba:

- First 5 Forever – We had 8 kids and 5 attendances for the 3 sessions over the month of October. We celebrated Day for Daniel with making colourful biscuits and wearing red.



Normanton:

- Staffing has still been an issue this month, however we have advertised the position and plan to have the position filled by mid-November.

Recommendation: For information.

Normanton & Karumba Pools

- Swim club is have training nights which has been very well received. in full swing and we introduced dinners on
- All school programs are running and swimming carnivals are booked in for November.

TOTAL ENTRIES			
	Adult	Child	Total
Normanton	224	1467	1691
Karumba	223	350	573

Issues

- Lack of parent supervision is still an issue at Normanton.
- The heat and lack of shade is causing an issue with the only place out of the sun being near the pumproom.

BUSINESS PAPERS

- The extreme heat this month has pushed the water temperature up to 32 degrees.

Department meetings / conference / workshop attendance

- Ongoing meetings with New Word Order for Visitor Information Guide.
- Carpentaria Collectives Indigenous Engagement Framework.

Recommendation: For information.

Consultation (Internal/External):

- Chief Executive Officer
- Mayor
- Executive Officer
- Manager Les Wilson Barramundi Discovery Centre
- Coordinator Les Wilson Barramundi Discovery Centre
- Library Coordinator
- Astute Early Years Specialist Pty Ltd ATF The Comerford Family Trust
- Childcare Centre Director
- Swimming Pools Operator
- Manager of Water & Waste
- State Library Queensland
- Peak Services
- Chief Executive Officer - Gulf Savannah Development
- Local Schools
- Normanton Police
- Normanton State School
- Gulf Christian College
- Gidgee Healing
- Film Festivals Australia
- Empire Touring
- Local Level Alliance
- New Word Order
- Community of Practice – Improving outcomes for older people
- Selectability
- North Queensland Toyota Cowboys
- Torres Strait & Cape York Peninsula Indigenous Futsal Association

BUSINESS PAPERS

- Queensland Rail – Gulflander
- Services Australia

Legal Implications:

- Local Government Regulation 2012.
- Local Government Act 2009.
- Water Quality Guidelines for Public Aquatic Facilities.
- National Health and Medical Research Council's Guidelines for managing risks in recreational water.
- Royal Life Saving Society Australia Guidelines for safe pool operations.
- Australian Pool Standards.

Financial and Resource Implications:

- Please see monthly finance report.

Risk Management Implications:

- Risk is considered low to medium depending on service areas.



Carpentaria Shire

Economic Development Advisory Committee Draft Minutes

- Where:** Normanton Shire Council Boardroom
- Date:** Tuesday October 1, 2024
- Time:** 4:00pm – 5:00pm
- Chair:** Acting Director Community Development, Tourism Regional Prosperity
Amanda Farraway
- Secretarial support:** CEO – Anne Andrews
- Item 1 - Apologies:** Mayor Jack Bawden, Cr Bradley Hawkins, Cr Glenn Smerdon, Cr Les Henry, Cr Andrew Murphy, Yvonne Tunney, Josephine Ploenges, Les Wilson Barramundi Centre Manager Christopher O’Keefe.
- Item 2 - Attending:** Councillor John O’Brien, Cr Cherie Schafer, CEO Carpentaria Shire Anne Andrews, Director of Engineering, Michael Wanrooy, Acting Director Community Development, Tourism, Regional Prosperity Amanda Farraway, Chris Guthrie, Acting Community Development Manager, Bynoe CEO Letisha Rainbow, Michael Kelly, Derek Lord, Mandy Martin
- On Teams:** Les Wilson Barramundi Centre Coordinator Amy Jensen, CEO of Gulf Savannah Development Neil O’Brien, Leanne Crossland.
- Item 3 – Minutes from last meeting**
- Moved: Cr O’Brien
Second: Cr Schafer
- Item - Issues and Overview:**
- Issue raised.**
- Derek Lord: Issue of increasing number of boats, netting, eskies etc. on footpaths at Karumba.
Can Council request this is cleaned up?
- Action:** CEO to discuss with Council ranger.
- Cr Schafer questioned purpose of meeting.
CEO: Purpose of meeting is to discuss and monitor delivery of Economic Development Strategy and associated activities.

Items 4. Gulf Savannah Development Update on regional tourism and Karumba Port opportunities – Neil O’Brien, GSD CEO.

- Focused on sustainable development of the Port of Karumba
- Agricultural and Farm Tourism potential
- Tourism Recovery Resilience Program with related industries – what does the region need to develop – tourism officer to be employed through government funding program.
- Agriculture and Fisheries – Cropping Development – currently 55,000 hectares under cropping in region. If region can produce 250,000 hectares it will generate \$1bn at farm gate.
- Refresh of GSD Website is about to commence
- Community Recovery Resilience Program – to imbed resilience in the Gulf – funding is currently available
- Gulf Water Review has commenced
- Farm Stay Manual update provided
- Port of Karumba Project- assessing mining and tourism opportunities including cruise market

Q: Cr Shafer. Is there capacity to revitalize the Discover Carpentaria website?

Action: Tourism officer will scope priorities and leverage on what is available.

For noting from Leanne Crossland – cropping: Understand pesticides and impact on river systems. Need to engage First Nations groups and the Gulf Savannah and Southern Gulf NRMs.

Item 5: Roads Update – Director of Engineering Michael Wanrooy.

DOE Provided a presentation on the following matters:

- Road network priorities
- Local Roads update
- ROSI Funding
- Importance of stabilizer for Council to attract road projects and funding
- 89A Montanna
- 89B Clarke

Item 6: New Visitor Guide Update – Amanda Farraway/Chris Guthrie

- Fortnightly meetings with guide developers happening
- Reviewing copy material and format
- Ready for distribution for 2025 season.

Item 7: Events Update - Amanda Farraway/Chris Guthrie

- Update on success of Outback By The Sea Festival and Ocean and Outback Film Festival
- Discussion on requirement for buses and possibility for camping / glamping

Chris noted he had spoken to 22 businesses post event– a lot of travellers had left in August 2024 according to feedback received which could have impacted numbers.

Item 8: Visitor Information Services Update – Amanda Farraway / Amy Jensen.

- Visitor numbers at Karumba are starting to decrease and LWBDC and Normanton VIC will revert to off-season hours in late October.
- Normanton Library and VIC continue to struggle with staff shortage – recruitment is underway. Bus tour number starting to decline, nearing end of season.
- Leanne noted cabins were booked out, a number of caravan and powered sites still available.

Item 10: General Business.

- Neil - Savannah Lander Rail – worth \$4.2m to regional economy and 25 jobs.
- Mandy – 6% decline in Gulflander from a number of cancelled trips.
- Michael – clean up around LWBDC would be good.
- Cr Shafer – Tourism Recovery Program – should also include businesses not directly tourism related. Neil to take on business support in tourism recovery officer role.
- Derek – Discover Carpentaria requires updating / need to increase spend on overnight accommodation from drive market / Neil: investigate what product development and experiences we need to invest in the appeal to that market to make them stay longer.
- Cr O'Brien – Local Buy Gift Card is something definitely worth exploring to support our local businesses. Has been successful in other areas.

Item 11: Next meeting to be confirmed.

Close of meeting: 6.30pm.



**COMMUNITY PROGRAM
PARTNERSHIP OPPORTUNITY**

ABOUT US

We are Cowboys Community.

We're committed to giving back to the community that supports us.

We work to raise awareness for education, social and health causes through our established community programs.

We're creating opportunities and inspiring futures through the Cowboys Community Foundation.

We are strong with the support of our dedicated community partners.

We cherish the contribution of our present and past players.

Together, we're building a stronger North Queensland.

LEARN MORE >> cowboys.com.au/community



INVITATION

The North Queensland Toyota Cowboys invite the Normanton community, including the local schools, Queensland Police Service and Carpentaria Shire Council, to partner in encouraging the young people of the region to attend school and be active and engaged in their community.

The partnership will build on discussions held with Carpentaria Shire Council, where it was identified that collaboration in program delivery will positively influence the young people of Normanton, allowing common goals to be achieved.

Through our partnership, we will work together to:

- Increase school attendance and engagement at the two local schools
- Facilitate skills and drills clinics at times identified throughout the year as challenging for social disruption
- Support identified agencies in their ongoing youth engagement program delivery

Our wins on the field reflect our teamwork, but our true success is defined by the positive impact we make in the lives of those we serve off the field, in collaboration with our valued community partners.



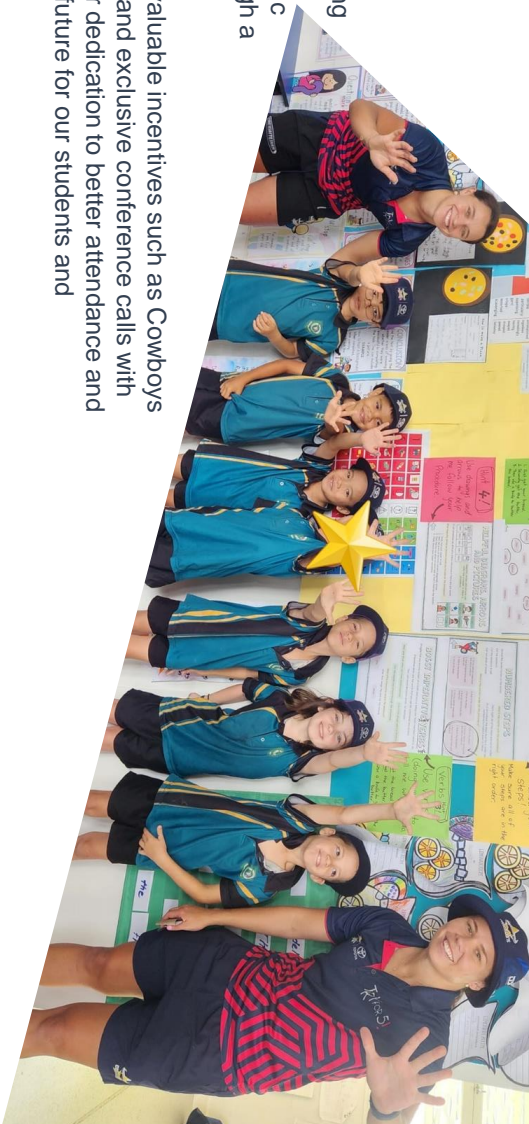
TRY FOR 5!

Try for 5! is a primary school program focused on improving school attendance and fostering positive behaviour among students. Leveraging the esteemed Cowboys brand and the involvement of high-profile Cowboys players and ambassadors, we aim to drive improved academic outcomes by enhancing students' engagement with their schools through a unique intra and inter-school attendance challenge.

This program offers students and their families the opportunity to earn valuable incentives such as Cowboys merchandise, certificates, family prizes, personalised video messages, and exclusive conference calls with both current and former players. These rewards are a testament to their dedication to better attendance and behaviour, and we believe they play a pivotal role in shaping a brighter future for our students and communities.

Program Objectives

- Increase the overall school attendance rates among participating primary school students, with a specific focus on reducing chronic absenteeism.
- Foster positive behaviour and a supportive learning environment within the participating schools, contributing to reduced disciplinary issues and promoting a culture of respect and responsibility.
- Improve academic outcomes by boosting student engagement with their schools, resulting in higher student achievement, including better grades.
- Facilitate strong connections between the school, students, families, and the broader community by actively involving high-profile Cowboys players and ambassadors in activities, thereby promoting a sense of community and belonging.
- Recognise and reward students and their families for their commitment to improved attendance and behaviour, creating a positive reinforcement system that encourages continued participation and growth.
- Provide a platform for investors to demonstrate commitment to education, community, and social welfare through active PR coverage promoting their involvement



HOW WE DO IT

- A Cowboys player/ambassador will visit the school on four (4) occasions per annum to interact with students in classrooms, engage with families in the community and deliver activities in the classroom. Topics will be:
 - Term 1: What is Try for 5! – program introduction
 - Term 2: Getting ready for school – wellbeing and independence.
 - Term 3: What do I want to be when I grow up – aspiration building, goals.
 - Term 4: Colouring Competition.
- Each session is tailored to promote these themes, through fun interactive indoor and outdoor activities.
- Availability of tailored videos or conference calls to participating schools, communicating messaging to support program delivery.
- Thirty (30) pieces of Cowboys merchandise per school for distribution to students each fortnight, which equates to 600 pieces of merchandise per year. This merchandise is used as prizes and given to students to encourage improved school attendance each fortnight. Mechanics for distribution to be agreed between the school and the Cowboys.
- Cowboys will work with the school coordinator at each school to establish agreed ways to engage and reward the broader school community to improve school attendance. This could entail delivery of merchandise packs for families to win, engagement activities such as BBQ's to encourage parents and care givers to engage with the school, or prizes tailored to the school community to incentivise increased attendance.



- Attendance trackers to be displayed in each classroom, encouraging students and teachers to track daily attendance each term.
- A corflute sign will be provided to each school to be displayed at the front of the school. The sign will promote a schools' participation in the program and raise general community awareness of the importance of school attendance.
- Provision of a fortnightly leader board to each school, encouraging the competition between year levels in the school. Schools are to provide attendance data fortnightly.
- Provision of a leader board at the end of each term, encouraging the competition between each school. Data will be collated Education Queensland's official data.
- 20 program polo shirts for each school to distribute to staff and community members.

Through regular liaison between Cowboys program staff, school contacts and community organisations, delivery of the program and additional support is tailored to ensure we are best placed to meet the overall objectives of the program.

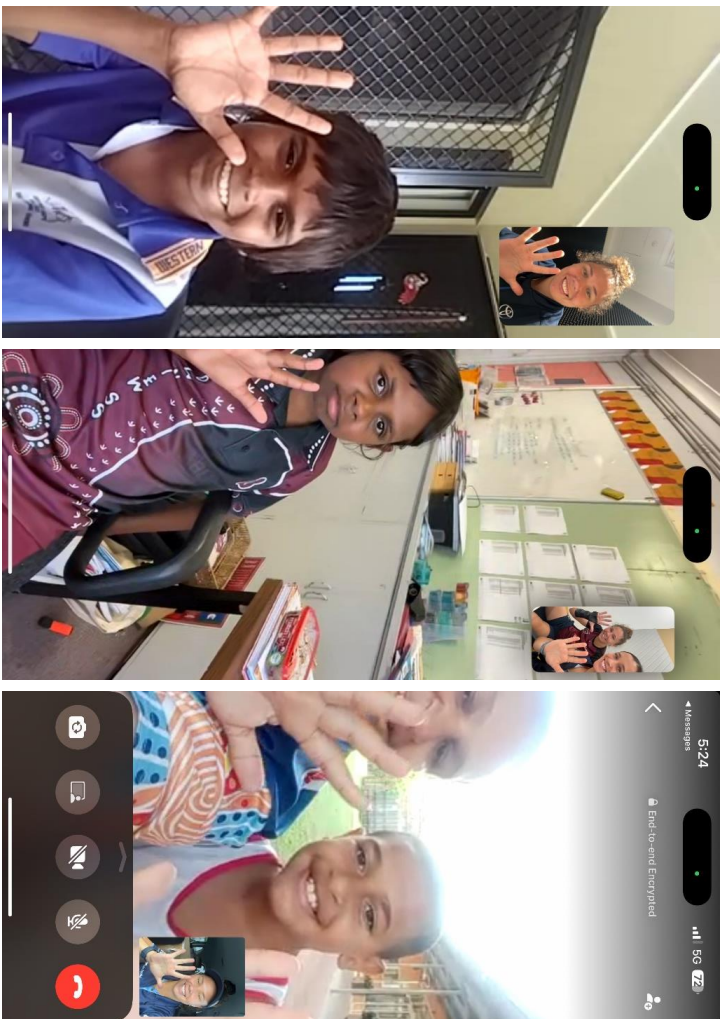


MVP PROGRAM

The MVP program sits within Try for 5!, where we work closely with schools to support students who are at risk of disengaging from school. Since it's introduction in 2023, we have seen remarkable impact on the students we have been fortunate to work with. One student increased their attendance from 68% to 92% through continued support, another achieved 100% attendance and the school noted an increase in engagement from his caregiver in the school community.

HOW WE DO IT

- Cowboys will build an effective relationship with an agreed number of MVP Students and their families, as nominated by their school.
- Cowboys will liaise with the students to discuss their attendance program and goals, encouraging them to stay on track and boost their average attendance.
- A representative from the school, along with the Cowboys Player/Ambassador will attempt to visit the student/family during the schools' scheduled Try for 5! visit.
- A prize will be rewarded to an MVP that has increased their attendance and achieved their goal by the end of the correlating term.



TACKLE TOGETHER **COMMUNITY SCHOOL HOLIDAY ACTIVATIONS**

Tackle Together is a dynamic community program designed to engage and empower youth through the exhilarating sport of rugby league.

With a focus on fostering teamwork, skill-building, and a healthy lifestyle, *Tackle Together* offers young individuals an exciting outlet to channel their energy positively.

Through a combination of skills and drills sessions, then moving into a friendly carnival competition, participants not only hone their athletic abilities but also cultivate essential life skills such as collaboration, discipline, and leadership.

Beyond the field, *Tackle Together* aims to make a lasting impact by providing a supportive environment where youth can thrive, reducing the likelihood of involvement in negative behaviors or youth crime. Moreover, by promoting a sense of belonging and camaraderie, *Tackle Together* strengthens community bonds and offers a platform for various agencies, including Queensland Police Service, to engage with youth in a non-confrontational and supportive manner, further enhancing community relations and fostering a safer, more inclusive environment for all.

HOW WE DO IT

- Cowboys will visit the community during two agreed school holiday periods for two days. The visit will include at least one Cowboys personality.
- Cowboys will work with youth, facilitating various skills and drills clinics and building their teams, ready for a friendly competition the following day.
- The Tackle Together Carnival will be held on Day 2, where positive sportsmanship, camaraderie and community connectedness will be promoted and encouraged.
- A healthy lunch and BBQ dinner will be provided each day.
- Invitation for community service agencies to be distributed, encouraging attendance and collaboration to ensure the overall success in delivery.



BUSINESS PAPERS

12.2 COMMUNITY DONATIONS & SUPPORT

Attachments:	NIL
Author:	Amanda Farraway - Community Development Coordinator
Date:	13 November 2024
Key Outcome:	Day to day management of activities within the Economic and Community Development Department
Key Strategy:	As per the Departmental Plan for Economic and Community Development

Executive Summary:

During the period since the October 2024 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:

1. Notes the fee waiver approved under the delegation of the Chief Executive Officer since the October 2024 meeting of Council.
2. Considers the fee waivers submitted to Council since the October 2024 meeting of Council.

Background:

Council has a Community Donations and Support program for events held in the Carpentaria Shire. Requests for donations are called in two rounds each year for donations of over \$1,000.00. This report includes requests for donation under round one of the 2024/2025 budget year. Applications for under \$1,000.00 can be approved under CEO delegation at any time during the financial year. The budget for the 2024/2025 financial year is \$89,000 as at the date of this report there has been an expenditure of \$28,264.62 for this budget, Council has committed \$1,510.00 to future activities.

- The requests listed in this report total \$57,451.00.
- The requests in this report for the 2024/2025 budget total \$35,181.00.
- The requests in this report for the 2025/2026 budget total \$22,270.00.

Donations and Fee Waivers for Council Consideration

1. Heels & Reels has requested a fee waiver for the use of the Normanton Shire Hall and the tables and chair trailer to host an event for International Women's Day 7 and 8 March, 2025.

Hall Hire x 2 days	\$ 780.00
Tables & Chair trailer	\$ 580.00

BUSINESS PAPERS

Total		\$1,360.00
<hr/>		
2.	QCWA Normanton Branch has requested fee waiver of the Normanton Shire Hall for their monthly markets from April to November 2025.	
	Hall Hire monthly April to June 2025	\$ 450.00
	Hall Hire monthly July to November 2025	\$ 750.00
	Total	\$1,200.00
<hr/>		
3.	Normanton Social Fishing Club has requested a donation and support for their 2025 Normanton Barra Classic to be held from the 18 to 20 April, 2025. They are requesting a \$500.00 cash donation, a fee waiver for the use of the tables and chair trailer and assistance with a temporary road closure should they need it. They have also requested a donation of a Feed a Barra family tour and Behind the Scenes family tour to be use as prizes for the event.	
	Cash donation	\$ 500.00
	Tables and chair trailer	\$ 580.00
	Feed a Barra family tour	\$ 67.00
	Behind the scenes family Tour	\$ 154.00
	Total	\$1,301.00
<hr/>		
4.	Normanton State School has requested a fee waiver for the use of the John Henry Memorial Oval for their Athletics Carnival to be held on the 27 June, 2025. They would also like the use of the amenities, four rubbish bins and the track and field to be line marked.	
	John Henry Memorial Oval	\$ 150.00
	Amenities	\$ 150.00
	Bins x 4	\$ 260.00
	Line Marking	\$ 1,500.00
	Total	\$ 2,060.00
<hr/>		
5.	Normanton Rugby League Football Club (Stingers) has requested the fee waiver for the use of the John Henry Memorial Oval, the use of the amenities, line marking per event, 15 x bins & temporary fencing for each of its clusters for the 2025 season. The dates are yet to be confirmed however, the request is to temporary book one date in each month of June, July, August, September and October 2025.	
	John Henry Memorial Oval	\$ 150.00
	Amenities	\$ 150.00
	Line Marking	\$ 1,500.00
	Bins x 15	\$ 975.00
	Total per event	\$ 2,775.00
	<hr/>	
	2024 -2025 Budget - June Cluster	\$ 2,775.00
	2025-2025 Budget - July, August, September, October Clusters	\$11,100.00

BUSINESS PAPERS

TOTAL	\$13,875.00
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6. Moungibi Rugby League Club has requested the use of the Normanton Rodeo Grounds to camp at each of the clusters hosted by the Normanton Stingers for the 2025 season. The dates are yet to be confirmed however, the request is to temporarily book one weekend in each month of June, July August, September and October 2025.

Normanton Rodeo grounds	\$ 250.00
Camping fee for up to 50 people	\$ 250.00
1 x rubbish bin	\$ 65.00
Total per event	\$ 565.00

2024-2025 Budget – June Cluster	\$ 565.00
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2025-2026 Budget – July, August, September, October Clusters	\$ 2,260.00
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Total	\$ 2,825.00
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7. Doomadgee Dragons Rugby League Football Club has requested the use of the Normanton Rodeo Grounds to camp at each cluster to be hosted by the Normanton Stingers for the 2025 season. The dates are yet to be confirmed however, the request is to temporarily book one weekend in each month of June, July August, September and October 2025.

Normanton Rodeo grounds	\$ 250.00
Camping fee for up to 50 people	\$ 250.00
4 x rubbish bin	\$ 260.00
Total per event	\$ 760.00

2024-2025 Budget – June Cluster	\$ 760.00
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2025-2026 Budget – July, August, September, October Clusters.	\$ 3,040.00
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Total	\$ 3,800.00
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BUSINESS PAPERS

8. Normanton Rodeo Association has requested a fee waiver for the use of the Normanton Rodeo Ground to host the Annual Normanton Rodeo from the 5 to 8 June, 2025 along with the use of the grounds they would also like the Tables & Chair Trailer, Rubbish collection of the existing bins, Road Closure for street parade, water truck, Grader to rip Arena and clear fire breaks, additional mow, use of light tower and works on the dirt roads.

Normanton Show Grounds Facilities per day 2 nd to 8 th June 2025	\$ 1,750.00
Tables & Chair Trailer	\$ 580.00
Hall Hire	\$ 150.00
Daily bins 4 th to 9 th June 2025	\$ 2,500.00
Road Closure Street Parade	\$ 2,000.00
Water Truck 2 nd to 8 th June 2025 with operator	\$ 7,500.00
Grader to rip arenas and grade fire breaks	\$ 3,600.00
Additional Mow of Rodeo grounds (week before)	\$ 2,400.00
Use of Light Tower x 4 days	\$ 140.00
Works on Dirt Roads \$550.00 per hour	NA

Note: as there is no scope of work, the cost cannot be determined for the request of works on dirt roads.

Total **\$20,620.00**

9. Riverside Christian College has requested the fee waiver of the hire of the Normanton Rodeo grounds and facilities for 7 nights from 28 June to 5 July 2025 and the nightly camping fee for up to 40 people for a free youth and children's holiday program to align with local community stakeholders to deliver the programs.

Normanton Rodeo Grounds Facilities 28 June to 5 July 2025	\$ 1,750.00
Camp fees for 40 people 28 June to 5 July 2025	\$ 1,400.00
Total	<u>\$ 3,150.00</u>

BUSINESS PAPERS

10. Normanton State School has requested the fee waiver to host the Gulf District Athletics Carnival 24th & 25th July 2025 at the John Henry Memorial Oval including the use of the amenities, 4 x bins and the line marking of the field.

John Henry Memorial Oval x 2 days 24 th & 25 th June 2025	\$	300.00
Amenities	\$	150.00
Bins x 4	\$	260.00
Line Marking of field	\$	1,500.00
Total	\$	2,210.00

11. Normanton State School has requested the fee waiver for the hire of the Normanton Shire hall to host the annual school fete from the 17th August to 23rd August 2025.

Normanton Shire Hall hire 17 th to 23 rd August 2025	\$	2,730.00
Total	\$	2,730.00

Donations approved under the delegation of the Chief Executive Officer

1. Bynoe CAC's – has requested the fee waiver for the hire of the Normanton Sport Centre Family event for the Youth Christmas Party on the 6 December 2024.

Normanton Sport Centre	\$	400.00
Tables & Chair Trailer	\$	580.00
Total	\$	980.00

2. Normanton State School – has requested the fee waiver for the use of the Normanton Golf Course 28th May 2025 for their annual School Cross Country.

Normanton Golf Club	\$	150.00
Rubbish bins x 4	\$	260.00
Total	\$	410.00

3. Normanton State School – has requested the fee waiver for the use of the Shire Hall Normanton for 1st & 2nd December 2025 for the Normanton State School Awards Night Ceremony to celebrate the success of the students for the 2025 school year.

Normanton Shire Hall Hire x 2 days	\$	780.00
Total	\$	780.00

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4. Gulf & Surrounds Walk to Remember 2025 – has requested the fee waiver for the use of the John Henry Memorial Oval on 12 October, 2025 for their annual walk to raise awareness for pregnancy and infant loss.

John Henry Memorial Oval Hire x 1 day	\$150.00
Total	\$150.00

Approved donations for 2024/2025 budget:

1. 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.
2. Gulf Christian College fee waiver of \$390.00 for the hire of the Normanton Shire Hall on 5 December, 2024 for the Annual Awards Night.
3. 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.
4. Normanton QCWA Branch has requested fee waivers of \$150.00 for the hire of the Normanton Shire Hall 23 November, 2024 for Community Markets.

Consultation (Internal/External):

- Anne Andrews – Chief Executive Officer
- Amanda Faraway – Community Development Coordinator
- Customer Service Officer
- External Stakeholders (applicants)

Legal Implications:

- Community Donations and Support Policy

Financial and Resource Implications:

- The Requests in this report for the 2024/2025 budget total \$35,181.00.
- The Requests in this report for the 2025/2026 budget total \$ 22,270.00.
- The Requests in this report total \$57,451.00.

Risk Management Implications:

- Risks are within normal operations parameters.

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13 REPORTS FROM DIRECTOR OF ENGINEERING - ROADS & SERVICES

13.1 DOE REPORT

Attachments: NIL
Author: Michael Wanrooy - Director of Engineering
Date: 13 November 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
2022 December Meeting		Add Premix to grooves at the Scrutton River Floodway.	In Progress	➤ In works program. Premix has been ordered and works will be completed before Christmas break.
2023 June Meeting		Look at solar lights for footpath to Rodeo Grounds	In Progress	➤ W4Q Funding has been submitted – Queensland Government Funding Approved 3 rd Oct – Works being planned. ➤ Planning to install by April 2025
2023 November Meeting		Council to obtain quote to do minor repairs and possible fresh up paint job on Krys.	In Progress	➤ Extensive patch repairs completed by Nick De Jong. ➤ Paul Stumkat has indicated he will arrive by 20 th Nov to start painting
2023 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	In Progress	TMR has approved. Awaiting funding approval from TMR to undertake works. Exposed bolts have been

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Date:	Ref:	Action	Status	Comment
		infrastructure.		bent downwards to make safe
2023 December Meeting		Parking line marking in Normanton main street needs to be repainted	In Progress	Put in Works Program Town Services to do during the wet season
2023 December Meeting		Check lighting at the Karumba Town boat ramp to see if there is sufficient lighting	Completed	➤ Tim Gunn repaired the non-working solar light.
2024 January Meeting		Council to look at a design for a Fish Attraction Device mould for future additional areas.	Not Started	➤
2024 January Meeting		Flood markers at Alexandria Crossing needs to be set at correct levels	In progress	➤ Survey Completed. Install before Christmas breakup
2024 February Meeting		Walkway required along Yappar Street to the Barramundi Discovery Centre. Solar Lighting required Palmer St.	In Progress	➤ Limited funding for Footpath available – expected start March 2025. ➤ Solar lighting by April 2025 – W4Q funded
2024 February Meeting		Can metre marker at the bridge (Glenore) be moved to the other side of the road.	In Progress	➤ It can be moved. Council will install after the flooding ➤ Install before Christmas breakup
2024 April Meeting		Create 5 car parks at the boat parking area in front of the Hotel in Gilbert Street	In Progress	➤ Plans Completed ➤ Parking Stop and Hotel Customer Parking signs ordered. ➤ Looking to install December - January.
2024 May Meeting		Enquire about exclusion zone was required around the fish attracting device for recreational fishermen.	Completed	➤ DAF not keen for zone. They have cuts in funding so will not be able to also fund maintenance of FADS. Council is applying for grants to maintain FADS
2024 May Meeting		Tourists are parking in the unloading zone for mail truck outside Karumba – Check linemarking	In Progress	➤ Linemarker arriving in 2 to 3 weeks time. Paint ordered and will arrive in Normanton depot within 1 week
2024 May Meeting		Remove Information sign in Median Strip	In Progress	➤ Discussed with Works Coordinator to remove in the next few weeks
2024 July Meeting		Armstrong and Spring Creek requires flood markers	In Progress	➤ Install prior to Christmas breakup

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Date:	Ref:	Action	Status	Comment
2024 July Meeting		Flagpole to be installed at Normanton Shire Hall	In Progress	➤ Put in works program ➤ To be installed during the wet season
2024 July Meeting		Cricket Oval is dry	In Progress	PIMS (irrigation) has been engaged to improve water pressure to repair exist. Irrigation. Tentatively for December
2024 July Meeting		Find out costs for new camera at Karumba Point Boat Ramp to monitor tides	Completed	➤ Quote from Airbridge received. Quote to be presented in meeting.
2024 July Meeting		Future planning for footpath – Caravan Park to Ashes Palmer St.	In Progress	➤ Plans being drafted
2024 July Meeting		Investigate drain at back of Gulf Caravan Park Karumba	In Progress	➤ Council to do a drain clean prior to the wet season
2024 August Meeting		Allocate budget for perimeter fencing at rear and sides of Normanton Cemetery	Not Started	
2024 August Meeting		Clear vegetation to improve sight distance at 89B/84A intersection	Not Started	➤
2024 August Meeting		Install bollards at Sutherland Park entrance to prevent 4 Wheelers access	In Progress	➤ Works Coordinator will arrange
2024 August Meeting		Investigate narrow existing parking linemark at the State School	In Progress	➤ Park linemarking to be widened to 3m. Reseal over existing markings and repaint – April
2024 August Meeting		Reseal entrance and carpark in Normanton cemetery	In progress	➤ Put in reseal program ➤ Reseal to start around April to minimise bitumen bleeding
2024 October Meeting		Repair a washout on the McAllister Road	In progress	➤ Site identified. Look to repair late Nov
2024 October Meeting		Provide update on the width of grids on Shire Roads	Completed	➤ According to Policy, LRRS Road 8m and the rest 4m
2024 October Meeting		New “No Standing Signs” along driveway at Haigh St	Not Started	➤
2024 October Meeting		Can tables be cleaned at the pump track and school dam under the new shelters	Completed	➤ It will be put on the cleaning schedule

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Date:	Ref:	Action	Status	Comment
2024 October Meeting		additional information to be included in the action Items such as estimated completion times for projects listed	Completed	➤ Estimated completion dates added where applicable

2. Miscellaneous Projects

- 2.1. TMR Betterment Project 11km new pave and seal on 89B – The stabiliser crew have completed all the subgrade works which includes hauling additional material to undertake formation works. They have completed 5km of stabilised pavement works. Bitumen has been arranged to start after 18th November due to bitumen supply issues in Queensland which have delayed sealing works in the northern part of the State.
- 2.2. Mitchell River Bridge –The bridge contractor has a 250-tonne crane on site and are installing the 1.2m diameter pile steel liners into the ground. 30 steel liners have been driven into the sand. Pile installation are 40% completed. 78 prestressed precast deck units out of 360 have been cast.
- 2.3. Betterment Project – Burketown Road. Approximately 12.5km of new seal is being constructed to get bitumen to Inverleigh West. 4.5km of this section has been completed and the remaining 8km will be sealed in the next few weeks. The works included 200mm cement stabilised imported pavement works.
- 2.4. Boredrain Creek – Council has completed the construction of Boredrain Creek on the Burketown Road which is located before West Inverleigh. This is a betterment project.
- 2.5. Seven dips between the 7 Mile Camp and West Inverleigh – Council will work on 7 dips by constructing upstream and downstream concrete protection or install culverts to prepare for the new bitumen works on the Burketown Road. At this stage 4 dips have been completed. This works is being funded through TIDs.
- 2.6. Landsborough Street Upgrade –Design of shade structure is completed. Manufacture of shade structure is underway. In discussions with Nursery for planting designs. Granite paver quotes are underway.
- 2.7. Karumba Revetment Wall – The footpath at the top of the revetment wall is under construction and has reached the Sunset Tavern. The stairs leading down is being constructed. The access ramp at the Lions Park end is nearly complete.
- 2.8. ATSI TIDS - Floodway upgrade on the Dunbar - Kowanyama Road Days Creek. All permits for DAF have been received and approved. Culverts have been brought to site and construction crew ready to start this week.
- 2.9. Mentana Creek –The culvert and concrete protection works have been completed including general fill. The stabiliser crew have mobilised to Mentana Creek to construct the pavement ready for bitumen seal.
- 2.10. Clark Creek – The base slab for the culverts have been constructed. The existing base have been covered by gravel and open to traffic. The culvert installation and associated concrete protection works will commence after the wet season and completed before June 2025.
- 2.11. ROSI Funding – Council is planning works to start after the wet season to continue bitumen sealing past Inverleigh West on the Burketown Road.

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2.12. Kowanyama Road Betterment Works – Sealing Works. Council is planning to seal the last 5km prior to Christmas – Bitumen ordered and a team has been sent to undertake final trim.

November Accruals

Project	Description	Value (ex GST)	Comments
CN-21081	RMPC Claim 3	\$517,055.00	Invoice Sent
CN-21602	89B Formation stage 1	\$580,694.13	Invoice Sent
CN-22828	Formation Package 2	\$273,391.91	Claims being prepared
CN-22464 (Jasper)	Emergent Works Claim 4	\$128,793.22	Invoice Sent
CN-21599	Mentana Claim 3	\$480,801.54	Invoice Sent
CN-23217	Clark Ck Claim 1	\$292,952.99	Invoice Sent
CN-23217	Clark Ck Claim 2	\$646,133.13	Claims being prepared
CN-23259	Betterment Package 1	\$2,084,612.50	Invoice sent
CN-22446	TMR 89B REPA	\$930,932.20	Claims being prepared
	TIDS	\$426,084.60	Claims being prepared
CN-22267	Iffley RRUP	\$1,262,006.00	Claims being prepared
CN-22267	Dixie RRUP	\$743,293.00	Claims being prepared
	Total	\$8,366,750.22	

Table: TMR Projects progress report for 2024 – 2025

Projects	Project Value	Claimed 2023-2024	Claim 2024-2025	Progress	Comments
ATSI-TIDS Dunbar Kowanyama Road - Days Creek	\$960,000.00	\$125,000.00		13%	Works Starting
CN-21081 2023-25 RMPC	\$5,411,000.00	\$2,456,751.10	\$1,065,406.90	65%	
CN-21599 Mentana Creek Floodway	\$1,799,265.48	\$174,001.44	\$1,057,260.73	68%	
CN-21602 89B Formation Stage 1	\$1,900,000.00	\$0.00	\$1,900,000.00	100%	

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CN-21603 89A and 84A Repa Works	\$1,038,059.82		\$626,171.99	60%	
CN-22267 Remote Roads Upgrade Pilot program (RRUPP)Iffley Road Resheeting - gravel from Ch. 42.299km to 81.276km (Total \$5,258,359)	\$5,258,359.00	\$2,103,343.00	\$1,262,006.00	64%	
CN-22267 Remote Roads Upgrade Pilot program (RRUPP)Koolatah Road widening 0.007km to 30.307km (Total \$3,097,053)	\$3,097,053.00	\$1,238,821.00	\$743,293.00	64%	
CN-22446 89B REPA Works	\$12,690,179.57	\$2,030,475.62	\$5,815,573.18	62%	Working on Claims
CN-22447 - Replacement of Culverts 89B and 89A	\$510,774.69	\$302,410.06	\$12,900.00	62%	
CN-22464 Jasper Emergent Works	\$2,141,974.45		\$2,141,974.45	100%	
CN-22464 Kirrily Emergent Works	\$1,516,499.81		\$1,516,499.81	100%	
TIDS 2024-2025 Widening of Poingdestre Creek - Burketown Road	\$350,000.00		\$264,410.22	76%	Working on Claim
TIDS 2024-2025 Placement of floodways/culverts at Dips on Chainage 80.045km, 80.432km, 81.475km, 83.852km, 86.760km, 88.394km and 88.620km - Burketown Road	\$250,000.00		\$161,674.40	65%	Working on Claim
TIDS 2024-2025 - Bitumen Reseal - Burketown Road	\$300,000.00			0%	
CN-23259 Betterment 89B Package 1	\$7,726,797.15		\$2,488,215.25	32%	
CN-23368 Betterment 89B Package 2	\$7,715,388.90			0%	
CN-22828 Formation Works Stage 2	\$2,282,025.00		\$1,025,573.38	45%	
CN-23217 Clarke Creek Upgrade - 89B	\$3,626,295.72		\$939,086.12	26%	
Total	\$58,573,672.59	\$8,430,802.22	\$21,020,045.43	50%	

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Photo: Mitchell River Bridge – Installation of pile steel liner



Photo: Mitchell River Bridge – Installation of pile steel liner

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Photo: Sea Wall at the Sunset Tavern



Photo: Sea Wall at End of the Road Motel

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Photo: Sea Wall – Access Ramp at the Lions Park end



Photo: Widening of Koolatah Dixie Road - RRUP

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Photo: Boredrain Causeway – Burketown Road



Photo: Boredrain Causeway – Burketown Road

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Photo: Days Creek – construction ready to start



Photo: Clark Creek construction

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Photo: Clark Creek – Placing gravel over slab to open road



Photo: TMR Betterment Works – Stabilised Works ready for sealing

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Photo: TMR Betterment Works – Subgrade works

3. Update on Shire Flood Damage Works

- 3.1. Dunbar Camp – Josie Bond. Josie's crew will be working the Koolatah to Dixie Road on NDRRA works. They will be carting out of Alice River pit. Josie's crew are also undertaking detour road construction and earthworks for Days Creek.
- 3.2. Dunbar Camp - Gavin Delacour crew will be working the Koolatah to Dixie Road on NDRRA works from one end and Josie the other.
- 3.3. Wondoola Camp – Russel Cox. Russel's crew have finished the Iffley RRUPP works. They are currently working on the Glenore Access Road.
- 3.4. Pioneer Camp – Clarence Bynoe. Clarence's crew are working on the Mundjuro Access Rd carting out of the Mundjuro Pit
- 3.5. Stirling Camp – Colin Charger. Colin's crew have completed the DRFA 23 works on the Glencoe to Miranda Road. They are now working on the Lotusvale Striling road using Lilyvale material.
- 3.6. Inkerman Camp – Wayne Bond. Wayne's crew are working 89B on two fronts, undertaking stage 2 formation works and REPA works. They are carting out of the Clark Creek Pit.
- 3.7. Miranda Camp – Shaun Henry's Stabilizer crew – Shaun's crew are undertaking TMR Pave and Seal Betterment Works on 89B. This first stage will cover 11km of new bitumen seal.

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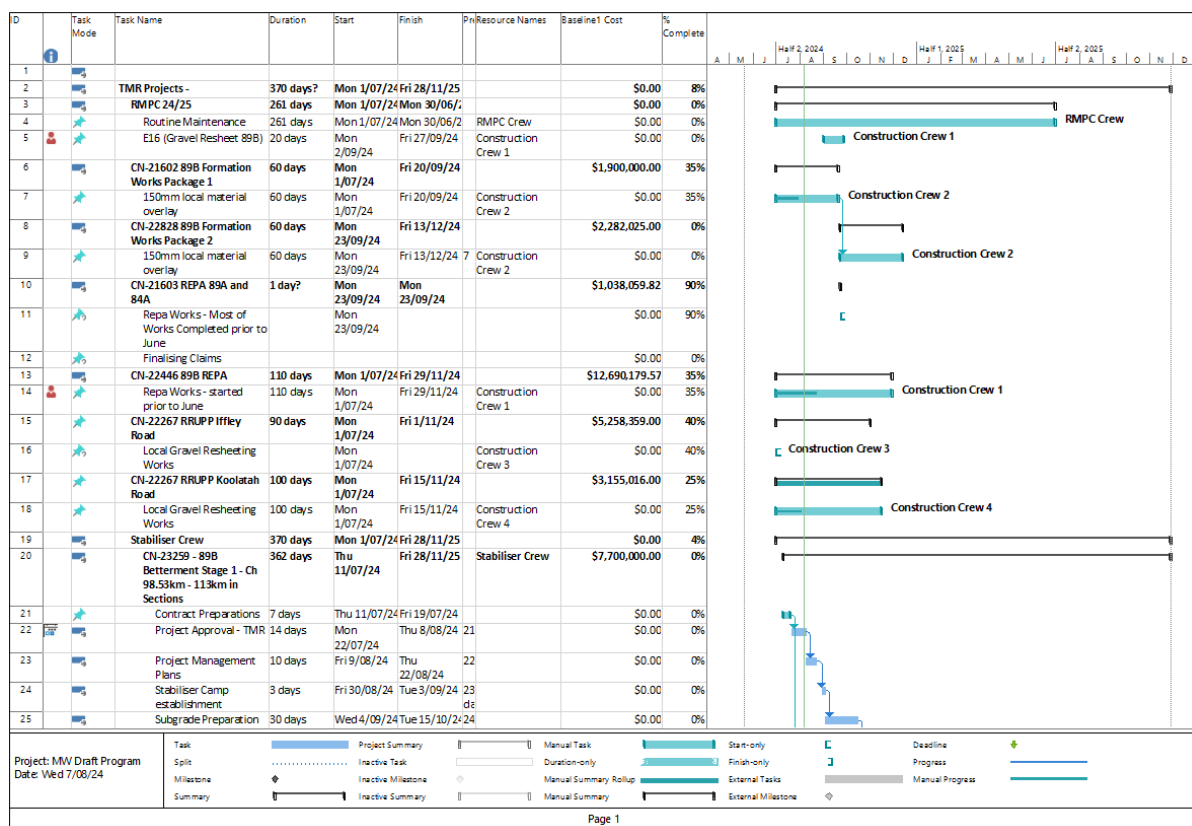
4. New Projects/Grant Applications

- 4.1. Council is working with TMR on a third Betterment Package on 89B to continue sealing works between Vanrook and Inkerman. We estimate this project to be around 9 million.

5. Reports

5.1. TMR Works Program

A full A3 program will be presented at the meeting.



5.2. Budget

- Refer to Monthly Finance Report

Legal Implications:

- Local Government Regulation 2012
- Local Government Act 2009
- Council's Local Laws

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Financial and Resource Implications:

- Contained within the report.

Risk Management Implications:

- Failure to comply with the relevant legislative requirements could result in reputational and political risk.
- Risk is considered low, to ordinary operations of Council.

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13.2 NDRRA/QDRF REPORT

Attachments:	13.2.1. Appendix A - QRA23 Expenditure Summary 13.2.2. Appendix B - 2023 Completed Works Sketch 13.2.3. Appendix C - QRA22 Dunbar - Kowanyama Betterment Expenditure Summary 13.2.4. Appendix D - Cash Flow Summary October 13.2.5. Appendix E - Betterment Projects
Author:	John Martin - Consultant Engineering
Date:	12 November 2024
Key Outcome:	A well governed, responsive Council, providing effective leadership and management, and respecting community values
Key Strategy:	Provision of safe and reliable infrastructure (roads, water and sewer, buildings and facilities, etc.)

Executive Summary:

QRA22: Acquittal documentation for three (3) submissions have been lodged to QRA with approval and payments of the final 10% subject to assurance audits which are currently in progress. Submission 6 (Dunbar – Kowanyama Road REPA and Betterment) remaining betterment works are expected to recommence shortly and is required to be completed by 31 December 2024.

QRA23: A total RV of approx. \$89.0million (construction budget of \$66.5million) has been approved with a deadline of 30 June 2025. To the end of October approximately 37.3% of reconstruction work has been completed with approximately 50% of project time now past. Based on current progress, it is estimated that 50% (\$33million) of the scope will need to be constructed after the wet season shutdown. QRA23 scope for Inkerman Road, Dorunda Access and Ten Mile Road have been lodged for rollover (\$3.9million) into QRA24 submissions. Further opportunities will be explored after the 2024/25 wet season to rollover additional scope into future submissions to help alleviate deadline pressures. Based on current progress up to 8 crews will likely be required at the start of next year to complete all the work prior to the current deadline (excluding further rollovers and EOT). Current QRA Cash Flow for road restoration/betterment is approximately \$6.9 million in advance. The total QRA (including Mitchell River Bridge) cash flow is approximately \$27.5 million in advance.

QRA24: Carpentaria Shire Council was activated for REPA, Emergency Works and CDO relief measures on 29 December 2023 in response to the Tropical Cyclone Jasper event. Final outcome reports have been received for CDO (approx. 240k) and Emergency Works (approx. 1.6million), final payments to Council are expected shortly. A separate Emergency Works submission (approx. 258k) has been lodged for late Dunbar – Kowanyama Road and Mitchell River invoices. Submission 2 (South-Eastern Roads) has been approved and the advanced payment of \$4.3 million received by Council. Two further submissions have been lodged in QRA MARS system and are currently subject to assessment by QRA. Submission 4 (Dunbar - Kowanyama Road) is currently being prepared which will include both REPA scope and proposed betterment project (Approx 10kms of sealing).

RRUPP: Construction of the two (2) approved projects have been completed. Processing of accrued costs and adjustments from the RRUPP projects to REPA projects to be finalised prior to acquittal.

OTHER: Work is currently underway on the Normanton to Burketown Road pavement and sealing project (RV Approx. 8.6million) as part of QRA23 betterment funding (approx. 12km).

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Betterment projects for Mitchell River Crossing Investigation and Poingdestre Causeway Upgrade have all be lodged for acquittal prior to 30 September deadline. A final outcome approval has been received for Karumba Foreshore Groyne and Burke & Wills Monument Access (Sealing), the final 10% payments are expected shortly.

RECOMMENDATION:

That Council:

1. accepts the NDRRA/QDRF Report as presented; and
2. that those matters not covered by resolution be noted.

Background:

2022 QRA Event

1. Three (3) submissions have been lodged for acquittal prior to 30 September 2024 deadline.
2. Assurance audits are progressively being undertaken prior to final approval and payment of outstanding expenditure (final 10% payment) to Council.
3. Submission 6 (Dunbar – Kowanyama Road REPA and Betterment) has a completion deadline of 31 December 2024. The stabilizer crew is expected to commence remaining betterment works shortly, refer to Appendix C for construction progress.

2023 QRA Event

1. All six (6) QRA23 REPA submissions (including rollovers) have been approved with a total RV of approx. \$89.0million (construction budget of \$66.5million).
2. Approximately 37.3% of the program has been completed with an estimated Expenditure Ratio of 0.71, refer to Appendix A and B for construction progress. There will be some cost adjustments required from the RRUPP projects to REPA projects which will increase the expenditure ratio closer to 1.0 as expected.
3. Currently 37.3% of the work has been completed with 50% of the estimated 8-month work program passed. Approximately 50% of the scope is expected to be completed prior to the wet season shutdown.
4. QRA23 scope for Inkerman Road, Dorunda Access and Ten Mile Road has been lodged for rollover into QRA24 submissions. Opportunities will be explored after the 2024/25 wet season to rollover scope into future submissions to help alleviate deadline pressures.
5. The QRA23 REPA program has a completion deadline of 30 June 2025. Based on current progress, up to 8 crews will be required at the start of next year to complete all the work prior to the current deadline.
6. The current QRA cash flow (refer Appendix D) shows the road restoration/betterment is approximately \$6.9million in advance. The total QRA (including Mitchell River Bridge) cash flow is approximately \$27.5 million in advance.

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2024 QRA Event

1. Carpentaria Shire Council was activated for REPA, Emergency Works and CDO relief measures on 29 December 2023 in response to the Tropical Cyclone Jasper event.
2. A final outcome report has been received for CDO submission for the value of approx. 240k and final payment to Council is expected shortly.
3. A final outcome report has been received for Emergency Works submission for the value of approx. 1.6million and payment to Council is expected shortly. A separate emergency works submission has been lodged for late Dunbar – Kowanyama Road and Mitchell River invoices for the value of approx. 258k.
4. Submission 2 (South-Eastern Roads) has been approved and the advanced payment of \$4.3 million has been received by Council.
5. Submission 3 (South-Western Roads) and Submission 5 (Northern Rollover Roads) have been lodged in QRA MARS system and are currently subject to assessment by QRA.
6. Submission 4 (Dunbar - Kowanyama Road) is currently being prepared which will include both REPA scope and proposed betterment project (Approx 10kms of sealing). The submission will be lodged once QRA betterment funding has been announced.

Remote Roads Upgrade Pilot Program (RRUPP)

Two (2) projects have been approved for construction under RRUPP funding.

1. The Iffley Road Gravel Upgrade project:
 - RV of approx. \$4.2million.
 - Construction work has been completed with cost apportionment and acquittal to follow.
2. Koolatah – Dixie Road Widening project:
 - RV of approx. \$2.5million.
 - Construction work has been completed with cost apportionment and acquittal to follow.

Other

1. Work is currently underway on the Normanton to Burketown Road pavement and sealing project (RV Approx. 8.6million) as part of QRA23 betterment funding (approx. 12km).
2. Betterment projects for Mitchell River Crossing Investigation and Poindestre Causeway Upgrade have all be lodged for acquittal prior to 30 September deadline. A final outcome report has been received for Karumba Foreshore Groyne and Burke & Wills Monument Access (Sealing), the final 10% payments are expected shortly. A full list of current betterment projects can be seen in Appendix E.

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Consultation (Internal/External):

- Anne Andrews - Chief Executive Officer.
- Michael Wanrooy - Director of Engineering.
- John Martin and Nick Lennon - ERSCON Consulting Engineers.

Legal Implications:

- Nil.

Financial and Resource Implications:

- QRA 23 Trigger Point contribution - \$29,070
- QRA 24 Trigger Point contribution - \$33,293

Risk Management Implications:

- High – QRA23 – All submissions have a construction deadline of 30 June 2025. There is a high risk that work will not be completed by this deadline based on the current construction programme.
- Low – QRA24 – It is expected the RV will significantly reduce compared to QRA23 requiring a 5 crew season.

CARPENTARIA SHIRE COUNCIL

SUMMARY OF QRA23 EXPENDITURE

CURRENT

Project Completed

Forecast Project Expenditure to RV Ratio

1/11/2024

37.3%

0.71



Submission 5 - CSC.0069.2223G.REC					
Road Name	Construction Recommended Value	Expenditure	Complete (%)	Expected Expenditure Ratio	Notes
Iffley Road	\$ 9,346,235.99	\$ 69,171.81	11%	0.07	Accured costs processing construction currently in progress. Overlapping costs booked to the RRUPP job number due to scope being within the same chainages, cost adjustments to be performed after completion.
TOTAL	\$ 9,346,235.99	\$ 69,171.81			

*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)

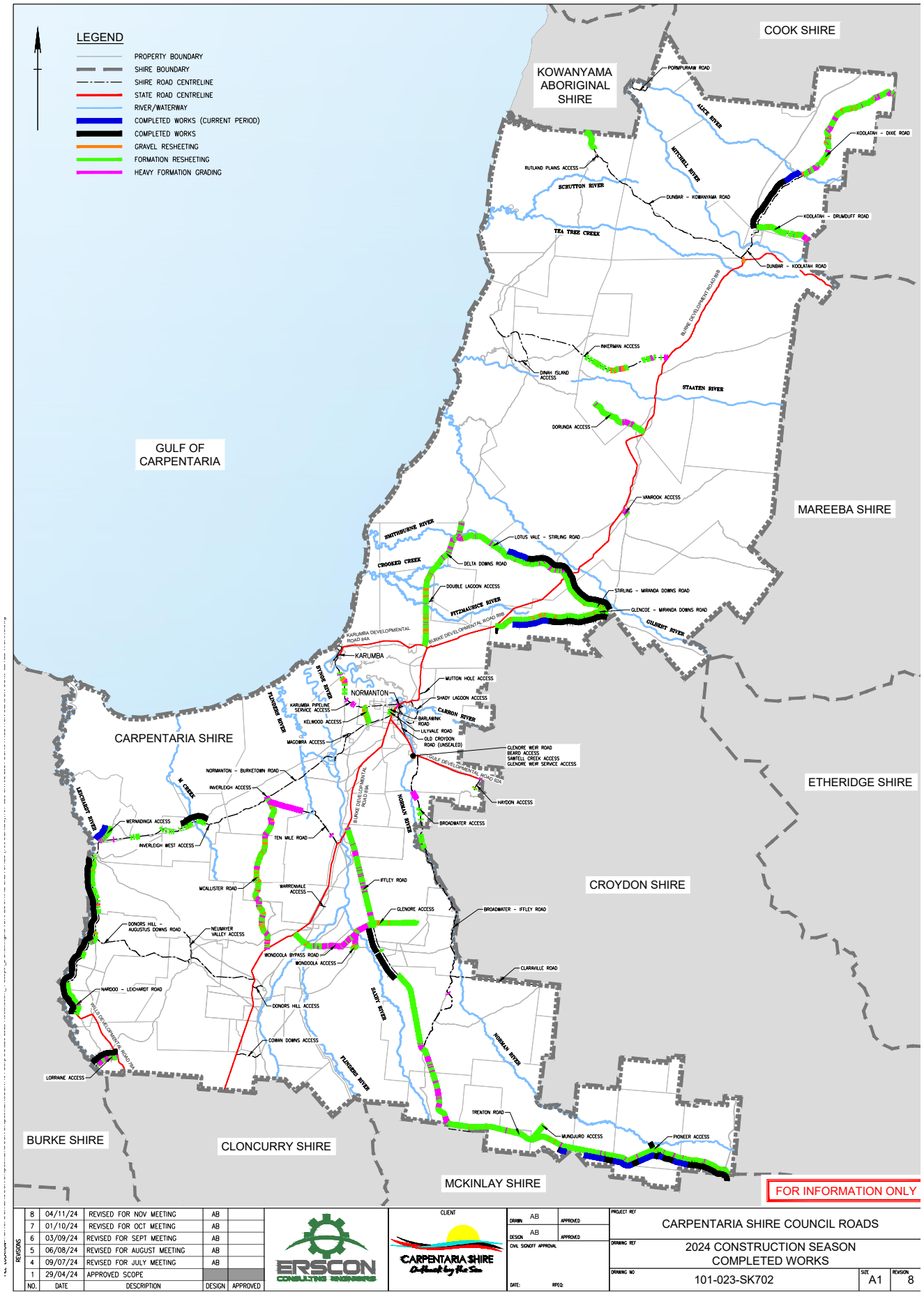
Submission 1 - CSC.0072.2223G.REC					
Road Name	Construction Recommended Value	Expenditure	Complete (%)	Expected Expenditure Ratio	Notes
Dorunda Access	\$ 1,660,802.34	\$ -	0%	1.00	Due to significant additional damage incurred from the 2024 event, all scope will be rolled over into QRA24 scope
Dunbar - Kowanyama Road	\$ 1,239,780.10	\$ 2,691.28	0%	1.00	Preliminary costs booked, no construction has commenced. Actual start date to be updated to reflect the actual start date of construction.
Dunbar - Kowanyama Road (Secondary Access)	\$ 109,217.34	\$ -	0%	1.00	Cost variance against RV. Expected to align closely after works are completed
Inkerman Access	\$ 1,631,100.04	\$ 12,096.00	0%	1.00	Due to significant additional damage incurred from the 2024 event, all scope will be rolled over into QRA24 scope
Koolatah - Dixie Road	\$ 5,759,502.97	\$ 1,772,582.36	68%	0.45	Accured costs processing, construction currently in progress.
Koolatah - Drumduff Road	\$ 1,424,067.05	\$ 3,231.02	0%	1.00	Preliminary costs booked, no construction has commenced. Actual start date to be updated to reflect the actual start date of construction.
TOTAL	\$ 11,824,469.84	\$ 1,790,600.66			

Submission 3 - CSC.0074.2223G.REC					
Road Name	Construction Recommended Value	Expenditure	Complete (%)	Expected Expenditure Ratio	Notes
Barlawink Access	\$ 64,713.90	\$ -	0%	1.00	Cost variance against RV. Expected to align closely after works are completed
Broadwater - Iffley Road	\$ 509,861.51	\$ 135,061.95	0%	1.00	Preliminary costs booked, no construction has commenced. Actual start date to be updated to reflect the actual start date of construction.
Glenore Weir Service Access	\$ 13,974.13	\$ -	0%	1.00	Cost variance against RV. Expected to align closely after works are completed
Haydon Access	\$ 47,186.10	\$ -	0%	1.00	Cost variance against RV. Expected to align closely after works are completed
Karumba Pipeline Service Access	\$ 487,050.43	\$ -	0%	1.00	Cost variance against RV. Expected to align closely after works are completed
Lilyvale Road	\$ 106,160.62	\$ -	0%	1.00	Cost variance against RV. Expected to align closely after works are completed
Lorraine Access	\$ 510,204.94	\$ 387,890.85	100%	0.76	Overlapping camp and establishment costs with simultaneously constructed QRA23 Nardoo - Leichardt Road. When assessing roads together expenditure is expected to align closely with the combined RV.
Nardoo - Leichardt Road	\$ 3,635,210.55	\$ 2,866,560.71	100%	0.79	Overlapping camp and establishment costs with simultaneously constructed QRA23 Wernadanga Access and QRA23 Lorraine Access. When assessing roads together expenditure is expected to align closely with the combined RV.
Trenton Road	\$ 8,481,929.71	\$ 3,477,699.48	53%	0.78	Accured costs processing, construction currently in progress
Wernadanga Access	\$ 490,579.17	\$ 462,401.22	100%	0.94	Expenditure aligns closely to RV
Wondoola Access	\$ 855,477.93	\$ 205,192.95	0%	1.00	Preliminary costs booked, no construction has commenced. Actual start date to be updated to reflect the actual start date of construction.
Wondoola Bypass Road	\$ 1,661,333.50	\$ 24,140.68	0%	1.00	Preliminary costs booked, no construction has commenced. Actual start date to be updated to reflect the actual start date of construction.
TOTAL	\$ 16,863,682.49	\$ 7,558,947.84			

Submission 2 - CSC.0073.2223G.REC					
Road Name	Construction Recommended Value	Expenditure	Complete (%)	Expected Expenditure Ratio	Notes
Delta Downs Road	\$ 3,938,668.34	\$ 1,282,275.58	0%	1.00	Preliminary costs booked, no construction has commenced. Actual start date to be updated to reflect the actual start date of construction.
Stirling - Miranda Downs Road	\$ 1,708,813.12	\$ 840,655.05	100%	0.49	Overlapping camp and establishment costs with simultaneously constructed QRA23 Lotusvale - Stirling Road and Glencoe - Miranda Downs Road. When assessing roads together expenditure is expected to align closely with the combined RV.
Glencoe - Miranda Downs Road	\$ 3,672,940.10	\$ 1,892,415.21	100%	0.52	Accured costs processing, construction recently completed
Lotus Vale - Stirling Road	\$ 3,401,968.46	\$ 745,174.21	37%	0.59	Partial works completed at the beginning of construction season, Works have now recommenced
Vanrook Access	\$ 161,825.68	\$ -	0%	1.00	Cost variance against RV. Expected to align closely after works are completed
TOTAL	\$ 12,884,215.70	\$ 4,760,520.05			

Submission 4 - CSC.0075.2223G.REC					
Road Name	Construction Recommended Value	Expenditure	Complete (%)	Expected Expenditure Ratio	Notes
Glenore Access	\$ 1,332,663.55	\$ 152,478.96	0%	1.00	Cost variance against RV. Expected to align closely after works are completed
Kelwood Access	\$ 569,396.34	\$ -	0%	1.00	Preliminary costs booked, no construction has commenced. Actual start date to be updated to reflect the actual start date of construction.
McAllister Road	\$ 4,693,540.87	\$ 47,701.47	0%	1.00	Cost variance against RV. Expected to align closely after works are completed
Mundjuro Access	\$ 589,668.16	\$ -	0%	1.00	Cost variance against RV. Expected to align closely after works are completed
Normanton - Burketown Road	\$ 1,740,803.60	\$ 705,134.76	0%	1.00	Preliminary costs booked, no construction has commenced. Actual start date to be updated to reflect the actual start date of construction.
Pioneer Access	\$ 34,106.44	\$ 3,960.00	100%	0.12	Accured costs processing, construction recently completed
Ten Mile Road	\$ 585,725.70	\$ 2,277.93	0%	1.00	Due to significant additional damage incurred from the 2024 event, all scope will be rolled over into QRA24 scope
TOTAL	\$ 9,545,904.66	\$ 911,553.12			

Submission 6 - CSC.0076.2223G.REC					
Road Name	Construction Recommended Value	Expenditure	Complete (%)	Expected Expenditure Ratio	Notes
Normanton - Burketown Road (Betterment)	\$ 6,055,511.46	\$ 3,009,473.29	44%	1.13	Accured costs processing, construction in progress
TOTAL	\$ 6,055,511.46	\$ 3,009,473.29			



CARPENTARIA SHIRE COUNCIL

SUMMARY OF QRA22 Dunbar - Kowanyama Road Betterment EXPENDITURE

CURRENT

Project Completed

Forecast Project Expenditure to RV Ratio

1/11/2024

80.0%

0.73



Submission 4 (CSC.0064.2122D.REC)					
Road Name	Construction Recommended Value	Expenditure	Complete (%)	Expected Expenditure Ratio	Notes
Dunbar - Kowanyama Road (Betterment)	\$ 5,692,392.28	\$ 3,337,008.72	80%	0.73	Road was partially constructed before wet season shutdown, remaining works are scheduled in the 2024 Construction year
TOTAL	\$ 5,692,392.28	\$ 3,337,008.72			

ORA Cash Flow Summary

Expenditure as at 31/11/2024

Submission lodged for aquital
Submission fully aquited



Event	Funding Stream	ORA Submission	CSC Submission	Recommended Value	Synergy Job Number	22/23 SYN	23/24 SYN	24/25 SYN	Total Expenditure	Payments FY23	Payments FY24	Payments FY25	Total Payments to Date	Outstanding Amount
2022	ORRF	CSC 0056.2122M REI	Karumba Foreshore	\$ 1,335,604	ORRF4	\$ -	\$ 1,271,862	\$ 3,097	\$ 1,274,959	\$ 329,681	\$ -	\$ 759,362	\$ 1,139,044	\$ 68,731
2022	ORRF	CSC 0057.2122M RFI	Inverleigh West Causeway	\$ 560,000	CR2302	\$ 104,950	\$ 635,299	\$ 88	\$ 740,337	\$ 142,500	\$ 285,000	\$ -	\$ 427,500	\$ 47,500
2022	ORRF	CSC 0058.2122M RFA	Mitchell River Investigation	\$ 300,000	CR2303	\$ 16,616	\$ 302,449	\$ 31,191	\$ 287,874	\$ 85,500	\$ 171,000	\$ -	\$ 256,500	\$ 16,980
2022	CRC	CSC 0065.2122D CRC	Burke & Willis Monument Access	\$ 364,268	CR2410	\$ -	\$ 311,341	\$ 6,064	\$ 317,405	\$ 109,280	\$ -	\$ 176,384	\$ 285,664	\$ 31,798
2022					FRMP2201, FRMP2202, FRMP2203									
2022	WPF	CSC 0067.2122D WPF	Flood Risk Management Program	\$ 171,785		\$ -	\$ 42,240		\$ 42,240	\$ 51,536	\$ -	\$ -	\$ 51,536	\$ 9,296
2022	REPA	CSC 0060.2122D REC	2022 Submission 1	\$ 15,463,772	FD6022	\$ 276,972	\$ 5,162,405	\$ 158,016	\$ 5,597,393	\$ 4,639,132	\$ -	\$ 944,316	\$ 5,583,448	\$ 508,700
2022	REPA	CSC 0061.2122D REC	2022 Submission 3	\$ 6,453,776	FD6122	\$ 474,858	\$ 14,011	\$ 951	\$ 487,918	\$ 1,935,983	\$ 998,879	\$ 390,537	\$ 3,325,307	\$ 21,647
2022	REPA	CSC 0063.2122D REC	2022 Submission 2	\$ 12,072,559	FD6322	\$ 838,287	\$ 6,292,957	\$ 146,146	\$ 7,277,389	\$ 3,623,268	\$ 1,928,991	\$ 1,979,910	\$ 7,532,169	\$ 846,614
2022	REPA	CSC 0064.2122D REC	2022 Submission 4	\$ 12,963,489	FD6422, CR2406	\$ 62,381	\$ 11,099,068	\$ -	\$ 11,161,449	\$ 2,963,160	\$ 7,854,204	\$ 373,123	\$ 11,190,487	\$ 28,038
2022	REPA	All ORA2 Submissions	2022 Project Management		FD2022	\$ 506,379	\$ 1,045,952		\$ 1,552,311				\$ 1,552,311	
2023	REPA	CSC 0069.2223G REC	2023 Submission 5	\$ 12,412,752	FD6293	\$ -	\$ 61,940	\$ 7,232	\$ 69,172	\$ -	\$ 3,715,105	\$ -	\$ 3,715,105	\$ 3,645,933
2023	REPA	CSC 0072.2223G REC	2023 Submission 1	\$ 15,713,023	FD7223	\$ -	\$ 59,853	\$ 1,729,987	\$ 1,789,841	\$ -	\$ 4,713,907	\$ -	\$ 4,713,907	\$ 2,924,066
2023	REPA	CSC 0073.2223G REC	2023 Submission 2	\$ 17,111,475	FD7323	\$ -	\$ 1,130,885	\$ 3,644,085	\$ 4,774,970	\$ -	\$ 5,133,443	\$ -	\$ 5,133,443	\$ 358,473
2023	REPA	CSC 0074.2223G REC	2023 Submission 3	\$ 22,396,589	FD7423	\$ -	\$ 961,436	\$ 6,684,433	\$ 7,645,869	\$ -	\$ 6,718,977	\$ -	\$ 6,718,977	\$ 926,892
2023	REPA	CSC 0075.2223G REC	2023 Submission 4	\$ 12,743,486	FD7523	\$ -	\$ 92,155	\$ 819,398	\$ 911,553	\$ -	\$ 3,823,046	\$ -	\$ 3,823,046	\$ 2,911,493
2023	REPA	CSC 0076.2223G REC	2023 Submission 6	\$ 7,997,031	CR2411	\$ -	\$ 24,044	\$ 2,989,793	\$ 3,013,837	\$ -	\$ 2,279,109	\$ -	\$ 2,279,109	\$ 734,728
2023	REPA	All ORA2 Submissions	2023 Project Management		FD2023	\$ -	\$ 237,592	\$ 774,858	\$ 774,858	\$ -	\$ -	\$ -	\$ 774,858	
2024	CDO	CSC 0080.2324P CDO	2024 CSC CDO	TBA on Aquital	CD0224	\$ -	\$ -	\$ -	\$ 240,979	\$ -	\$ -	\$ -	\$ -	\$ 240,979
2024	FW	CSC 0081.2324P REC	2024 CSC Emergency Works	TBA on Aquital	FD0124	\$ -	\$ 1,199,989	\$ 384,051	\$ 1,578,040	\$ -	\$ -	\$ -	\$ 1,578,040	\$ 1,578,040
2024	REPA	CSC 0078.2324P REC	2024 Submission 1 - Mitchell River Bridge	CR2407	\$ -	\$ -	\$ 643,913	\$ 9,179,268	\$ 9,823,181	\$ -	\$ 5,000,000	\$ 25,411,017	\$ 30,411,017	\$ 20,587,836
2024	REPA	CSC 0082.2324P REC	2024 Submission 2 - Eastern Roads	TBA	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,340,395	\$ 4,340,395	\$ 4,340,395
2024	REPA	CSC 0083.2324P REC	2024 Submission 3 - Western Roads	TBA	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2024	REPA	CSC 0085.2324P REC	2024 Submission 5 - Western Roads	TBA	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
														\$ 27,456,752

Approved Betterment Projects

Funding Source	Project Name	Total Project Value	Deadline
Queensland Betterment Funding	Dunbar - Kowanyama Road (Pavement and Sealing)	\$6,712,951	31/12/2024
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	
Flood Risk Management Program (FRMP)	WP3 Flood studies, risk assessments, management studies and intelligence systems	\$171,785	31/12/2024
Queensland Betterment Funding	Normanton - Burketown Road (Pavement and Sealing)	\$7,997,031	30/06/2025

Project has been completed

BUSINESS PAPERS

13.3 WATER AND WASTE MONTHLY REPORT

Attachments:	NIL
Author:	Joe Beddows - Technical Officer - Water and Waste
Date:	13 November 2024
Key Outcome:	A well governed, responsive Council, providing effective leadership and management, and respecting community values
Key Strategy:	Provision of safe and reliable infrastructure (roads, water and sewer, buildings and facilities, etc.)

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 October.

The following items of interest are presented in further detail within the report:

- Total treated water consumption (Normanton and Karumba) was 91.7ML for the month of October.
- Six (6) eOne pump replacements occurred for the month of October.

RECOMMENDATION:

That Council:

1. receive and note the Water and Waste Monthly Report for September 2024; and
2. that those matters not covered by resolution be noted.

Background:

Water Industry Update

The next NW-QWRAP meeting is scheduled for 14th of November 2024 in Burketown.

Operations

Normanton-Karumba Water Supply Scheme

October saw several key maintenance and repair activities across water treatment systems. A failure in the chlorine delivery line at the Karumba water tower led to urgent repairs; during this time, post-dosing was used to maintain free chlorine residuals within the reticulation network. Additionally, a split in the OSEC (chlorine generator) dosing system's delivery line necessitated parts sourcing, and the system has since returned to full operation. Permanent dosing of chlorine has now been installed post reservoirs, only dosing chlorine as water is pumped up to elevated tower. The addition of post dosing allows us to target a chlorine residual of 0.6mg/L pre-elevated storage and 1.2 mg/L post-elevated storage, reducing total chlorine consumption by approximately 25% for Karumba.

In October contractors were on site to service all Flygt Pumps at Normanton WTP, Karumba STP and Normanton Sewer Pump Stations. Detailed reports of all maintenance performed and condition of pumps will be provided to Council once complete. Additionally, services were also carried out on Normanton WTP and Karumba STP's blowers and air compressors.

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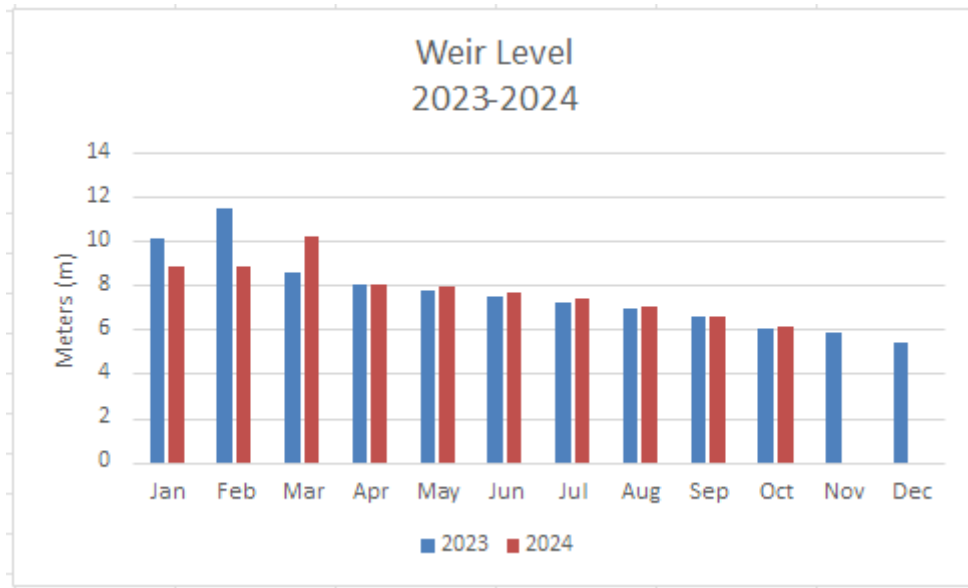


Figure 1 – Glenore Weir River Height at end of month

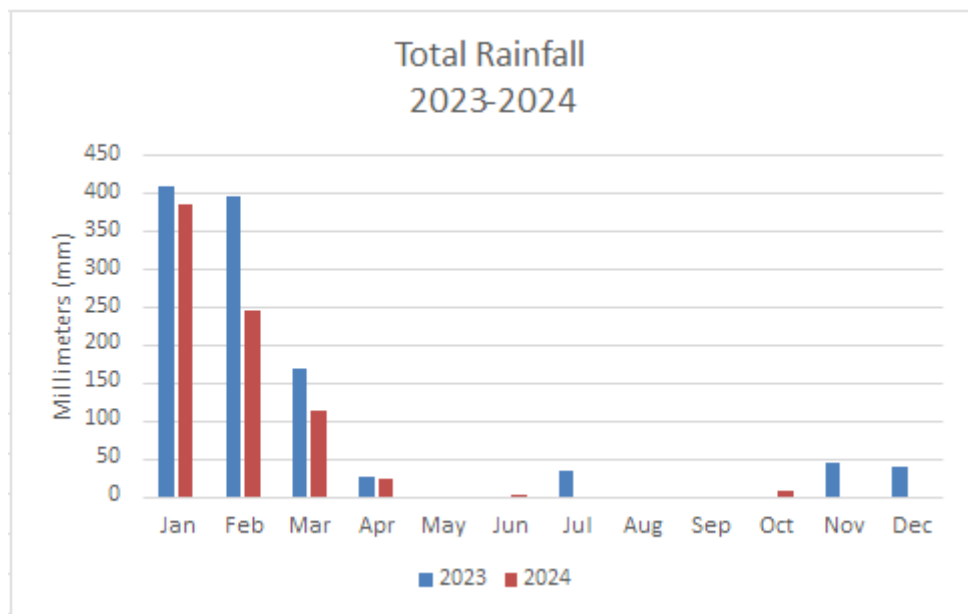


Figure 2 – Monthly Rainfall

For the month of October, approximately 95.1ML was pumped from Glenore Weir and 5.1ML from the Normanton bore for a total of 100.1ML of raw water.

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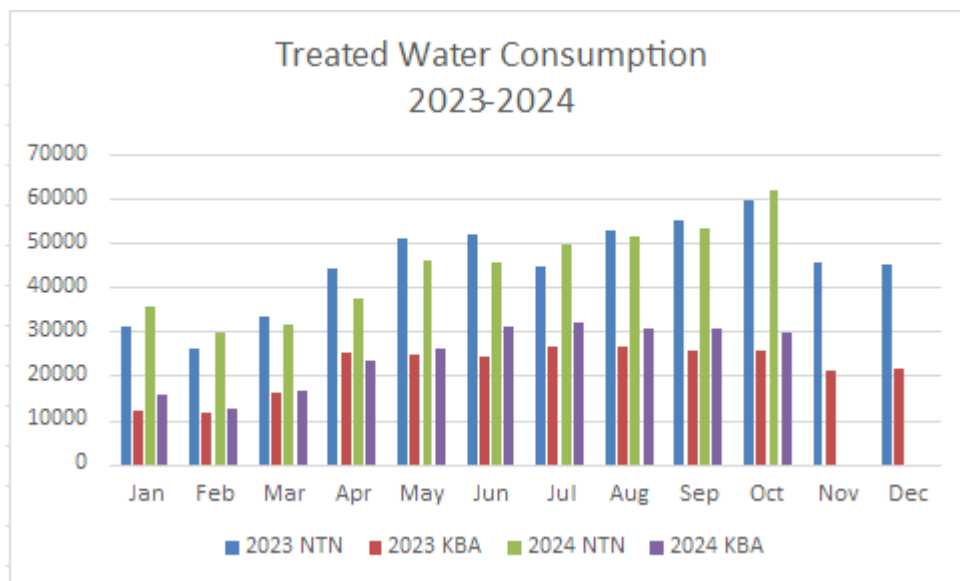


Figure 3 – Treated Water Consumption by Zone

Normanton Sewerage Scheme

The Normanton Sewage Treatment Plant (STP) lagoons are currently operating as expected, effectively treating wastewater in accordance with environmental and regulatory standards. Routine monitoring and maintenance have ensured optimal performance, with no significant issues detected in the lagoon system.

Karumba Sewerage Scheme

- During October, six (6) low pressure pumps were replaced. The jump in pump replacements compared to previous months is likely attributed to a number of planned and unplanned power outages during October.
- Scheduled recovery clean performed on Membrane Train 2 with TMP improving from -17kPa to -6kPa at 2.6L/s
- Karumba Sewage Treatment facility treated approximately 3.9ML of sewerage during October.

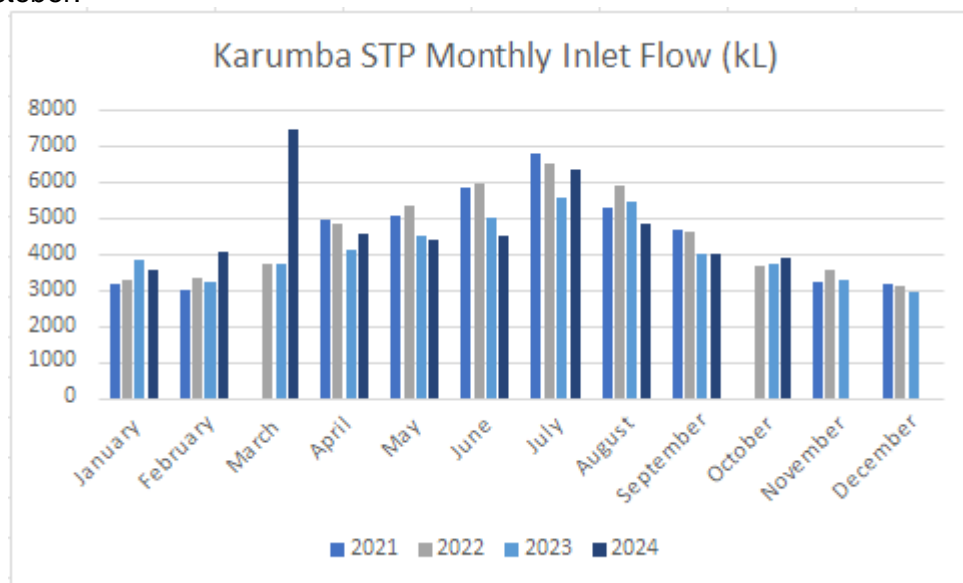


Figure 4 – Total Monthly inlet flow for Karumba STP

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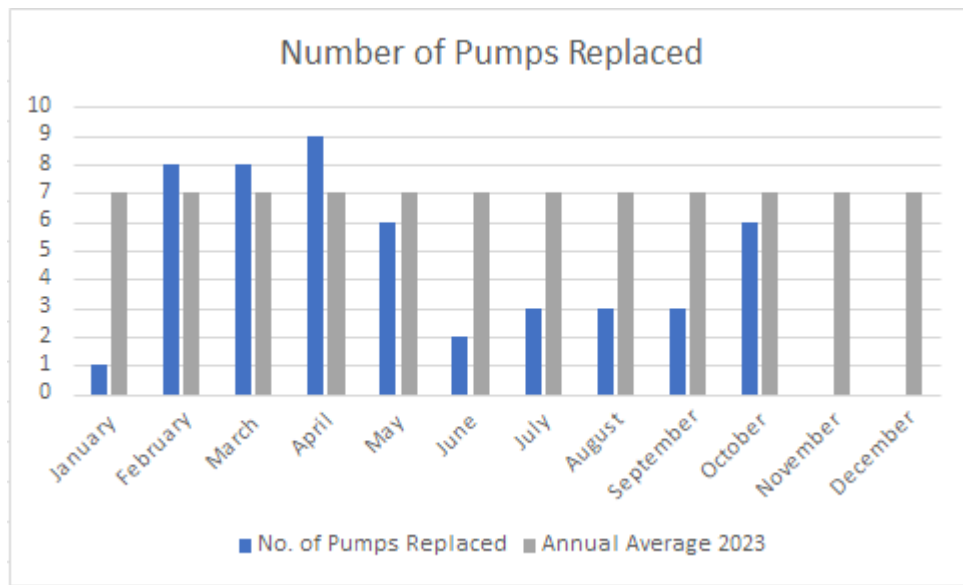


Figure 5 – Sewer Reticulation Pump Replacements

Waste Services

- Ongoing problems with theft of Wanless's equipment at both Normanton and Karumba Transfer Stations, necessitating improved security measures. Cameras are installed at both sites although the system is very slow and not easily accessible to review footage when suspected theft occurs.
- Increasing numbers of tyres at both landfill and transfer stations, requiring management to reduce fire risk. Currently there is no grant funding is available for transport of tyres to recycling facilities.

Compliance

The Department of Regional Development, Manufacturing, and Water (the regulator) has approved Carpentaria Shire Council's amended Drinking Water Quality Management Plan (DWQMP), version 3.4, effective as of October 2024, with specific conditions. This amendment aims to address public health risks associated with our water services, including backflow prevention, heavy metal testing, and pest contamination. Key requirements include establishing a register for backflow prevention devices, implementing weekly aluminum testing, six-monthly heavy metal testing, and radiological testing every five years, as well as enhancing pest protection at the Normanton Water Treatment Plant. The DWQMP will undergo a regular review every two years, with the next audit scheduled by September 2025. These measures ensure the safety, reliability, and regulatory compliance of our water supply systems.

Consultation (Internal/External):

- Michael Wanrooy - Director of Engineering
- Joe Beddows – Technical Officer (Water and Waste)
- Matthew Brennan – Project Engineer
- Trades and operational staff
- *qldwater*
- *Viridis Consultants*

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- *SCADA Engineering*
- *Wanless Pty Ltd*
- Department of Environment and Science

Legal Implications:

- The *Water Supply (Safety & Reliability) Act 2008* requires Council to prepare and publish the standard of supply to be expected and declare the respective service areas. It is essential Council documents and communicates the intended purposes of the respective Raw and Non-Potable supplies to protect public health.

Risk Management Implications:

- Complying with Council's policy, departmental legislative requirements in the intended uses of the Raw and Non-Potable supplies, mitigates potential compliance risks for Council.

Financial and Resource Implications:

- All operational expenditure are within the budget set for Water and Waste.

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13.4 RAW AND NON-POTABLE WATER POLICY

Attachments:	NIL
Author:	Natasha Glaskin - Manager Water and Sewerage
Date:	13 November 2024
Key Outcome:	A well governed, responsive Council, providing effective leadership and management, and respecting community values
Key Strategy:	Provision of safe and reliable infrastructure (roads, water and sewer, buildings and facilities, etc.)

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 management of Non-Potable and Raw Water supplies and ensure compliance with the relevant Acts governing water service provisions.

Carpentaria Shire Council's Engineering Department have developed the Raw and Non-Potable Water Policy (the Policy) and present for Council's consideration.

RECOMMENDATION:

That Council endorse the Raw and Non-Potable Water Policy to demonstrate its commitment to manage these water supplies provided 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 for supplies not covered under the *Drinking Water Quality Policy* further demonstrates Council's commitment to public health.

Council operates a raw water network primarily used for irrigation and stock watering, as well as a non-potable supply network for the Lilyvale Estate.

The Policy will apply to all activities associated with the supply of non-potable and raw 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 the services and associated infrastructure.

Whilst there is no specific requirement for Council to adopt the policy, the *Water Supply (Safety & Reliability) Act 2008* requires Council to prepare and publish the standard of supply to be expected and declare the respective service areas.

Implementation of a policy (in lieu of individual agreements) is the first step towards managing these supplies appropriately. The service areas will be included in Council's Drinking Water Quality Management Plan to clearly delineate them outside of the potable supply area.

Consultation (Internal/External):

- Consultation within Council and surrounding Shires has occurred, and information provided by *Cairns Regional Council* and *Tablelands Regional Council* was used to inform the proposed policies development.

Those consulted include:

- Director of Engineering, Michael Wanrooy
 - Director of Corporate Services, Julianne Meir
-

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- 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 *Water Supply (Safety & Reliability) Act 2008* requires Council to prepare and publish the standard of supply to be expected and declare the respective service areas. It is essential Council documents and communicates the intended purposes of the respective Raw and Non-Potable supplies to protect public health.

Financial and Resource Implications:

- Nil.

Risk Management Implications:

- Documenting Council's policy and intended uses of the Raw and Non-Potable supplies, mitigates potential compliance risks for Council.

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13.5 WORKSHOP REPORT

Attachments: NIL
Author: William Bollen - Workshop Foreman
Date: 13 November 2024

Key Outcome: 5.1 - Integrated and timely provision and management of sustainable infrastructure and assets

Key Strategy: 5.1.1 Develop a Strategic Infrastructure and Asset Management Plan to guide the provision, maintenance, decommissioning, replacement and enhancement of Council assets and infrastructure.

Executive Summary:

This report provides information and updates to Council on various maintenance and repairs that are facilitated within the Workshop.

RECOMMENDATION:

That Council:

1. receive the Workshop Report as presented; and
2. that those matters not covered by resolution be noted.

Background:

Service, Repairs and Maintenance

Completed Tasks:

Below is the works carried during the past month.

Please note majority of these services and repairs include travel time and some minor defects are not recorded below.

Current and Completed Tasks		Hrs/Klm
P1464 Hilux	40,000klm Service logbook	3992klm
P1955 Prado	180,00klm logbook service	183490klm
P1471 Hilux	10,000klm logbook service	10156klm
P9424 Hilux	10,000klm Logbook service	70252klm
P9419 Hilux	70,000klm Logbook service	70,252klm
P1477	20,000klm Logbook Service	-

Current and Completed Tasks (contd.)		
P5800 Bore Engine	Prep For installation	Nil
P2801 Hino Truck	Fuel up tank and dispensing fuel tank and teat with EDT	153114klm
P2520 Service Truck	Adjust brakes, replace steer tyres, adjust doors to seal, grease fully and check all fluid levels.	176482klm

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P3118 Grader	Replace alternator and fan belt. Check charge	3421hrs
P6907 Fuel Pod	Replace broken caps	-
P2703 RMPC	300,000klm Logbook Service	305723klm
P2534 Town Truck	160,000klm Logbook Service	160601klm
P3609 Backhoe	Replace Bucket Teeth	2881hrs
P1210 Cruiser	Logbook Service	-
P9424 Hilux	Replace steer tyres	26567klm
P9425 Hilux	100000klm Logbook Service	99033klm
P1181 Hilux	180,000klm Logbook Service and replace all 4 tyres	182000klm
P9419 Cruiser	45,000klm Logbook Service replace 2x steer tyres	45147klm

P1107 Hilux	50,000klm Logbook Service	50838klm
P1174 Hilux	160,000klm Logbook Service	18194klm
P1170 Hilux	Replace battery on camp site	128563klm
P2703 RMPC	Repair tipper hoses	307761klm
P9425 Hilux	Check and clear logged ECM codes	-
P1464 Hilux	30,000klm Logbook Service	32648klm
P2001 Garbage Truck	170,000klm Logbook service and replace all 4 drive tyres	171000klm
P2520 Service Truck	Replace all 4 drive tyres	179777klm
P9431 Cruiser	Complete Logbook Service	-
P2903 Isuzu	140,000klm Logbook service	140,993klm
P9426 Hilux	20,000klm Logbook Service	22925klm
P9412 Cruiser	40,000klm Logbook Service	42052klm
P9413 Hilux	10,000klm Logbook service	12320klm
P9434 Hilux	30,000klm Logbook Service	32371klm
P1464 Hilux	40,000klm Logbook Service	39792klm
P1979 Hilux	Retrieve vehicle from Koolatah using tilt tray	-
P1104 Hilux	Gearbox Repairs	57054klm

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P2405 Western Star	Replace Batteries	-
P3033 Massey	Replace Bucket control Cables	1055hrs
P3137 Backhoe	Replace steering ram seals, replace boom tilt ram seals	-
P6026 Pod	Replace leads	-
P3137 Backhoe	Replace hoses on boom	-
P1170 Hilux	Replace all 4 tyres	145632klm
P9426 Hilux	Logbook Service	30274klm
P2001 Truck	Replace left hand light	184378klm
P0394 Float	Replace 4x springs, replace 2x axles and replace front track rod bushings	N/A
P3717 Grader	Service, Blades adjust, adjust circle and clean radiator	7800hrs
P9433 Hilux	Logbook Service	80774klm
P3609 Backhoe	Diagnose and order seals for extender ram	-
P9426 Hilux	20,000klm Logbook Service	20236klm
P9428 Hilux	Repair Headlight	33113klm
P9431 Cruiser	20,000klm Logbook Service	24053klm
P1453 Hilux	20,000klm Logbook Service, replace steer tyres	20323klm
P9450 Cruiser	105,000klm Logbook Service	107997klm
P1907 Hilux	Logbook Service an UHF repairs	160406klm
P9416 Cruiser	Logbook Service	62614klm
P3118 Grader	Clean Radiator, Condensor and intercooler for aircon operation	3901hrs
P9414 Cruiser	Logbook Service	47543klm

P9412 Hilux	Replace all 4x tyres	51918klm
P9541 Cruiser	Logbook Service	96490klm
P4416 Kubota	Logbook Service	47hrs
P4512 Kubota	Logbook Service	1933hrs
P4511 Kubota	Logbook Service	1483hrs

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P1169 Hilux	Replace front diff internal components and replace right drive shaft	N/A
P2403 Star	Replace front Leaf Springs and stops	N/A
P1588 Colorado	Reset cluster reminders	-
P2902 Truck	Remove broken studs from flywheel housing	-
P2903 Truck	Diagnose Tommy Gate failure	-
P1477 Hilux	Replace the Steering Rack Assembly	-

Plant currently on the waiting list for repairs for either parts or diagnosing:

Plant not currently being used:

- P3531 Case Tractor – Freight to Brown and Hurley for internal Brake repairs.
- P4500 Forklift – Freight to Cairns for possible axle correction repairs.
- P4502 Vermeer – Machine in Cairns for Vac/sensor repairs.
- Poison Pods x2 in Cairns for repairs to pressure system.
- Seca Pressure unit – in cairns for diagnosing and replacement prices.
- P3537 Backhoe – Seals currently being installed.
- P3609 Backhoe – Seals currently being installed.
- P2902 Truck – Transmission bellhousing ordered

Consultation (Internal/External):

- Michael Wanrooy – Director of Engineering
- Michael Sceresini – Works Coordinator

Legal Implications:

- Transport Regulations
- Workplace Safety Regulations

Financial and Resource Implications:

- Operating within Council's plant maintenance budget

Risk Management Implications:

- Operator and driver safety.

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13.6 BUILDING AND PLANNING REPORT

Attachments: NIL
Author: Elizabeth Browning - Engineering Records Operator
Date: 11 November 2024

Key Outcome: 4.1 - Sustainable urban and rural development
Key Strategy: 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 October 2024.

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/2425	Ergon Energy Corporation Ltd	1 Bell Street Normanton QLD 4890 (Lot 28 SP136520)	MCU Community Infrastructure – new sheds 2410-42812 SRA	Awaiting referral agency response from SARA

Planning Applications Approved

DA No.	Applicant	Address	Application Type	Status
I/2420	Just Lord's Pty Ltd c/- Reel Planning Pty Ltd	3 Wurrup Street Normanton QLD 4890 (Lot 2 RP906669)	MCU Showroom, Tourism – Minor, and Motel	Approved with conditions

Building Applications Received by Building Certifier

DA No.	Applicant	Address	Application Type	Value
I/2427	Gulf Christian College Ltd	24-30 Brown Street Normanton QLD 4890 (Lot 85 SP311935)	New Construction of Special Structure	tba

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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 (Lot 26 N14849)	Dual occupancy	tba
I/2304	tba	Karumba Point Caravan Park, Karumba QLD 4891 (Lot 11 SP258858)	Purchase State Land (boundary realignment – Lot 11 SP258858)	tba

Non-Conformance

DA No.	Applicant	Address	Application Type	Status
N/A				

A letter was received regarding Building and Development in Karumba. Council staff are currently investigating the status of building and development approvals and will take any necessary actions/ rectification steps as the investigation progresses.

Consultation (internal/external)

- Jennifer Roughan – Consultant Town Planner
- Keanu Johnston – Principal Planner
- Peter Watton – Building Certifier
- Rob - Hutchinsons Builders

Legal implications

- Shire of Carpentaria Planning Scheme May 2008
- Draft Carpentaria Planning Scheme
- Minister's Guidance and Rules 2023
- Planning Act 2016
- Planning Regulation 2017
- Planning and Environment Court Act 2016
- Planning and Environment Court Rules 2018
- Regional Planning Interests Act 2014
- Queensland Development Code

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- National Construction Code 2022
- Building Regulation 2021
- Plumbing and Drainage Act 2018
- Plumbing and Drainage Regulation 2019

Policy Implications

- Procurement Policy

Financial and Resource Implications

- Town Planners availability and terms of Purchase Orders
- Building Certifiers supply of documentation
- 2024-2025 Commercial and Regulatory Fees and Charges

Risk Management Implications

- Planning, Building, Plumbing and Drainage monitoring continues.
- Low – risks are within normal operational parameters while monitoring continues.

BUSINESS PAPERS

14 GENERAL BUSINESS

15 CLOSURE OF MEETING