

Kowanyama Aboriginal Shire Council

Council Meeting Agenda

Tuesday, 22 July 2025, 10:00 AM – 3:00pm

Kowanyama Chambers and Cairns Boardroom



1. Welcome
2. Apologies / Conflict of Interest
3. a. Minutes from the Previous Meeting (June OM 2025)
b. Action Items
4. Reports
 - 4.1. Councillor Portfolio Updates – VERBAL UPDATE**
 - 4.2. Chief Executive Officer**
 - 4.2.1. Information Report – Monthly Update
 - 4.3. Executive Manager Corporate and Financial Services**
 - 4.3.1. Information Report: Monthly Update
 - a. Governance
 - b. Human Resources
 - 4.3.2. Agenda Reports
 - 4.4. Executive Manager Roads, Infrastructure and Essential Services**
 - 4.4.1. Information Report: Monthly Update
 - 4.4.2. Agenda Reports
 - 4.5. Executive Manager Community Services**
 - 4.5.1. Information Report: Monthly Update
 - 4.5.2. Agenda Reports
5. Other Business
6. Closed Business
 - a. Employment matter



Kowanyama Aboriginal Shire Council

June Council Meeting Minutes

24 June 2025, 10:02AM – 12:31PM

Kowanyama Chambers and Cairns Boardroom

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Present

Kowanyama Chambers

Cr. Richard Stafford
Dan Dixon – Executive Manager Roads, Infrastructure and Essential Services

Cairns Boardroom

Cr. Territa Dick (Mayor)
Cr. Coralie Lawrence
Cr. Teddy Bernard (Deputy Mayor)
Cr. Charmaine Lawrence
Kevin Bell – Chief Executive Officer
Joe Cristaldi – Executive Manager Corporate and Financial Services
Danae Maltby – Governance Officer

1. Opening/Welcome

Meeting commenced at 10:02AM.

Mayor Territa Dick welcomed the Councillors and Executive Team to the June Council Meeting, paid respects to Traditional Owners and Elders (past and present).

Cr Coralie Lawrence performed a welcoming prayer.

2. Conflicts of Interest

Councillors advise that there is no Conflict of Interest to be declared.

Apologies

NIL

3. Previous Minutes / Action Items

a. Previous Minutes

RESOLUTION: Minutes (May Ordinary Council Meeting)

Minutes from the Ordinary Council Meeting 24 April 2025 to be adopted as true and accurate.

Moved: Cr. Coralie Lawrence

Seconded: Cr. Teddy Bernard

CARRIED

b. Action Items

Action Items register was noted and tabled.

Action item: EMRIES to enquire further specifics for Council removing vehicles in yards and public areas and community members accessing parts through sales (liability issues).

4. Reports

4.1. Mayor, Deputy, and Councillor Updates

Mayor provided verbal summary of activities for May 2025:

- Cr. Charmaine Lawrence supporting Kowanyama State School with training and selection of Kowanyama team and upcoming sporting events for remainder of year.

Councillors raising concerns regarding the current road construction works being undertaken in community and impacts on community members accessing houses and additionally access issues for any emergency services.

EMRIES will be working with project manager and construction team to ensure appropriate traffic measures are in place throughout the project. Council will provide traffic communications to community members through social media and public notices boards regarding access and safety.

4.2. Chief Executive Officer

4.2.1. Information Report

Kevin Bell (Chief Executive Officer) presented the CEO report to Council. Information report was noted by Council.

Action item: CEO to meet with RISE to ensure recruitment process provides post recruitment feedback to candidates.

Cr. Teddy Bernard left the meeting at 10:31am. Cr. Teddy Bernard returned to the meeting at 10:33am.

4.2.2. Agenda reports

a. Council of Elders Committee

Resolution: That Council endorse the establishment of Kowanyama Council of Elders Advisory Committee in accordance with section 264 of the *Local Government Regulations Qld 2012*.

Moved: Cr. Coralie Lawrence

Seconded: Cr. Charmaine Lawrence

CARRIED

b. Special Holidays 2026

Resolution: Pursuant to Section 4 of the Holidays Act 1983, Council approve the 2026 Special Holidays as presented.

Note: That the council confirms Resolution #3 passed at the 24 June 2025 meeting, noting that the mover and seconder were not recorded.

Cr. Coralie Lawrence left the meeting at 10:4am. Cr. Coralie Lawrence returned to the meeting at 10:43am

Meeting break from 11:00am – 11:13am

Cr. Teddy Bernard declared a perceived Conflict of Interest with agenda report 4.2.2.c. Sponsorship due to personal affiliations with the family in receipt of this sponsorship funding. Cr. Teddy Bernard left the meeting at 11:13am.

c. Sponsorship

Resolution: In accordance with Section 110 of the QLD Local Government Act 2009, Council resolve to approve Sponsorship to Carl Douglas Jnr and his Family, for the value of \$5,000.00 to attend the 2025 IMBA World Finals in Utah in September 2025.

Moved: Cr. Charmaine Lawrence

Seconded: Cr. Coralie Lawrence

CARRIED
3 x in favour
1 x not in favour

Cr. Teddy Berard returned to the meeting at 11:17am.

4.3. Executive Manager Corporate and Financial Services

4.3.1. Information Report

a. Governance Information Report

Danae Maltby (Governance Officer) presented the Governance report to Council. Information report was noted by Council.

b. Finance Information Report

Joe Cristaldi (Executive Manager Corporate and Financial Services) presented the Finance report to Council. Information report was noted by Council.

c. HR Information Report

Joe Cristaldi (Executive Manager Corporate and Financial Services) presented the Finance report to Council. Information report was noted by Council.

4.3.2. Agenda reports

a. Annual Operational Plan 2025–26

Resolution: The Council resolves, pursuant to section 174 of the Local Government Regulation 2012, to endorse the Annual Operational Plan for the 2025/26 financial year.

Moved: Cr. Charmaine Lawrence

Seconded: Cr. Teddy Bernard

CARRIED

Cr. Territa Dick left the meeting at 11:40am. Cr. Territa Dick returned to the meeting at 11:44am.

b. Statement of Estimated Financial Position

Resolution: That Council note the Statement of Estimated Financial Position in accordance with section 205 of the Local Government Regulation 2012.

Moved: Cr. Teddy Bernard

Seconded: Cr. Coralie Lawrence

CARRIED

Cr. Teddy Bernard left the meeting at 11:50am. Cr. Teddy Bernard returned to the meeting at 11:54am.

c. Annual Budget 2025/26

Resolution: Council resolved to adopt the Budget for the 2025/26 financial year, pursuant to section 107A of the Local Government Act 2009 and sections 169 and 170 of the Local Government Regulation 2012, incorporating:

- i. The statement of income and expenditure;
- ii. The statement of financial position;
- iii. The statement of cash flow;
- iv. The statement of changes in equity;
- v. The long-term financial forecast;
- vi. The revenue statement;
- vii. The revenue policy;
- viii. The relevant measures of financial sustainability; and
- ix. The total value of the change, expressed as a percentage, in the rates and utility charges levied for the financial year compared with the rates and utility charges levied in the previous budget

Moved: Cr. Territa Dick

Seconded: Cr. Charmaine Lawrence

CARRIED

d. Debt Policy

Resolution: That Council resolves to adopt the Debt Policy for 2025/26.

Moved: Cr. Teddy Bernard

Seconded: Cr. Charmaine Lawrence

CARRIED

e. Procurement Policy

Resolution: That Council resolves to adopt the proposed amendments to the Procurement Policy for 2025/26.

Moved: Cr. Teddy Bernard

Seconded: Cr. Coralie Lawrence

CARRIED

Cr. Territa Dick left the meeting at 11:58am.

f. Fees and Charges & Commercial Charges Schedule

Resolution: That Council resolves to

1. Adopts the 2025/26 Fees and Charges & Commercial Charges Schedule, effective from 1 July 2025 in accordance with section 97(1) of the Local Government Act 2009. Allowing any changes to fees and charges to be reflected in all supportive documentation, plans and customer communications.
2. Delegates authority to the Chief Executive Officer to set or vary any fee or charge & commercial charge, other than those that are cost-recovery fees, in accordance with section 257(1)(b) of the Local Government Act 2009.

Moved: Cr. Charmaine Lawrence

Seconded: Cr. Teddy Bernard

CARRIED

g. Utility Charges

Resolution: That pursuant to section 94 of the Local Government Act 2009 and section 99 of the Local Government Regulation 2012, Council resolves to:

a. Utility charges (in Lieu of Rent)

To make and levy Utility Charge in Lieu of rent for all residential properties that are not charged a rental payment from Council or the Department of Housing and Public Works as identified in "Fees and Charges Schedule 2025/26" and "Commercial Charges Schedule 2025/26"

b. Sewerage Utility Charge

To make and levy sewerage utility charge for supply of sewerage services and shall be levied on a per petrosal basis as identified in "Fees and Charges Schedule 2025/26" and "Commercial Charges Schedule 2025/26".

c. Garbage utility

To make and levy garbage utility charges for the supply of garbage collection services and shall be levied as identified in "Fees and Charges Schedule 2025/26" and "Commercial Charges Schedule 2025/26" and set out in "KASC Budget Book – 1 July 2025 to 30 June 2026".

d. Water Utility Charge

To make and levy utility charges for supplying water to premises within the listed areas on a two-tier tariff system comprising of:

- i. Service Supply Charge – to cover Council's fixed costs in supplying water to the township of Kowanyama;
- i. Water Usage Charge – for each kilolitre of water consumed, to cover Council's variable costs of operating, maintaining, and managing the water supply system; and

The water utility charges shall be levied as identified in "Fees and Charges Schedule 2025/26" and "Commercial Charges Schedule 2025/26".

Moved: Cr. Teddy Bernard

Seconded: Cr. Coralie Lawrence

CARRIED

h. Interest on charges

Resolution: Council resolves that, in accordance with Section 133 of the Local Government Regulation 2012, compound interest will be charged on at the prescribed rate of 8.00% per annum and will be applied on all overdue charges for 2025/26 financial year.

Moved: Cr. Teddy Bernard

Seconded: Cr. Charmaine Lawrence

CARRIED

Cr. Charmaine Lawrence left the meeting at 12:08am. Cr. Charmaine Lawrence returned to the meeting at 12:12pm.

Cr. Territa Dick returned to the meeting at 12:10am.

4.4. Executive Manager Roads, Infrastructure and Essential Services

4.4.1. Information Report

Dan Dixon, (EMRIES) presented EMRIES Information report to Council. Information report was noted by Council.

4.5. Executive Manager Community Services and Cultural Heritage

4.5.1. Information Report

Kevin Bell, (CEO) presented EMCSCH Information report to Council. Information report was noted by Council.

4.5.2. Agenda reports

a. KASC Local Area Biosecurity Plan

Resolution: That Council endorses the Kowanyama Local Area Biosecurity Plan 2025 – 2029.

Moved: Cr. Charmaine Lawrence

Seconded: Cr. Teddy Bernard

CARRIED

5. Other Business

NIL

6. Closed Business

NIL

Meeting closed: 12:27pm

Unconfirmed



KASC ACTION ITEMS REGISTER

Meeting Type	Day / Origin	Month	Year	Subject	Action Item	Lead Officer	Current Progress	Current Status	Target Date for Completion
Council Meeting	22	February	2023	Planning Scheme	AMG to ensure new Planning Scheme consider new cemetery area	EMCFS	June 2025: Funds have been secured through the Scheme Fund and Council has requested a quote and a scope of works to implement the planning scheme.	In progress	
Council Meeting	30	May	2024	Vehicles	1) EMRIES to draft letter to residents re: vehicles on roads or in yards. 2) EMRIES to enquire further specifics for Council removing vehicles in yards and public areas and community members accessing parts through sales (liability issues).	EMRIES	June 2025: Public and open space vehicles will be actioned with removal stickers in July to coincide with street sweeping and sealed roads projects	In progress	
Council Meeting	27	Aug	2024	Community Safety Plan	Council supports the review of the Community Safety Plan in 2024/25 and gives direction to the Chief Executive Officer to progress.	CEO	Mar 2024: External consultant CSP session scheduled with Councillors 18 March 2025. Session did not happen, required to be rescheduled. June 2025: Currently in progress. Councillor and Community Consultant sessions have commenced. 2nd Community Consultation scheduled for 23 June 2025.	In progress	
Council Meeting	25	February	2025	RISE Meeting	Chief Executive Officer to contact RISE to ascertain details around fees to support small business establishment	CEO		Open	
Council Meeting	25	March	2025	Animal Management	Distribute Information and notices about animal management to Community (Local Laws / Vets)	EMCSCH		Open	
Council Meeting	27	May	2025	Local Housing Plan	CEO to organise a July Governance Meeting to commence implementation plan for Local Housing	CEO		Open	
Council Meeting	27	May	2025	Community Suppliers	Councillors request Governance Team to facilitate Community Supplier Information Session in Kowanyama post Council Approved Contract List tender going live	EMCFS	June 2025: Council Supplier Info session will be in Aug/Sep in Community. EOI will be advertised in July 2025. Council will provide updated social media posts to inform Community of requirements / event details.	Open	
Council Meeting	24	June	2025	RISE – Recruitment	CEO to meet with RISE to ensure recruitment process provides post recruitment feedback to candidates.	CEO		Open	

4.1.1 – CEO Report

Title:	CEO Update
Author:	Chief Executive Officer
Meeting Date:	22 July 2025

Executive Summary

To provide Council with an update of activities undertaken by the Chief Executive Officer.

Key points

- Executive Leadership Team Meetings
- IKC Launch (Kowanyama Studio) Minister Minikin
- Meetings with the Department Heads for Governor General Visit
 - Payroll and HR system (workshops held with all KASC departments over the course of the month)
- Vehicle Tracking System (EMT reviewing options)
- NAIDOC Committee formed and meetings held regarding the 2 planned events, (Community family fun day, Naidoc Ball, FFD on 10th of September and the ball on the 13th of September)
- Community Safety Meeting
- Meeting State Library (future funding arrangements)
- Noth West Queensland ROC Meeting Georgetown (regional prosperity, Challenges and opportunities)
- Melbourne University Visit (Kowie Card project review)
- Department of Local Government Council Service Visit and Elected Member Training (Wednesday 16th of June)
- Newsletter edition 3 released
- Meeting Department of Tourism Innovation and Sport (Deadly Active Program funding extension)
- Meeting Ut Ulkar (Native Title holders over Orioners Homestead)

Funding Announced

- Nil

1. Funding requested

- DRFA Kowanyama Hub Project

4.3.1.a – Governance Update

Title:	Governance Monthly Update
Author:	Executive Manager Corporate and Financial Services
Meeting Date:	22 July 2025

Key Items

Annual Operational Plan 2024–2025

Quarter 4 updates have been completed and attached to this report.

Cultural Vault – **No change since June OM**

Legal costs have now been agreed with AEA and a purchase order issued to AEA's lawyers to commence engagement on the ILUA draft already provided by Council. Awaiting update from AEA re draft ILUA supplied.

Subdivision and Housing Design – **No change since June OM**

Roads have reopened following seasonal closure, allowing electrical contractor access to the community to finalise electrification of the 19 lots. Some defects still need to be resolved by Gulf Civil, which are progressing (sewer infrastructure levels/ bitumen). In anticipation of practical completion of the subdivision by mid-year, Council is now out to tender for housing design (closed 12 June). This will allow Council to select 19 houses from approved designs and go to tender in Q1 2025/26 to construct based upon engineered designs. The design tender allows for community consultation on design.

AEA MOU – **No change since June OM**

MOU has been duly executed as between Council and AEA. Negotiations now progressing. Following Council's session at the May OM, management has written to AEA with respect to Council's position across all 6 projects and awaiting response.

Audit and Risk

Minutes and Risk Report from the 18 June 2025 ARC Meeting are attached to this report.

Attachments: Annual Operational Plan – updates

ANNUAL OPERATIONAL PLAN PROGRESS REPORT – Q4 FY 2024- 2025 (1 April 2025 to 30 June 2025)

Office of the CEO								
CEO Office				Q1 % Complete	Q2 % Complete	Q3 % Complete	Q4 % Complete	Progress comments
Project	Section	Objective	Performance Measures					
Corporate Plan	CEO Office Governance	Council has reviewed and refreshed the 2024 – 2029 Corporate Plan by 31 December 2024	Councillor update session	100%	50%	100%	100%	completed
			Councillor Community Consultation	0%	50%	100%	100%	completed
			Adopted refreshed Corporate Plan	25%	50%	100%	100%	Completed
Carbon Abatement Project	CEO Office	Council Continues Abatement	Council maintains compliance obligations with clean energy regulations	100%	100%	100%	100%	compliance maintained and 20,7932 ACCUs submitted
			Budget compliance	25%	100%	100%	100%	No expenditure outside of budget
Cattle Company	CEO Office	Council continues to destock and sell its cattle across both PICs	Council maintains compliance obligations with LPA	100%	100%	100%	100%	Council endorsed engagement of subcontractor extension 2025 season
			Budget compliance	25%	100%	100%	100%	Budget compliane maintained, revenue not as strong as forecast
			Explore mutually beneficial partnerships	25%	50%	60%	60%	AEA negotiations ongoing, AEA presented MOU to KASC and now signed both both parties
Long-term Strategic Infrastructure Projects	CEO Office	Council has a capital prioritisation strategy and program for new assets that are funded by grants opportunities	Develop Strategy	25%	50%	75%	80%	workshops done with Mayor and Councillors
			Develop a List of Assets	50%	50%	60%	60%	recruitment of asset/building manager complete to bring together
			Reference Asset Management Plans	25%	50%	60%	60%	Ongoing work needed
			Apply Strategy	25%	50%	50%	50%	Ongoing work needed
Oriners & Sefton Advisory Committee	CEO Office	Council has an active and productive committee that provides guidance for operations at Oriners and Sefton Stations	Hold meetings in accordance with the Terms of Reference	Review	100%	100%	100%	KASC has written to the new PBCs to facilitate meetiing, Continue to receive advise from Yam Corp Completed
			Undertake annual review of Terms of Reference (and membership)	Review	100%	100%	100%	
			Native Title	Completed		100%		Native Title determined during period on O&S Station and Committee disbanded by resolution of Council.
					100%		100%	
Trustee Advisory Committee	CEO Office	Council has an active and productive committee that provides guidance for Trustee management of the Kowanyama DOGIT	Hold meetings in accordance with the Terms of Reference	25%	50%	50%	50%	no meetings this quarter
			Undertake annual review of Terms of Reference (and membership)	25%	50%	100%	100%	Trustee Advisory committee has not required convening in 2024/25 FY
Council of Elders Advisory Committee	CEO Office	Council has an active and productive committee that provides guidance for community priority issues	Hold meetings in accordance with the Terms of Reference	25%		75%		Community safety group met this quarter, Additionally so did the stakeholders groups
			Undertake annual review of Terms of Reference (and membership)	25%	50%	75%	100%	
Grants Management Framework	CEO Office	Council has a framework in place to define when Council applies for grants, how that is communicated, how it will be managed, and Council's performance for all grants.	Develop framework	25%	25%	50%	50%	Ongoing more work required in this space
			Implement framework	25%	25%	25%	25%	As above

ANNUAL OPERATIONAL PLAN PROGRESS REPORT – Q4 FY 2024– 2025 (1 April 2025 to 30 June 2025)

Corporate Services & Finance								
Corporate Services & Finance				Q1 % Complete	Q2 % Complete	Q3 % Complete	Q4 % Complete	Progress comments
Project	Section	Objective	Performance Measures					
Asset Management Plans	Finance EMRIES	Complete Council Wide Asset Management Plan	Initial Organisational Wide Asset Management Plan based on Asset Register	0%	0%	5%	5%	Review of organisational wide asset management plan commenced
			Water Sub-Plan	0%	0%	0%	0%	
			Sewerage Sub-Plan	0%	0%	0%	0%	
			Urban Roads Sub-Plan	0%	0%	0%	0%	
			Buildings Sub-Plan	0%	0%	0%	0%	
Asset Condition Assessments	Finance EMRIES	Council performs a condition assessment of three asset classes and revaluation.	Identify asset classes to be revalued and the frequency	20%	100%	100%	100%	Revaluation of Roads asset class completed by JLL (valuer) as at 30 June 2024. JLL completed onsite assessments of Corporate Buildings, Residential Housing, Water & Sewerage and Other Infrastructure Asset Classes in March 2025. Final valuation being reviewed by QAO
			Select a valuer	20%	20%	100%	100%	
			Plan and conduct full revaluation of asset classes requiring full revaluation prior to 30 June 2025	0%	0%	80%	100%	
Finance System	Finance	Identify alternate Finance System to align with Council requirements	Define system requirements to meet Council needs	0%	0%	0%	0%	
			Investigate software/system options available	0%	0%	0%	0%	
			Select system	0%	0%	0%	0%	
			Develop an implementation plan	0%	0%	0%	0%	
			Implement System and “Go Live	0%	0%	0%	0%	
Electronic Payroll and HR System	Human Resources	Identify and implement a new payroll and HR system to align with Council requirements, enhancing efficiency, accuracy, compliance, data management, and employee experience throughout the employee lifecycle.	Investigate and Select System	90%	100%	100%	100%	
			Develop and finalise an implementation plan including user training program	20%	25%	50%	30%	
			Implement System within agreed timeframe	0%	0%	0%	40%	
			Go Live	0%	0%	0%	0%	
Employee Retention Strategy	Human Resources	Develop strategy to reduce employee turnover, prevent attrition, increase retention and employee engagement	Review of Council’s recruitment and induction processes	0%	0%	0%	20%	
			Develop and implement Employee Award Program	0%	0%	0%	0%	
			Review of Staff Housing entitlements	0%	0%	0%	0%	
Education (15-18 years)	Human Resources	School based Apprenticeship & Traineeship Program	Develop Apprenticeship Traineeship program for 15 – 18-year-old students	0%	0%	0%	0%	
			Develop post-school support for student who do not complete program while at school.	0%	0%	0%	0%	
WH&S	Human Resources	Workplace Health & Safety Framework	Develop and implement a Workplace Health & Safety framework	5%	25%	50%	75%	New Appointment of WH&S Officer – commenced in September 2024.
			Monitor and review framework (6-12 month ongoing cycle)	0%	25%	25%	25%	
Community WIFI	Information, Communications & Technology	Implementation of Community WiFi	Research and identify suitable grants for community WiFi projects.	100%	100%	100%	100%	Postponed due to inadequate design and project management from contractor and poor weather. Re-scheduled until Q4
			Identify Strategic WiFi locations around community	0%	50%	100%	100%	
			Implement Community WiFi	0%	0%	0%	50%	
			Utilise as possible extra network carrier for Council	N/A	N/A	N/A	N/A	
			Measure community satisfaction and utilisation of the Community WiFi service.	0%	0%	0%	0%	
Indigenous Knowledge Centre	Information, Communications & Technology	To investigate the feasibility of establishing an Indigenous Knowledge Centre coordinator and associated facility in conjunction with the state library and 12 other indigenous shire councils.	Complete feasibility report.	50%	70%	100%	100%	Grant through state Library – estimated \$60k building renovation *\$240k Content and digital platform. Project being run by John Brisbin
Website Review	Information, Communications & Technology	All information on the website is accurate and current	Review of Current Information	50%	50%	90%	100%	
			Gap report produced	50%	50%	50%	100%	
			Website review to focus on community involvement/participation.	50%	50%	50%	100%	

ANNUAL OPERATIONAL PLAN PROGRESS REPORT – Q4 FY 2024– 2025 (1 April 2025 to 30 June 2025)

CCTV (Community Safety Plan)	Information, Communications & Technology	Implement and maintain an expanded CCTV platform, in line with Community Safety Plan and Current CCTV Policy	Carryout audit and provide recommendations	70%	70%	100%	100%	Audit and recommendations provided by SES Security. Recommendation to implement enterprise grade system as the current system is not fit for purpose for a local council.
			Implement CCTV in accordance with Safety Plan	0%	0%	0%	0%	
			Review to ensure compliance obligations are met	0%	0%	0%	0%	
Records Management Disposal Strategy	Information, Communications & Technology	Council has a working disposal program implemented for records	Investigate strategies or outsourcing	50%	50%	50%	50%	This is part of the below restructure of sharepoint and eDRMS system
			Develop plan	25%	25%	25%	50%	
			Implement	0%	0%	0%	0%	
ICT Policy review	Information, Communications & Technology	All ICT policies are current	Review of ICT Policies to identify gaps	75%	75%	75%	100%	
			Review of current policies	75%	75%	75%	100%	
			Implement all policies	50%	50%	50%	100%	
			Digitise documents	50%	50%	100%	100%	
Cybersecurity and Fraud Training	Information, Communications & Technology	Conduct cybersecurity training for staff	Decrease likelihood of reported security incidents by providing a combination of online learning materials and group training exercises.	10%	10%	10%	10%	IT Systems being implemented to carryout these assessmnets. This will be carried out as part of the Cyber Security Uplift and Cyber Security Awareness Training that will be conducted in next FY
			Conduct follow-up assessments to measure knowledge retention and awareness improvement.	0%	0%	0%	0%	
			Increase in the adoption of secure practices by staff members.	0%	0%	0%	0%	
			Improve incident response time and minimize the impact of security breaches	0%	0%	0%	0%	
SharePoint Redevelopment Project	Information, Communications & Technology	Restructure SharePoint and implement operational structure	Develop a new information architecture for SharePoint including a Roadmap	50%	50%	50%	80%	AvePoint eDRMS has been selected as the product best fit for purpose. Exec have approved. Project Put on hold unitl next FY
			Migration of all existing data and documents to the new structure.	80%	80%	80%	80%	
			Document and communicate the naming conventions for SharePoint sites, libraries, and files.	10%	10%	10%	10%	
			Train and educate staff on the new SharePoint structure and features.	10%	10%	10%	10%	
Network Hardware Replacement Refresh	Information, Communications & Technology	Replace outdated network switches	Identify and prioritize outdated network equipment for replacement.	95%	100%	100%	100%	Completed
			Develop plan	100%	100%	100%	100%	
			Implement	95%	100%	100%	100%	
			Undertake maintenance of the network hardware enclosures and battery backup systems	50%	100%	100%	100%	
Transition from Hybrid Active Directory to Modern 365 Cloud	Information, Communications & Technology	Transition to Microsoft 365 and Azure Entra ID cloud	Plan and execute the migration of onsite Active Directory, email and collaboration services to Microsoft 365.	50%	100%	100%	100%	This will be carried out as part of the Cyber Security Uplift that has a grant funded submission. Expected Q4
			Implement Azure Active Directory Entra ID for centralized user management.	50%	100%	100%	100%	
			Implement Mobile Device Management	0%	0%	0%	25%	
			Train and support staff where required	0%	100%	100%	100%	
New Planning Scheme	Governance	Council has a current planning scheme by 30 June 2024	Complete associated studies for the planning scheme	0%	0%	0%	25%	KASC received funding through the Scheme Fund which we will utilise to conduct the planning Scheme. Quotes have been sourced for this work with commencinement in FY26.
			Develop a new scheme					
			Community consult process					
			State approval					
State Compliance Checklist	Governance	Council is compliant with all compliance obligations per the States compliance checklist, which is defined by the Local Government Act and Regulation.	Review checklist	100%	100%	100%	100%	Compliance review was performed in December 2024
			Review and adopt all associated policies	100%	100%	100%	100%	
			Compliance checklist is signed off by EMT	100%	100%	100%	100%	

ANNUAL OPERATIONAL PLAN PROGRESS REPORT – Q4 FY 2024– 2025 (1 April 2025 to 30 June 2025)

Roads, Infrastructure and Essential Services								
Roads, Infrastructure and Essential Services				Q1 % Complete	Q2 % Complete	Q3 % Complete	Q4 % Complete	Progress comments
Project	Section	Objective	Performance Measures					
Fleet Replacement Program	EMRIES	Council has a program to replace its fleet with a prioritisation strategy	Audit of all fleet is complete.	0%	75%	75%	100%	Audit completed and informed 25/26 capex program
			Programmed maintenance and cyclical replacement strategy	0%	0%	50%	85%	Capital strategy developed to support renewal program
			Appropriate priority vehicles purchased	100%	100%	100%	100%	
Council Building renewal program	Building Management	Council has a program of capital renewal for council buildings based on the Asset management Plan	Each function of Council has been reviewed	0%	25%	25%	100%	Council housing inspections undertaken
			Life cycle planning	0%	0%	25%	55%	Asset condition assessments underway to inform the AMP's respectively
			Cyclical maintenance program in place	0%	0%	25%	90%	Capital strategy developed to support renewal program - introduction of Simpro to track and program preventative and cyclical works
Community Housing	Building Management	Responsible management of repairs, maintenance and upgrades of existing assets, compliance with regulator requirements and undertaking of works in line with contracts	Receive, allocate and program works within nominated QBuild contract timeframes	0%	75%	75%	95%	All pre-planned and program works have been approved, under contract and on target for completion
			Timely completion of internal works	0%	0%	75%	90%	Introduction of Simpro system to track and prioritise work flows and program
			Utilisation of local workforce	0%	0%	100%	100%	Apprentice program to kick start in 25/26FY
			Revenue in line with agreed profit margins	0%	0%	50%	90%	Timing of invoicing and project completion
ICCP Water, Waste & Solid	Essential Services	Capital works are complete for upgrades of Potable water, Wastewater, and Hard waste	Potable water infrastructure maintained, and continuous service maintained	100%	100%	100%	100%	Actively looking for other funding oportunities to implement further upgrades and works
			Wastewater / sewerage maintained, and continuous service maintained	100%	100%	100%	100%	
			Hard waste facility development capital projects complete on time & on budget;	100%	100%	100%	100%	
Recovery works	Roads	Funded recovery and betterment works are completed within QRA timelines for registered events	Project scoped, funding sourced and works complete.	25%	75%	75%	90%	Working closely with Engineering consultants to develop 3/5/10 startegy for long term project scoping
			Projects completed within budget.	25%	50%	50%	100%	
			Projects completed within QRA and grant funding timelines	25%	50%	50%	100%	
Drinking Water Improvements	Essential Services	To continue to meet the current QLD drinking water standards.	Implement suggested improvements per recent audit.	15%	25%	50%	50%	New funding and support from DRMW to implement significant upgrades to KASC Water treatment Scheme - program under development with consulting engineers
			Monitor and maintain drinking water standards through cyclical internal audit	0%	0%	50%	100%	WaSH Program introduction in Q3 will support SOP development, operator training and better data analysis. Both DWQMP review and audit completed
Airport Infrastructure	EMRIES	Ensure all airport infrastructure conforms to CASA requirements including fuel farm, runway, and PAL system. Upgrade apron, taxiway, and runway	Audits undertaken with suggested improvements implemented.	15%	25%	35%	75%	Closure of outstanding ATI recomendations in Q4
			Funds secured, resilient design and upgrade projects substantially complete, within available funds	50%	50%	50%	100%	RAUP II application submitted to support the full re-seal project at the aerodrome, Crucial Access links funding application submitted to fully complete Aerodrome critical infrastructure upgrades
Town Streets	Roads	To Improve resilience of town streets with long term benefits	Complete Streets Upgrade and Resilience Design package	15%	25%	50%	100%	Tender packages are under assessment - set for award and completion in Q4
			Complete betterment and reconstructions in critical damaged areas	25%	35%	50%	95%	Pindi and Carrington Sts works awarded and set for completion in Q4

ANNUAL OPERATIONAL PLAN PROGRESS REPORT – Q4 FY 2024– 2025 (1 April 2025 to 30 June 2025)

Community Services and Cultural Heritage								
Community Services and Cultural Heritage				Q1 % Complete	Q2 % Complete	Q3 % Complete	Q4 % Complete	Progress comments
Project	Section	Objective	Performance Measures					
Community Safety Plan	EMCS	Council's Community Safety Plan is implemented within the restraints of financial resources	Recommended improvements -have been implemented	75%	75%	75%	95%	Previous CSP implemented within budget restraints.
			Youth diversion program is implemented	0%	0%	50%	100%	Community-led program Our Learning Our Way has been successfully piloted.
			Implement programs for capacity building – Community and Employees	0%	0%	0%	0%	No progress to date.
Land and Cultural Protection	Land & Sea	Land and Cultural Protection is compliant and maintained the standard of service	Biosecurity Plan is developed and	75%	95%	99%	100%	
			Biosecurity Plan is adopted	0%	0%	0%	100%	Adopted at June Council Meeting.
			Cultural activities are conducted	25%	50%	75%	100%	Activities conducted as per usual business.
0 – 5 Education	EMCS	Council fosters the development of education for children 0-5 years	Development of an early year's program	10%	10%	25%	50%	Progress delayed due to recruitment of EYP Coordinator, no viable applicants.
			Implement program	0%	0%	10%	25%	Progress slow due to above. Currently continuing with Playgroup program.
Sport and Recreation Events	Sport & Recreation	Council delivers programs and events to increase participation in activities	Annual sporting calendar of events is developed and implemented	10%	25%	50%	100%	Calendar developed and is implemented as per schedule.
			Annual swimming pool program is developed and implemented	25%	50%	75%	100%	Program developed and implemented as per schedule.
Aged Care Compliance	Aged Care NDIS	Council maintains an aged care compliant service	Council maintains compliance with the federal government aged care standards	25%	50%	75%	100%	Compliance with standards is ongoing.
			Any improvements identified are implemented	25%	50%		100%	Improvements implemented as required
Containers for Change	EMCS Waste	Have Containers for Change operating in Kowanyama	Development of Infrastructure completed	0%	0%	0%	0%	Containers for Change have visited community, however, no progress on permanent installation
			Implement program	0%	0%	0%	0%	No progress to date
Community Engagement / Events	EMCS CEO	Proactive engagement of community events to encourage community participation, support celebration of culture.	Development of an events calendar for FY-2025	50%	50%	100%	100%	Calendar developed.
			Implementation of events calendar programs	40%	50%	75%	100%	Calendar implemented as per schedule.
			Community radio station operational	0%	0%	0%	0%	Recruitment currently being undertaken.
			Centrelink office relocated	0%	0%	0%	0%	No progress to date.
			Post Office banking service	0%	0%	0%	0%	No progress to date.
			Business / financial literacy training program to be developed and delivered through iCAN	0%	0%	25%	50%	Commonwealth Bank has attended community on multiple occasions to provide financial training to clients.
Women's Services	EMCS	Council maintains a Women's, compliant service	Women's Group activities are conducted monthly	25%	50%	75%	100%	Monthly meetings conducted to date.
			Funding sought for Women's Shelter upgrades	0%	50%	50%	50%	Grant application submitted for new facility - Update: Application Unsuccessful.

Attachments: ARC Minutes and Risk report

Kowanyama Aboriginal Shire Council

Audit & Risk Committee (A&RC) Meeting Minutes

Meeting Date:	Wednesday 18 June 2025
Meeting Time:	10:00am – 12:00pm
Location:	KASC Office Boardroom, 50 Scott Street, Cairns (with videoconference) KASC Chambers, Chapman Road, Kowanyama (with videoconference)

Attendees: Committee Members

Name	Position	Attendance
John Andrejic (JA)	Chairman	Y
Territa Dick (TD)	Mayor	Y
Teddy Bernard (TB)	Deputy Mayor	Apology

Attendees: Observers and Guests

Name	Position	Attendance
Cr. Charmaine Lawrence (CL)	Councillor	Y
Kevin Bell (KB)	Chief Executive Officer	Y
Joe Cristaldi (JC)	EM – Corporate & Financial Services	Y
Nicola Strutt (NS)	Manager Finance	Y
Eve Jacks (EJ)	Altius Advisors	Y
Shona Cram (SC)	Grant Thornton	Apology
Renae Garbuio (RG)	Grant Thornton	Y
Natalie Kolakowski (NK)	QAO	Apology
Sri Narasimhan (SN)	QAO	Apology
Danae Maltby (DM)	Governance Officer (minutes)	Y

Item	Details
1	Welcome and apologies Mayor opened meeting at 10:03am. - Welcomed Cr Charmaine – attending as guest / observer - Deputy Mayor an apology for meeting. JA – recommends Mayor and Deputy discuss an alternative / proxy to attend in their absence.
2	Declaration of Conflict of Interest No conflicts of interest declared for this meeting, Wednesday 18 June 2025
3	Confirmation of minutes The unconfirmed minutes were considered and reviewed Resolution: Committee accepted the minutes of the meeting held 12 February 2025. The unconfirmed minutes were considered and reviewed Resolution: Committee accepted the flying minutes from 9 April 2025.

4	Annual Work Plan JA – notes Insurances status as not available for this meeting and requests summary to be sent through to committee by way of “flying minute”. JC – Insurance summaries and policies were received 18 June (at time of meeting) and were not able to be distributed prior. Action: DM to draft insurance report, providing summary of policy changes and submit to Committee for flying minute.
5	Action register JA – confirms Asset Management action is being satisfactorily managed with community consultation, with updated Asset Management Plans to be drafted by Council. Action can be closed. JA – Infrastructure projects (overall management) action is being satisfactorily managed. Council to finalise policy wording. Action can be closed. Action Register was reviewed and noted by Committee.
6	Agenda reports 6.a – QAO Audit Committee Briefing Paper RG provides summary: - Noting that asset valuations date has now past (section 3 key milestones) EJ – the asset valuations are now completed. Noting delays from valuers on the draft reports (queries / challenges regarding valuers assumptions from Council with delayed responses). Significant changes have occurred between version 1 and 2 of the reports. - Section 4 – Requires Councils attention regarding statutory deadlines for Water infrastructure assets. – letter received – council to take note (refer letter from department). - Recommendation of self-assessment of the performance of audit committee against the actions listed in Appendix D to continue to improve the maturity and effectiveness of the committee. JA – recommends Committee embed Appendix D actions into Committees annual self-assessment. Resolution: Committee notes and accepts the QAO Briefing Paper. 6.b – QAO Interim Report RG provides summary: 4 findings remain open: - inconsistencies with Register of Interests/COI and related parties satisfactorily addressed by Council - review and maintenance of fixed asset register to be resolved / completed by year end. - Preparation of roster for part-time an casual employee to be resolved by August 2025 with implementation of new HR/Payroll system. - Asset Management Plan – defer from due date of 30 June to end of year. JA – Noting valuations timetable delayed – will Council remain on target. - JC – confirms Council will remain on target. JA – Noting Appendix D (briefing note) actions are satisfactorily being met by the Committee (happy with how Committee is performing).

	- o Recommending Chair to conduct regular meetings with CEO and EMCFS throughout the year. - o Recommending meeting minutes to be submitted for Council's information at next scheduled Ordinary Meeting post ARC meeting. Resolution: Committee notes and accepts the QAO Interim Report. Action: DM to submit ARC minutes in Governance Information Report to Council.
7	Information Reports 7.a – Risk Management update Resolution: Committee notes and accepts the Risk Management Update. Action: Committee request Risk Management Report to be submitted in Governance Information Report to Council. 7.b – Position papers Resolution: Committee notes and accepts the Position Papers report. 7.c – ICT Project Update JC provided summary: • Noting change to dates since report was drafted; HRM date remains at 21 July and payroll Go/No Go decision pushed back to 25 July (parallel pay run) and "Go Live" date now being set for 6th August 2025. JA – who will be responsible for no-go decision and how will this be made/considered. • JC – CEO and EMCFS are project sponsors and will be decision makers for no-go. The decision to proceed with go/no-go will be based on outcomes the technical aspects of the system and outcomes from organisational-wide training and readiness. Reasonable variances to be considered and what Council will accept and if ready to proceed to Go Live. JA – What will be Council's parachute option post Go Live. • JC – Council can revert to synergy as this system will not be turned off. Worst case scenario, council would follow the steps outlined in it's Business Continuity Plan and would proceed with "last pay run" if data could not be loaded in time. Resolution: Committee notes and accepts the ICT Project Update Report. 7.d – Fraud Framework Resolution: Committee notes and accepts the Fraud Framework Report. 7.e – Proforma Financial Statements Resolution: Committee notes and accepts the Proforma Financial Statement Report. 7.f – IA Progress Report JC – Requesting internal audit post implementation, undertake a reconciliation on synergy and Employment Hero. • Chairperson and Mayor agree and recommend proceeding with internal audit.

	Resolution: Committee notes and accepts the IA Progress Report.
8	General Business
	8.a – WHS Incident (post incident discussion/learnings) KB providing summary: - Investigation into the incident at 27b Kowanyama Street was a combination of internal leadership failings, and processes (procurement / project management). A lack of appropriate WHS and risk assessments not being conducted prior to commencing a high risk task, including use of non-operational trained staff. - Council has now installed strong risk protocols with high risk jobs including ensuring an appropriate SWMS is conducted prior.
9	Meeting concluded: 11:14am Next meeting: 1 October 2025

Title:	4.3.1.a.iii ARC Risk Report
Author:	Executive Manager Corporate and Financial Services
Meeting Date:	22 July 2025

Significant Risks:

There have been no significant risks reported for the period of February 2025 to June 2025.

Trending Risks:

Council's identified top five (5) risks as at June 2025 are currently being monitored and managed by EMT.

- Proposed controls have commencement. Green (on track) and Amber (progressing).

Risk No	Risk Title	Causes	Consequence
RN01	Safety – Workplace	- Insufficient resources to identify and remediate hazards - Hazardous work activities - Exposure to chemicals, fuels and machinery - Poorly planned and managed projects - Severe weather impacts - Unsafe work practices - Lack of risk assessment strategies - Inappropriate or ineffective workplace health and safety policies, procedures, PPE and training - Non-compliance with training - Inadequate response to incident and failure to identify and address high risks - Untrained staff	- Injury - Financial cost for compensation and / or fines and penalties - Reputation - Lack of compliance to standards - Litigation - Increase in claims
Existing treatment		- Incident register / reporting to council - WHS Policy - Tailored Insurance	
Proposed controls		New Proposed controls in development for WHS: Council-Wide WHS Training - Recent training sessions covering new and updated workplace health and safety policies and procedures have been successfully completed across council. The sessions generated positive feedback and prompted valuable discussions. Health and Safety Representatives (HSRs) and WHS Committee - The concept of HSRs and a WHS Committee was introduced during the training, receiving encouraging interest from staff. HSR training options have been explored and are ready to proceed once the nomination and voting process is initiated—tentatively scheduled for October. Safety Software Implementation – “Safety Champion” - A new safety software solution, Safety Champion, has been procured to enhance incident reporting and safety management. Implementation is underway, with an estimated 3–4 month timeline for: - Program development - System testing - Training for managers and users	

Status: On track



	Modules completed to date include: • User data input (initial rollout to 25 managers and supervisors) • Incident module • Action module Planning for the Safety module is currently in progress We will begin entering all incident data from September 2024 onward, enabling us to generate reporting insights and identify trends over a 12-month period once the system is fully implemented.
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Risk No	Risk Title	Causes	Consequence
RN03	Staff Attraction & Retention	• Remoteness • Reputation • Salary / benefits package • Skill fluctuation in labour market • Limitation for succession planning • Cost of living in remote community • Training opportunities	• Unable to meet corporate governance, asset management etc requirements • Unable to complete and deliver on projects • Increase in consultants to fill vacant positions • Financial implications • Missed opportunities
Existing treatment		• Position descriptions, accurate and capturing role requirements • Targeted recruitment • Performance reviews and identification of training / development goals • Subsidised housing / provision of airfare / salary sacrificing (salary packages) • Case by case, flexible working, job skill sharing • Partnership with RISE Ventures	
Proposed controls		No new updates since February 2025 • Job sharing opportunities • Flexible / part time work • Parental leave • Employee recognition program • More Kowanyama people (contingent on suitable skill set and education, that could be advocated for) • Rotation through Cairns / Kowanyama locations for staff • Isolation leave • Improved Staff Housing Facilities in Community	

Status: Progressing



Risk No	Risk Title	Causes	Consequence
RN04	Skills and Competencies	• High turnover of skilled employees • Ageing workforce – loss of knowledge • Lack of training on specific products and needs • Lack of succession planning • Uncompetitive remuneration • Loss of experienced and qualified staff to mining • Lack of understanding of indigenous culture	• Failure to deliver on requirements • Inability to meet service needs • Ineffective planning • Missed opportunities • Community backlash • Financial implications
Existing treatment		• Training program developed in line with identified projects and skill requirements of staff • Training programs are delivered in conjunction with RISE to meet training attendance numbers • Annual Performance Appraisal • Position Descriptions	
Proposed controls		No new updates since February 2025 • Performance reviews and identification of training / development goals • Skilling of staff identified in succession planning by manager • Source flexible training methods e.g. on-line delivery, when possible, to account for changes in staff availability due to cultural issues • See Risk No 3 for improvements to Staff Retention	Status: Progressing 

Risk No	Risk Title	Causes	Consequence
RN08	Disaster Management & Recovery	• Damage to Disaster Recovery Centre (IT infrastructure) • Major / prolonged loss of telecommunications caused by damage to fibre optic cabling • Lack of trained staff • Failure of planning • Severity and type of disaster	• Potential loss of life • Financial loss • Delay in community recovery • Loss of reputation • Lack of communication
Existing treatment		• Disaster Management Plan • Local Disaster Management Group / District Disaster Management Group / State • Coordination with local fire / SES / rangers • Annual training (provided by QFS) • Review of building stock in terms of suitability for local natural hazard conditions (in progress) • Evacuation / prioritisation plan • Early reporting / forecast weather trends / early warning (SMS and other comms) • Generators / backups / iterra Satellite • Insurance • Planning meetings prior to wet / cyclone seasons including provisions for adequate stock buffers • Bushfire Management Plan / fire breaks and clearing	
Proposed controls		No new updates since February 2025 • Improved weather forecasting (in collaboration with BOM) • Business Continuity Plan • Specific training to be identified	Status: Progressing 

Risk No	Risk Title	Causes	Consequence
RN14	Funding	• Aggressive tendering by other contractors • Flow-on effects from economic downturn • Loss of Federal/State grants • Loss of contract work • Natural disaster (e.g. drought) • Failure of community to pay rates/fees and charges • Loss of major State Government and other contracts (e.g. NDRRA)	• Financial implications/loss • Reduction in service levels • Depletion of plant and equipment (assets) • Reduction in maintenance • Reputation for council
Existing treatment		• Open communication with Government • TCICA used as voice of councils • LGAQ support • Own source of revenue (Carbon and Cattle) • NONI Tree	
Proposed controls		No new updates since February 2025 • Identify additional income streams • Further advocacy • Priority funding	Status: Progressing 

Additional Risks (as requested in February meeting)

The below risks have been identified as further **"High Risks"** that have a current marginal, low and fair control rating.

Risk No	Risk Title	Causes	Consequence
RN06	Asset Management	• Inadequate management (lack of knowledge) • Too reliant on contractors & availability • Lack of systems and processes • Lack of planning and maintenance • Major equipment failure (not fit for purpose) • Ageing infrastructure • Disaster event – cyclone, flood or fire • Failure of external provider (e.g. electricity) • Under performance of staff • Clarity of responsibility • Lack of funding	• Arts, Culture & Recreation (Heritage) • Penalty, fines • Adverse publicity • May have health impact on residents (poor water supply) • Financial loss (poor reporting, audit) • Political fallout • Environmental damage
Existing treatment		• Asset Management Framework and Policy (out of date) • Annual Asset Condition Assessments (ad hoc/ unscheduled) • Insurance/ Self-Insurance Reserve • Fleet and Facility Coordinator position employed	
Proposed controls		• Adequate funding of asset renewals program • Identification of operating costs of assets • Formulation of maintenance programs to specific assets • Scheduled Asset condition assessments • Whole of life costing • Provision for capital reserve • Project assessment tool – long term forecast • Assessment management plans • Checklists / maintenance schedules • Targeted advocacy plan (funding) – Councillors	

Risk No	Risk Title	Causes	Consequence
RN09	Project Management and Delivery	• Disasters putting strain on resources • Poor project management skills • Poor financial management (budget blowouts) • Changing priorities • Loss of funding • Volatile resource costs	• Loss of contracts • Financial loss • Litigation • Reputation loss • Community backlash • Create operational backlog
Existing treatment		• Actively recruiting Project Manager in Infrastructure Department • External Project management (consultants) • Dedicated resources • Contingency plans • Risk assessments • Management of expectations (regular meetings) • CAPEX reporting	
Proposed controls		• Further adherence to Operational Plan and Project Prioritisation Assessment (links to assessment management controls)	

	• Grants Officer • Development of Project Governance Tools / systems • Scheduled Asset condition assessments • Whole of life costing • Provision for capital reserve • Project assessment tool - long term forecast • Assessment management plans • Checklists / maintenance schedules • Targeted advocacy plan (funding) - Councillors
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Risk No	Risk Title	Causes	Consequence
RN21	Climate change / impacts	• Rising sea levels • Failure to adequately plan for impacts to community (people and assets)	• Inundation of council and community assets • Water supply and health of community • Population shift / migration within community and resultant consequences on council resources / service delivery. • Rising sea levels (isolation)
Existing treatment		• TCICA priority • Government communication • Risk planning • Flood Study	
Proposed controls		• Updating projections	

Recommendation: That Council note the Risk report.

4.3.1.b – Human Resources Information Report

Title:	HR Monthly Information Report
Author:	Executive Manager Corporate and Financial Services
Meeting Date:	22 July 2025

HR Key items

1. New HR/Payroll system

Project Progress:

- Progress is continuing towards a Go Live for Employment Hero on Wednesday 20/27th August 2025.
 - The project team is working closely with Employment Hero consultants to ensure that payroll and Human Resource Management activities will provide Council with the desired outcomes.
 - All Council employees have attended at least one information session that was championed by the Chief Executive Officer.
 - Feedback from Council employees has been positive, including offers of assistance to ensure a smooth Go Live process.
 - End user training commences in late July for all users.
 - The project team will be in Kowanyama to provide support for the first days from Go Live.

2. Recruitment

Position Title	Recruitment Process Stage
Administration Manager	Shortlisting applications
Administration Officer Traineeship	Recruitment On Hold
Aged Care Support Worker x 2	Final Stage
Aged Care Support Worker x 1	Temporary fill – currently sourcing
Carpentry Supervisor	Advertising
Centrelink Officer	Advertising
Cultural Centre Support Officer	Advertising
Executive Assistant to CEO, Mayor and Councillors	Final Stage
Early Years Place Coordinator	Position under review
Facility & Fleet Coordinator	Shortlisting
Radio Announcer	On Hold
Ranger (Female) x 3 FTE equiv	Shortlisting
Team Leader Aged Care – Transport & Maintenance	Position under review
Trainee Cleaner	Position under review
Women's Shelter Support Worker	Final Stages

Current Workers Compensation Claims

- One claim currently in progress

4.4.1 – EMRIES Info Report

Title:	EMRIES Monthly Update
Author:	Executive Manager, Roads, Infrastructure and Essential Services
Meeting Date:	22 July 2025

Executive Summary

To provide Council with an update of activities undertaken by the Roads, Infrastructure and Essential Services Department within Council for the month of June 2025.

Building services

QBuild works

Making satisfactory progress on outstanding contractor invoices. Return of 6 properties during June as completed upgrade works. All outstanding OT upgrades complete. Contractors have been active in bringing materials into Community with the next 2 months being a busy period closing out vacant and NAHA projects. Fortnightly meetings established with Contractors to ensure program is fully delivered before planning begins for wet season.

Q-Build's 60-day age report remains steady for June.

Parks and gardens

Ongoing vegetation management, collecting up rubbish and debris around public areas etc. Plans being drafted to implement bulky waste collections, including metal and abandon vehicles. The team are very active in public spaces and Council facilities.

Airport

RPT Flight Movements

31 Skytrans Flights (5 late pm departures)

36 Hinterland Flights.

Charter

33 Flights; 3 after hours/weekend callouts.

RFDS

15 Flights; 4 after hours/weekend callouts.

Fuel

18020L dispensed during June 2025.

49440L available as at COB 30/06/25.

No Fuel restrictions in place.

New Skytrans schedule impacting operations, with delays at other aerodromes cascading across rest of flight plan. Late flights and cancellations frequently disrupting passengers.

Current NOTAMs in place for increased bird hazards.

CASA surveillance audit completed with no safety concerns or improvement notices issued. Some minor notifications to be actioned once final report received.

NOTAM #	Description	Raised by	date	Outcome
C11/25	INCREASED BIRD HAZARD	YKOW	30/04/25	Ongoing management

Essential services

Routine and network maintenance works completed including;

- Sewer Pump station and Lagoon maintenance
- Water plant testing and analysis
- Regulatory reporting completed
- Multiple water leaks repaired across town

QBuild plumbing works completed and up to date.

Material separation areas have been established. Waste Officers have begun planting boundary areas with local plant trimmings.

Final audit of vehicles has been completed with 364 vehicles identified for removal to landfill, 142 of those located in public space. Car removal stickers have been rolled out.

Roads

The Kowanyama Infrastructure Program (comprised of DRFA and non-DRFA projects) is progressing across several work packages. Over the month of May/June, progress has picked up with mobilisation of various contractors to begin the work program.

The Program remains largely on schedule, with proactive measures in place to mitigate current and emerging challenges. The upcoming month will focus on the delivery of both the sealed and unsealed roads packages. Preparations are being made for the construction season of April – December 2025 which will see many projects being delivered concurrently within the town and on rural roads.

Project Management

Upgrades & Maintenance Staff Housing

Project plans are being drafted to roll out upgrade and maintenance program for Council Housing. Project funded under W4Q and LGGSP. RFQ documents completed and go to market in July..

Administration Office Refurbishment

Project has moved into concept approval phase with detailed design completed in June 2025. Final material types and design features have been mapped out. Tender packages for final review in July.

On track to begin construction in August 2025. EMT will work on alternative works spaces for staff during construction.

Water Infrastructure Upgrades

RDMW supported engineering review has been completed with report to be received in June. The report will have distinct notations on storage capacity, bore management and upgraded electrical and treatment options.

To date, information sharing on Kowanyama Infrastructure has been completed, optioneering for the upgrades has begun.

Crucial Access Links (QRA)

In Early March RIES Depart and our consulting engineers prepared a submission to QRA under the Crucial Access Links funding program. The submission included a full re-seal of the runway, improved drainage on the runway strip,

increased bulk fuel storage capacity, improved fencing, improved security features and refurbishment of storage shed. KASC have been advised that the application has been successful, with a total of 8 million dollars being awarded. The project will now move forward into project implementation phase.

Dwelling Design Project

The Dwelling Design tender evaluation has been completed, and POD (People Orientated Design) have been awarded the contract. Post online project inception meeting, POD are planning to carry out the first phase of project with Council and Community consultation. This has been booked for the week of 11th August. Further details will follow, these meetings are vital for Council and Community to provide input into the design principles that will shape housing design and plans into the future. Councillors are encouraged to be fully engaged in the project and provide invaluable input into overall project.

4.5.1 – Community Services and Cultural Heritage Report

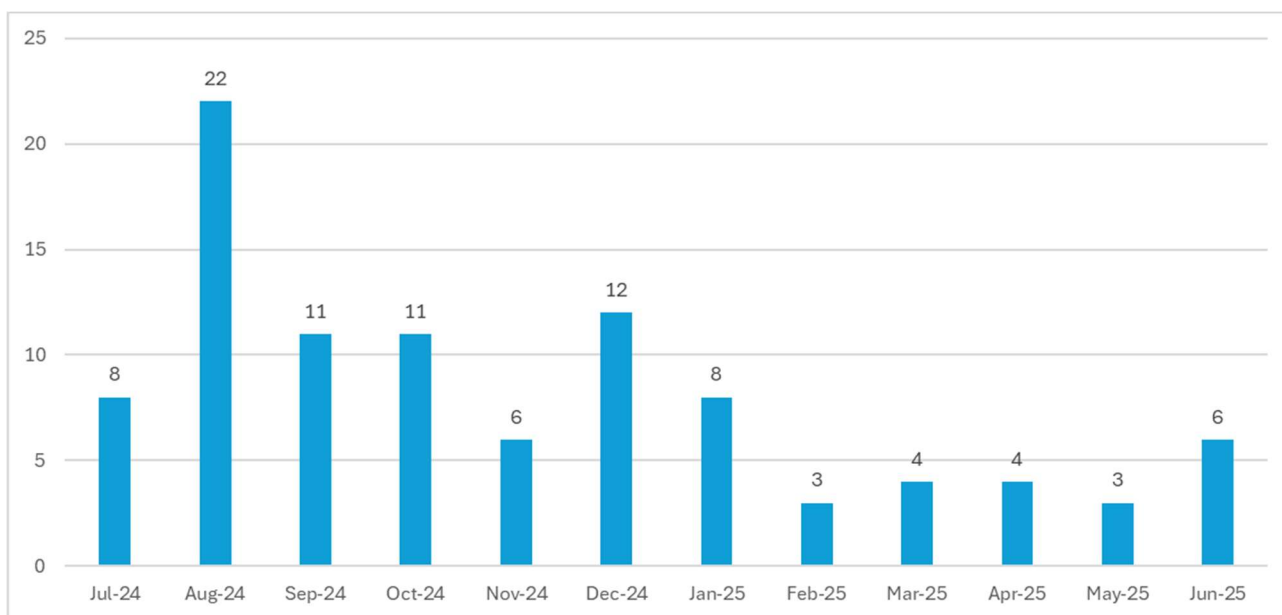
Title:	Community Services and Cultural Heritage Monthly Update
Author:	Executive Manager Community Services and Cultural Heritage
Meeting Date:	22 July 2025

1. Rangers

- Rangers underwent training on the Nestor App (for turtle monitoring), learning how to navigate the program.
- Workshops and field sessions with Kowanyama State School continue, with Rangers engaging the students in cultural activities and learning about country.

2. Women's Shelter

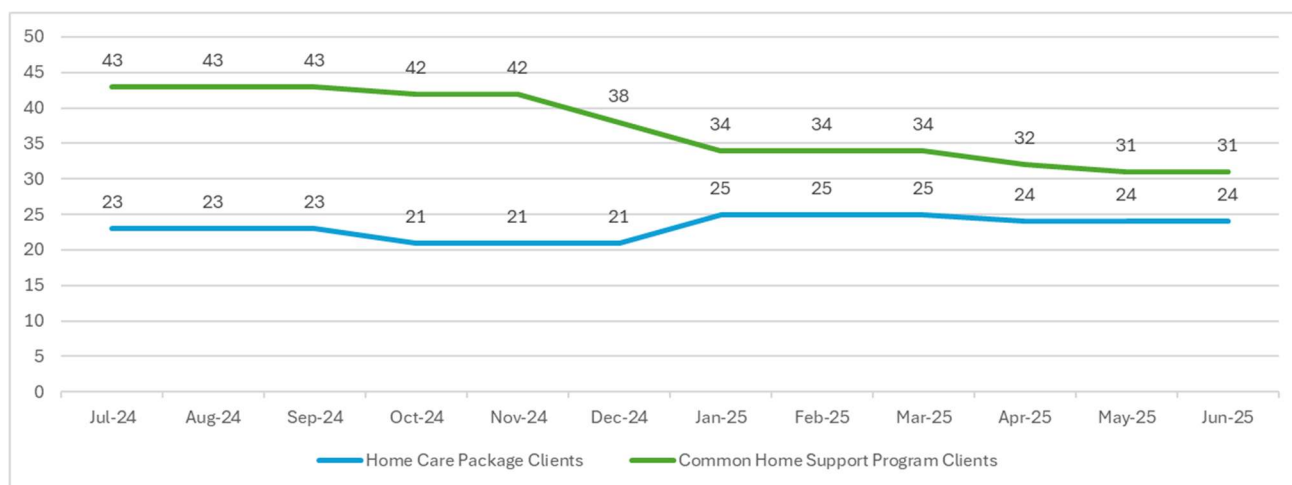
Attendance statistics for the last 12 months:



- Manager Community Services and Events recently secured some women's products from the charity 'Share the Dignity'. The bags included toiletries and body care products. These bags have been distributed throughout the various programs for further dissemination within the community.



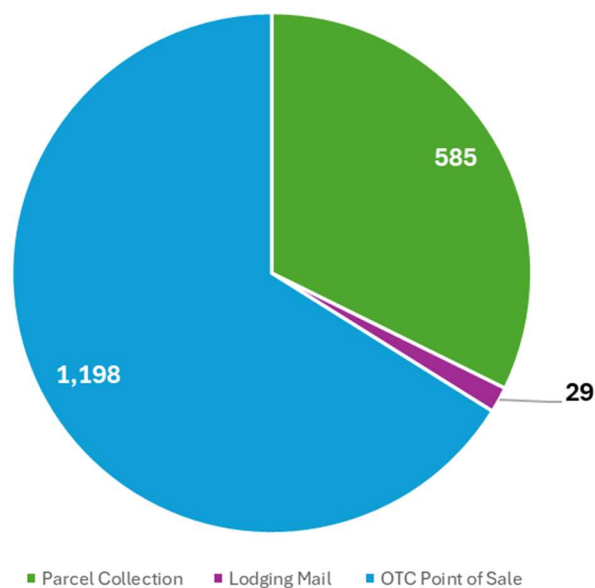
3. Aged Care



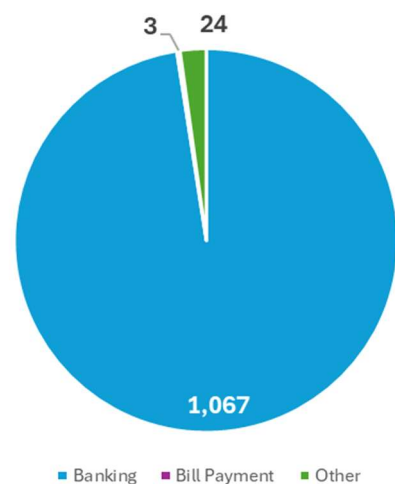
4. Post Office

The month of June saw 1,823 customers access services (excluding the ATM), down 11% from last month.

Parcel Collection and Foot Traffic



Service Quantity



* These statistics do not include:

- Parcels and letters that don't get scanned
- Power card transactions
- Banking paperwork customers, e.g. those with issues accessing their account, identification documents, etc.

5. Services Australia

The Centrelink Office is still closed. NBN have visited the site and have said there is no issue with the connection, so Services Australia are looking into other potential issues.

6. **Women's Group**

- Continue to support the community with Sorry Business.
- Have been having organic yarnning sessions with mum's struggling with young children under Child Safety.
- Have held cultural yarns with Boyd Aiden around how to collect resources to make spear heads and grass skirts.
- Held on-Country activities, facilitated by Dr Amelia Britton. Activities included damper making and Elder mentoring of the younger generation.



7. **Animal Management**

- Community education is ongoing, through Facebook posts and staff speaking directly with residents.
- A new buggy has been purchased, as part of funding received, to support the Animal Management Officer and Environmental Health Officer roles with their ongoing work.